

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	
☒ 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.
☒ 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. <p><u>FY 22-23</u></p> <ul style="list-style-type: none"> Completed the hydraulic assessment and corresponding engineer’s report, which used the assessment to identify/prioritize capital projects to address critical water system issues. Utilized the hydraulic assessment to perform preliminary engineering for a project to improve fire flows, system efficiency and system pressures by rezoning water system pressure zones, eliminating Cedar Pines Tank, Laurel Pump Station and Sherwood

	<p>Forest Pump Station.</p> <p><u>FY 23-24</u></p> <ul style="list-style-type: none"> Utilized the hydraulic assessment to design the Sherwood Forest Water System Replacement Project and submit two grant applications for construction. Created a 5-year plan to replace the highest risk portions of the District’s water system.
<input checked="" type="checkbox"/> 1.3	<p>Identify sources of water loss and prioritize projects to reduce water loss below 10%.</p>
	<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 loss and develop/prioritize capital projects to reduce water loss. <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	<p>Complete Well 3</p>
	<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	<p>Replace water lines in Sherwood Forest</p>
	<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. <p><u>FY 22-23</u></p> <ul style="list-style-type: none"> Completed 30% design for a complete replacement and upgrade of Sherwood Forest water lines. Design will be used to apply for a construction grant in FY 23-24. <p><u>FY 23-24</u></p> <ul style="list-style-type: none"> Completed 90% design and environmental documents for the Sherwood Forest Water System Replacement Project and submitted

	two grant applications for construction.
☒ 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.
☒ 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.
☒ 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. <p><u>FY 22-23</u></p> <ul style="list-style-type: none"> Completed capital projects to rehabilitate manholes identified in the assessment as being a significant source of I&I. Continued to pursue funding to replace 2.2 miles of the system's highest risk sewer lines. <p><u>FY 23-24</u></p> <ul style="list-style-type: none"> Utilized sewer system condition and hydraulic assessment to identify

	and design a sewer relining project to extend the life of highest risk portions of the sewer system.
☒ 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. <p><u>FY 22-23</u></p> <ul style="list-style-type: none"> • Captured exact location of sewer cleanouts on GIS. <p><u>FY 23-24</u></p> <ul style="list-style-type: none"> • Continued to adjust mapping when field inconsistencies were found.
☑ 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. <p><u>FY 23-24</u></p> <ul style="list-style-type: none"> • Initiated design of the radio communications system needed for the SCADA system upgrade.
☒ 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 <p><u>FY 22-23</u></p> <ul style="list-style-type: none"> • 57% of Sewer Lines Cleaned • 28% of Manholes Inspected • 29% of Valves Turned

	<p><u>FY 23-24</u></p> <ul style="list-style-type: none"> • 38% of Sewer Lines Cleaned • 76% of Manholes Inspected • 60% of Valves Turned
☒ 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. <p><u>FY 22-23</u></p> <ul style="list-style-type: none"> • Developed and initiated implementation of a plan to perform regular hydrant testing. <p><u>FY 23-24</u></p> <ul style="list-style-type: none"> • Performed hydrant testing. • Identified and removed one broken, unnecessary hydrant.
☒ 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.
☒ 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. <p><u>FY 22-23</u></p> <ul style="list-style-type: none"> • Evaluated purchase of two nearby buildings to expand fire station living facilities, but chose not to pursue options after conducting surveys that revealed offering housing to interns would not improve program participation.

2. EMERGENCY PREPAREDNESS

GOAL

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

OBJECTIVES

☑ 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. <p><u>FY 21-22</u></p> <ul style="list-style-type: none"> • Installed standby generators at the Community Center and SCBA Filling Station/Fuel Station.
☑ 2.2	Harden all critical facilities and establish 100 feet of defensible space.
	<p><u>FY 20-21</u></p> <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. <p><u>FY 21-22</u></p> <ul style="list-style-type: none"> • Utilized CalFire vegetation crews to create 100 feet of defensible space around Well 3 and the District offices. <p><u>FY 22-23</u></p> <ul style="list-style-type: none"> • Utilized CalFire vegetation crews to create 100 feet of defensible space around the District’s equipment storage yard, training facilities and Well 2. • Removed trees around District office that cast excessive needles on the office roof and to create greater defensible space.
☑ 2.3	Evaluate cyber security and make any necessary improvements.
	<p><u>FY 20-21</u></p> <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. <p><u>FY 21-22</u></p> <ul style="list-style-type: none"> • Attended cyber security training.

	<ul style="list-style-type: none"> • Evaluated state cyber security programs. <p><u>FY 23-24</u></p> <ul style="list-style-type: none"> • Held an all-staff cyber security training. • Improved systems to ensure greater cyber security. • Initiated a CISA cyber security audit.
☒ 2.4	Install compatible radio systems in all vehicles to improve inter-department emergency communications.
	<p><u>FY 20-21</u></p> <ul style="list-style-type: none"> • Procured radios to provide for inter-department communications. <p><u>FY 21-22</u></p> <ul style="list-style-type: none"> • Conducted inter-departmental radio programming and use training to improve communications.
☒ 2.5	Collaborate with cooperative agencies to perform vegetation management along major roads.
	<p><u>FY 19-20</u></p> <ul style="list-style-type: none"> • Collaborated with Tuolumne County to perform vegetation management along Twain Harte Drive and Golf Club Drive.
☒ 2.6	Explore and implement new ways to encourage/assist with local fuels management.
	<p><u>FY 20-21</u></p> <ul style="list-style-type: none"> • Explored establishment of a Volunteer-in-Prevention program that empowers local volunteers to perform defensible space inspections. <p><u>FY 21-22</u></p> <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. • 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. <p><u>FY 22-23</u></p> <ul style="list-style-type: none"> • Increased inspection and education for vegetation management on vacant lots and achieved 75% compliance. • Continued to promote the formation of Fire Wise Communities to encourage neighborhoods to work together to remove fuels. <p><u>FY 23-24</u></p> <ul style="list-style-type: none"> • Continued to increase compliance with the District’s vegetation management requirements for vacant lots, including gaining compliance with several previously resistant or difficult to reach property owners on large critical lots. • Partnered with CalFire vegetation crews to remove vegetation.

☒ 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. <p><u>FY 22-23</u></p> <ul style="list-style-type: none"> • Assisted two neighborhoods in becoming Fire Wise Communities. • Worked with CERT to conduct a community-wide Fire Wise Community informational training and promotion. <p><u>FY 23-24</u></p> <ul style="list-style-type: none"> • Continued to work with, educate, and encourage existing and new Fire Wise Communities.
☒ 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.
☒ 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. <p><u>FY 22-23</u></p> <ul style="list-style-type: none"> • Conducted another emergency contact outreach to build our customer email database for critical communications. <p><u>FY 23-24</u></p> <ul style="list-style-type: none"> • Conducted another emergency contact outreach to build our customer email database for critical communications. • Established a Facebook page with an extensive network of residents.
☒ 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. <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. <p><u>FY 22-23</u></p> <ul style="list-style-type: none"> • CERT performed several community emergency trainings. <p><u>FY 23-24</u></p> <ul style="list-style-type: none"> • Sponsored several CERT-led community emergency trainings. • Received a LUCAS machine via CERT fundraising and educated the community on its purpose through training.
☒ 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. <p><u>FY 22-23</u></p> <ul style="list-style-type: none"> • Developed plan and procedures to respond to the District’s highest risk emergency incidents. • Created a Water Shortage Contingency Plan. <p><u>FY 23-24</u></p> <ul style="list-style-type: none"> • Developed a Workplace Violence Prevention Plan and conducted a staff-wide training.
☒ 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. <p><u>FY 22-23</u></p> <ul style="list-style-type: none"> • Fire and Operations Divisions collaborated to develop and implement

	<p>an idea to improve the Community Center to be utilized for fire training courses.</p> <ul style="list-style-type: none"> • Replaced the dilapidated 1986 Engine 722, which was primarily used for fire training, with a 2001 Type 1 Engine to provide better emergency services reliability and improved training equipment. <p><u>FY 23-24</u></p> <ul style="list-style-type: none"> • Improved the Community Center’s capacity for fire training by remodeling the training space, updating tables, adding media equipment and internet, creating ADA restrooms, fixing drainage issues and paving the parking lot.
☒ 2.14	<p>Promote and conduct trainings with local cooperator agencies.</p> <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. <p><u>FY 22-23</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. <p><u>FY 23-24</u></p> <ul style="list-style-type: none"> • Hosted and conducted several multi-agency trainings to improve cooperative response to fire and other emergencies
☒ 2.15	<p>Establish a communitywide AED program, including install of AEDs.</p> <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

	<p>ordered and is awaiting delivery.</p> <p><u>FY 22-23</u></p> <ul style="list-style-type: none"> • Installed AED's in strategically located businesses throughout Twain Harte and trained employees to perform CPR and use the AED's.
<input checked="" type="checkbox"/> 2.16	<p>Explore options to expand emergency medical services to include EMT II certified staff.</p>
	<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. <p><u>FY 22-23</u></p> <ul style="list-style-type: none"> • Explored requirements to move from Advanced Scope EMT to EMT II, which include working with Tuolumne County to revise their policy to allow EMT II and purchase of approximately \$100,000 in heart monitoring equipment.
<input checked="" type="checkbox"/> 2.17	<p>Obtain funding for a firefighter rehab vehicle.</p>
	<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	<p>Procure water and sewer emergency response trailers.</p>
<input checked="" type="checkbox"/> 2.19	<p>Procure and install a WiFi cradle point to enable District internet access during power outages and other emergencies.</p>
	<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 60% of Meadows Park. Obtained grant to construct most of the Outdoor Pavilion. Applied for a grant that will fund the remainder of Meadows Park. <p><u>FY 22-23</u></p> <ul style="list-style-type: none"> Obtained a Rural Recreation and Tourism Grant from CA Parks and Recreation Department to complete the remainder of Meadows Park. <p><u>FY 23-24</u></p> <ul style="list-style-type: none"> Obtained an additional \$428,000 in grant funding to cover high construction bids, unanticipated change orders and field improvements for 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. <p><u>FY 22-23</u></p> <ul style="list-style-type: none"> Completed Meadows Park design. Procured a pre-fabricated restroom facility. Advertised Meadows Park for construction bidding. <p><u>FY 23-24</u></p> <ul style="list-style-type: none"> Completed 90% of Meadows Park construction.
<input checked="" type="checkbox"/> 3.3	Explore options to improve the Community Center bathrooms, kitchen, parking lot and 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. <p><u>FY 22-23</u></p> <ul style="list-style-type: none"> • Fire and Operations Divisions collaborated to develop a solution to share ownership of the Community Center to provide better fire training, a professional facility for community presentations, and an improved public rental facility. • Initiated construction on a project to remodel bathrooms, construct an ADA bathroom, remodel the kitchen, construct a storage space for tables and chairs, improve the parking lot, and add internet. <p><u>FY 23-24</u></p> <ul style="list-style-type: none"> • Completed construction on a project to remodel bathrooms, construct an ADA bathroom and entry, remodel the kitchen, construct a storage space for tables and chairs, fix drainage issues, pave the parking lot, install media equipment, and add internet.
<input checked="" type="checkbox"/> 3.4	Explore developing recreational programs to promote community health and relationships.
	<p><u>FY 22-23</u></p> <ul style="list-style-type: none"> • Hired personnel with experience in recreation program development. <p><u>FY 23-24</u></p> <ul style="list-style-type: none"> • Developed a grant application to provide art classes in the park over two years.
<input checked="" type="checkbox"/> 3.5	Recruit local partners to offer community recreation programs.
	<p><u>FY 22-23</u></p> <ul style="list-style-type: none"> • Hired personnel with experience in working with community to offer recreation programs. <p><u>FY 23-24</u></p> <ul style="list-style-type: none"> • Partnered with Local Press to offer a bingo night for the community. • Explored partnerships with local yoga instructors and artists to provide classes in the District.
<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.

	<ul style="list-style-type: none"> Created an option to pay for reservations online and developed a plan to further ease facility rental through the District website. <p><u>FY 22-23</u></p> <ul style="list-style-type: none"> Developed ideas and online infrastructure to simplify park facility reservations. <p><u>FY 23-24</u></p> <ul style="list-style-type: none"> Promoted park facility rental through bill inserts, open houses and Facebook. Initiated website improvement to simplify the rental process.
☒ 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. <p><u>FY 22-23</u></p> <ul style="list-style-type: none"> Continually collected feedback through QR code survey signs at park facilities. Responded to concerns and ideas to improve park.

4. COMMUNITY ENGAGEMENT	
GOAL	
<i>Promote community engagement through active education, promotion of District activities and sensitivity to community needs.</i>	
OBJECTIVES	
☒ 4.1	Develop and hold regular community outreach events.
	<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. <p><u>FY 22-23</u></p> <ul style="list-style-type: none"> Held monthly open office hours meetings (Twain Harte Download) for public to ask questions, voice concerns, and learn more about the District’s operations. <p><u>FY 23-24</u></p> <ul style="list-style-type: none"> Performed facility tours of the District’s water treatment plant and fire station.

	<ul style="list-style-type: none"> • Hosted a Meadows Park groundbreaking event. • Held a Meadows Park community planting workshop. • Held a Community Center re-opening bingo night for community.
☒ 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. <p><u>FY 22-23</u></p> <ul style="list-style-type: none"> • Participated in 2022 Christmas parade. • Entered a Fire “crapper” in Twain Harte’s Outhouse Races event. • Presented District updates at the annual Twain Harte Homeowners meeting. <p><u>FY 23-24</u></p> <ul style="list-style-type: none"> • Entered a Fire “crapper” in Twain Harte’s Outhouse Races event. • Presented updates at the annual Twain Harte Homeowners meeting.
☒ 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. <p><u>FY 22-23</u></p> <ul style="list-style-type: none"> • Led two Water Treatment Plant tours – one for Twain Harte Elementary and one for residents. • Held one community event for the Bocce Courts. • Conducted a vehicle extrication training in the park with public involvement. • Conducted three fire station tours – two for students and one for the community. <p><u>FY 23-24</u></p> <ul style="list-style-type: none"> • Led two Water Treatment Plant tours and several Fire Station tours. • Hosted a re-opening tour of the Community Center. • Conducted three interactive community educational workshops regarding storm and rain water re-use at Meadows Park.
☒ 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. <p><u>FY 22-23</u></p> <ul style="list-style-type: none"> • Continued to implement and develop video outreach with videos of fire tips, water tips and other District activities. • Submitted several press releases for District activities and achievements to the local press. <p><u>FY 23-24</u></p> <ul style="list-style-type: none"> • Continued to implement and develop video outreach with videos of fire tips, water tips and other District activities. • Submitted several press releases for District activities and achievements to the local press.
<p>☒ 4.5</p>	<p>Increase social media, website articles and mailers to educate customers and promote District activities and respond to community questions.</p>
	<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. <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. <p><u>FY 22-23</u></p> <ul style="list-style-type: none"> • Continued to establish strong, effective social media presence with more than 2,000 followers. • Created and provided consistent billing inserts, bill messaging and web articles to inform and engage customers. <p><u>FY 23-24</u></p> <ul style="list-style-type: none"> • Continued to establish strong, effective social media presence with more than 2,400 followers. • Created and provided consistent billing inserts, bill messaging and web articles to inform and engage customers.

☒ 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. <p><u>FY 22-23</u></p> <ul style="list-style-type: none"> • Conducted an in-depth water treatment plant tour and training for local students. • Performed two fire education programs for local students. <p><u>FY 23-24</u></p> <ul style="list-style-type: none"> • Conducted an in-depth educational tour and water training for local 6-8th graders at Meadows Park. • Performed two fire education programs for local students.
☒ 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. <p><u>FY 23-24</u></p> <ul style="list-style-type: none"> • Added all key policies, FAQ's, and ordinances to the website.
☒ 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. <p><u>FY 22-23</u></p> <ul style="list-style-type: none"> • Conducted paperless billing outreach to encourage enrollment. <p><u>FY 23-24</u></p> <ul style="list-style-type: none"> • Conducted paperless billing outreach to encourage enrollment.
☒ 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. <p><u>FY 22-23</u></p> <ul style="list-style-type: none"> Continued to gather community feedback from the ongoing online survey advertised through signs at every park facility. Responded to questions and concerns as well as implemented ideas. <p><u>FY 23-24</u></p> <ul style="list-style-type: none"> Continued to gather community feedback from the ongoing online survey advertised through signs at every park facility. Responded to questions and concerns as well as implemented ideas.
☒ 4.10	Obtain a District of Distinction certificate from Special District Leadership Foundation.
	<p><u>FY 22-23</u></p> <ul style="list-style-type: none"> Awarded the District of Distinction certification.
☑ 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	
☒ 5.1	Conduct an evaluation of organizational needs, staffing model and outsourced services for improved efficiency and sustainability. Implement any necessary changes.
	<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

	<p>and effectiveness.</p> <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. <p><u>FY 22-23</u></p> <ul style="list-style-type: none"> • Created a part-time Utility Maintenance Worker position to better care for park facilities, reduce park maintenance costs and provide needed assistance to Water/Sewer Operators. <p><u>FY 23-24</u></p> <ul style="list-style-type: none"> • Combined the Utility Maintenance Worker into two Operator 1 positions to create more reliable positions, improve park maintenance and enhance water and sewer operations. • Eliminated the Finance Officer position by shifting responsibility to the General Manager, shifting a 0.25-time admin assistant to a .75-time customer service representative, and hiring a financial services firm, creating greater redundancy and depth.
☒ 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 position to provide overlap, depth and greater sustainability. <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. <p><u>FY 22-23</u></p> <ul style="list-style-type: none"> • Improved management depth, administrative redundancy, and succession planning by hiring a part-time administrative assistant. <p><u>FY 23-24</u></p> <ul style="list-style-type: none"> • Improved management depth by contracting with a large government financial services firm with many experienced staff.
☒ 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

	<p>limited funding resources.</p> <ul style="list-style-type: none"> 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. <p><u>FY 22-23</u></p> <ul style="list-style-type: none"> Applied for a SAFER grant to provide two full-time firefighters on each shift for 3 years. Negotiated with labor union to add a clause that will increase opportunities for Strike Team mutual aid assignments and corresponding revenue, which could provide for increased staffing. <p><u>FY 23-24</u></p> <ul style="list-style-type: none"> Explored several options to add engineer positions and continued to hire 6-month seasonal engineers.
☒ 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. <p><u>FY 22-23</u></p> <ul style="list-style-type: none"> Created a new Utility Maintenance Worker position to better care for Park facilities and assist Water/Sewer Operators. <p><u>FY 21-22</u></p> <ul style="list-style-type: none"> Hired an additional part-time operator to assist with water/sewer/park maintenance needs.
☒ 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.

	<p><u>FY 22-23</u></p> <ul style="list-style-type: none"> Continued to implement an ongoing wellness program. <p><u>FY 23-24</u></p> <ul style="list-style-type: none"> Continued to implement an ongoing wellness program.
<input checked="" 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. <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. <p><u>FY 22-23</u></p> <ul style="list-style-type: none"> Held regular inter-departmental coordination meetings to improve coordination and efficiency between departments. Conducted an all-staff and board CPR training. <p><u>FY 22-23</u></p> <ul style="list-style-type: none"> Held regular inter-departmental coordination meetings to improve coordination and efficiency between departments. Conducted an all-staff cyber security and workplace violence training.
<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. <p><u>FY 22-23</u></p> <ul style="list-style-type: none"> Added a portion of standard administrative tasks to written operating procedures. <p><u>FY 23-24</u></p> <ul style="list-style-type: none"> Completed operating procedures for primary administrative tasks.
<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. <p><u>FY 23-24</u></p> <ul style="list-style-type: none"> Identified gaps in Administrative 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. <p><u>FY 22-23</u></p> <ul style="list-style-type: none"> Created filing system structure for paper records. Applied the District’s Records Retention Policy to most of the District’s paper files, clearing out duplicate and other files that are no longer required to be kept. <p><u>FY 23-24</u></p> <ul style="list-style-type: none"> Completed and managed the paper filing system.
<input type="checkbox"/> 5.11	Convert electronic filing system to closely match paper filing system.
<input checked="" type="checkbox"/> 5.12	Store all divisions’ electronic files on the central server.
	<p><u>FY 22-23</u></p> <ul style="list-style-type: none"> Transitioned all District electronic server files from physical server to cloud server.
<input checked="" 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. <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. <p><u>FY 22-23</u></p> <ul style="list-style-type: none"> Completed review and any necessary revisions to approximately half of the policies with Section 2000 of the District’s Policy Manual. <p><u>FY 23-24</u></p> <ul style="list-style-type: none"> Completed review of the District 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. <p><u>FY 22-23</u></p> <ul style="list-style-type: none"> Initiated review of District’s Water and Sewer Ordinances. <p><u>FY 23-24</u></p> <ul style="list-style-type: none"> Updated the District’s Water Ordinance. Updated the District’s Sewer Ordinance.
<input type="checkbox"/> 5.15	Codify and digitize all ordinances.
<input checked="" type="checkbox"/> 5.16	Review and update Water and Sewer Standards and Specifications.
	<p><u>FY 22-23</u></p> <ul style="list-style-type: none"> Initiated review of District’s Sewer Standards and Specifications. <p><u>FY 23-24</u></p> <ul style="list-style-type: none"> Completed review and a draft update of the District’s 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.

☒ 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. <p><u>FY 22-23</u></p> <ul style="list-style-type: none"> • Transferred all District files from physical server to cloud-based server, accessible by District employees. • Converted to a cloud-based accounting software, allowing staff to access timesheets remotely. <p><u>FY 23-24</u></p> <ul style="list-style-type: none"> • Converted to a cloud-based meter reading and recording software.
☒ 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. <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. <p><u>FY 22-23</u></p> <ul style="list-style-type: none"> • Entered into a mutual aid agreement with TUD to improve emergency water and sewer response. • Updated Administrative Services Agreement with Strawberry Fire Protection District to provide more efficient services. • Assisted with the development and establishment of the CSDA Tuolumne County Chapter to improve LAFCO representation and collaboration among local special districts. • Explored costs, cons, and benefits of contracting for fire services

	<p>through Tuolumne County’s contract with Cal Fire.</p> <ul style="list-style-type: none"> • Collaborated with Tuolumne County Water Agency to develop ideas to support improvement of water supply reliability in the region. <p><u>FY 23-24</u></p> <ul style="list-style-type: none"> • Worked through the CSDA Tuolumne County Chapter in an effort to improve LAFCO services for special districts. • Collaborated with CalFire to implement a “Step-Up and Cover” system of providing fire service. • Collaborated with Tuolumne County OES to update the County Hazard Mitigation Plan.
☒ 5.21	<p>Perform a water and sewer rate study in 2021 and implement any recommended rate changes.</p>
	<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. <p><u>FY 22-23</u></p> <ul style="list-style-type: none"> • Initiated development of a Water and Sewer Rate Study, including adoption of study goals/principles, revenue requirements, and rate structure analysis. <p><u>FY 22-23</u></p> <ul style="list-style-type: none"> • Completed a Water/Sewer Rate Study.
☒ 5.22	<p>Obtain special district representation on Tuolumne County Local Agency Formation Commission (LAFCO).</p>
	<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
☒ 5.23	<p>Evaluate new technology and applications to improve efficiency.</p>
	<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

	<p>every 5 years.</p> <ul style="list-style-type: none">• Explored and identified an internet-based phone system that will improve connectivity, ease of use for customers, and flexibility. <p><u>FY 22-23</u></p> <ul style="list-style-type: none">• Implemented an internet-based phone system that provided improved connectivity and flexibility, including enabling remote use of phones during severe winter storms and extended power outages.• Used cloud-based technology to eliminate the need for a physical central server, eliminating the need for ongoing maintenance and equipment replacement and improving ease of access for employees.• Transitioned financial software system to a cloud-based system that provides better access for employees and eliminates the need for a physical server.• Changed meter reading software to a cloud-based system that eliminates the need for a physical server.• Researched and switched banks to a bank that allows remote check deposits (minimizing bank visits), has no bank fees, and offers higher interest rates. <p><u>FY 23-24</u></p> <ul style="list-style-type: none">• Evaluated several types of new SCADA software and equipment to provide for remote monitoring and control of critical District water and sewer facilities.
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