

This brief is being provided to inform the Board, staff and public of the details of an agenda item that requires action from the Board. The President of the Board will provide board members, staff, and the public the opportunity to ask questions about this topic when this agenda item is announced.

Date: September 11, 2022

Originator: Executive Committee – Cary Curtis and Kim Seney

Purpose: Recommendation for board to adopt Organizational Objectives

Supporting Documents Included: This brief includes the proposed 2022-2025 Organizational Objectives. Two separate supporting documents are.

- A short supporting power point presentation.
- Updated General Manager Performance Plan aligned with proposed objectives.

Desired Action by the Board: Review, discuss, provide input and adopt 2022-2025 Organizational Objectives for the District and an updated General Manager Performance Plan.

1. **Description:** Currently, documented Organizational Objectives do not exist for the district which coupled with Strategic Objectives provide direction for strategic planning with focus for implementation and priority. The Executive Committee and the General Manager developed these objectives that foot back to the outcomes of the District's Risk Analysis project, and with known regulatory requirements. Adopting Organizational Objectives is a foundational component of budget planning, staffing, project planning and execution. Organizational Objectives are not set in stone and function as guiding intentions to the board and staff on those priorities that are crucial and in some cases requirements for the district.
2. **Reason for Recommended Board Action - (*Consider compliance, cost savings, fixing a problem*):** Adopting Objectives is a key to embedding obtainable goals for board and staff for the period set for adherence and implementation. Impacts and overlaps to Organizational Objectives are to be considered for alignment whenever a project or initiative is considered.
3. **Anticipated Impacts to the District (negative and/or positive) - (*Consider financial impact, change in procedures, customer and staff communication and effect if recommendations are not adopted*):** Very positive impacts to the district as agreed upon Objectives are the roadmap for how the district will direct daily and longer-term operations and projects. The exercise of setting Objectives brings collaboration between the board and staff and should be considered an ongoing process to review, adjust and create Objectives as needed.

4. **Anticipated Impacts to the Customer – *Standby, Residential, Commercial:***

Objectives that are well executed against will provide consistent and reliable outcomes as they are the basis for how the district operates. This flows over to a higher level of district management confidence with customers.

5. **Recommendation (s):**

- a) The Executive Committee recommends adoption of the Strategic and Operational Objectives as presented.
- b) The Executive Committee recommends adoption of the updated General Manager Performance Review.

2022/2025 ORGANIZATIONAL OBJECTIVES

Operational Reliability

- **Fortify Administrative Functions**
 - Establish best practices for administrative functions.
 - Document processes and procedures
 - Update Admin function Job Description
- **Fortify Wastewater Management Operations**
 - Complete Leach Field Expansion project initiated in 2021/22 and Monitor for Performance
 - Reclamation Water Treatment Project (Target Groundbreaking Spring 2023):
 - Develop Plan for treatment plant
 - Assess impact to overall District operations
 - Identify funding needed and sources
 - Establish project plan
- **Safeguarding Resources**
 - Manage Fire Protection and Emergency Services Contract. Conduct annual performance against contract review
 - Install Dancing Bear Fire Hydrant
 - Forest Management – In partnership with HOA, identify, scope and implement Forest Management projects within budget
- **Operational Safety**
 - Manage quarterly safety training, acknowledged by all impacted staff
- **Improve Financial Health of District**
 - **Fees (Prop 26) Project**
 - Identify activities where Fees are, and are not, currently billed.
 - Propose New Fee Structure to Board for Approval; and

- Implement Fees (Employee Training, Customer Communications, Required Postings, Billing Process, Receivable Tracking, etc.)
- **Organizational Development**
 - Hire and transition General Manager
- **Delight the Customer**
 - Provide excellent and reliable water, sewer and emergency response services to District customers