

Strategic Plan

Fiscal Year 2018-2023



Board of Directors

Robert Blair, President

Rick Schultz, Vice President

Richard Schlaman, Financial Director

Paul Johnston, Director

Jay Ollig, Director

Executive Summary

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Section 1) – District Overview

Pine Grove Community Services District (PGCSD) was formed on November 19, 1965, as an independent special district.

PGCSD was formed to provide “domestic and commercial supply of water, and fire protection facilities, including hydrants.”

On June 27, 1966 the Pine Grove Park was granted to the District from the town trustees. The park is a beautiful location for residents to enjoy barbecues, children’s play area, music events, local celebrations and a Farmer’s Market throughout the Summer months. Currently the park’s maintenance is paid for through a lease of land on our water tank site to AT&T for a cell tower.

In 1994, PGCSD fire service was transferred to Amador Fire Protection District.

The principal act that governs the District is Community Services District Law.

The PGCSD boundary includes the community of Pine Grove, which is located in central Amador County, along SR 88 and Ridge Road. The boundary area encompasses portions of the community zoned for low-density and suburban residential, and commercial uses. The boundary extends east to west along Ridge Road (SR 104) and SR 88 from Ponderosa Way to Mt. Zion Road, north along Lupe Road and Pine Grove Volcano Road, and south along Irishtown Road and Spagnoli Mine Road. The District has a boundary area of approximately 524 acres (0.82 square miles).

PGCSD has 387 meters as of October 2018, of those 63 are commercial and 324 are residential. The District serve 555 service units (Combined properties including apartments and mobile home parks that are served through master meters. The total population served as of October 2018 is approximately 900 people.

PGCSD is governed by a five-member governing body. Directors are to be selected via elections at large; however, in practice positions have not been contested in the last 15 years and members are appointed by the Board of Supervisors.

The Principal Act requires that districts have five-member governing boards and appoint a general manager to implement board policies. The District is managed by a part-time General Manager. The District currently employs a part-time Water Manager (Technician) and a part-time Technician’s Assistant.

Section 2) - Plan Process

The plan was drafted by the General Manager and delivered to the Board of Directors on October 24, 2018. The plan will be reviewed and modified by the Board of Directors to assure that it meets their vision for the future of the District. The plan is meant to guide decisions for the district from the date of the plan's approval through June 30, 2023. The plan will be reviewed a minimum of annually by the Board of Directors and may be updated at any time by Board approval.

The Strategic business Plan should provide Board direction to the General Manager and from the General Manager to staff. The plan is a tool for guidance and assessment of District's operations.

The plan will only be effective if it has buy-in from the Board of Directors and the staff. It must provide clear, constant and on-going direction that is easy to understand. It must have meaningful goals, objectives and strategies that can be measured and monitored. The first step in creating the plan is to identify the Key Areas of interest.

The Strategic Plan Provides Board direction to the General Manager and from the General Manager to staff and serves as:

- A tool for evaluation and assessment of District's operations and work
- Used to create benchmarks and baselines to measure against

Section 3) - Goals and Objectives

Goals:

- General statements about what you need to accomplish to meet your purpose and address major issues facing the District. Goals tend to be broader in nature.

Objectives:

- A statement of general activities defining how you are going to reach the goal. For the purposes of this plan the “Objectives” also serve as the “Strategies”.

Five Major areas were identified as the District’s critical needs and help formulate the goals and Objectives, they are:

1. **Staff** - Employees are the cornerstone of the District’s operations, however, staffing can also be one of the most challenging parts of an organization. Staffing requirements can change and the District must continuously assess and adjust its staffing structure. The District must also train and prepare its employees, promote a clear exchange of ideas, and recognize success. The District works diligently to compensate employees at the rates that can be sustained in the budget and is looking at providing health benefits for employees beginning in January of 2019.
2. **Finance** - It is critical that the District employs sound financial planning as it provides water and park services that need to be here today and far into the future. As the cost of doing business continues to go up, it is important that the District recover operating, maintenance

and replacement costs while at the same time being a good steward of the rate payer's money.

- 3. Operations/Infrastructure** – The Pine Grove Park is in excellent condition and is well-maintained and therefore not the current focus of this plan. Our water system is old and in need of significant infrastructure replacement, maintenance and updates to the system's meters and pipeline. The District will primarily focus on operations and infrastructure during the next 5 years.
- 4. Customer Service/Customer Relations** - Customer service is not only the service provided by the District to its customers, but also the internal customers within the District as the Board of Directors and Staff create a unified team with a shared vision for the District's future. Customer service goes far beyond the interactions we have with others but is directly tied to our water system's dependability, quality of water and the quality of the park. External customers not only include those who receive our water and enjoy our park, but our vendors, sub-contractors and training and advocacy groups who lend support to our success each day.
- 5. IT / Technology** - Due to the nature of the District's 24/7 water operations and the role IT/Technology plays in ensuring that these operations are uninterrupted, it is critical that system resources are reliable, perform with minimal down time, and meet the needs of the customers and the District. Improved technology will create staff efficiency and provide important data to allow us to map our system and get real time information where leaks and water loss may be occurring.

	Key Area Goals			
Key Area Goals	Goal 1	Goal 2	Goal 3	Goal 4
Staff	Staffing Requirements	Accountability	Education	Communication
Finance	Sustainability	Transparency	Governance	Reliability
Operations	Effectiveness	Efficiency	Safety	Accountability
Customer Service	Consistency	Training	Communication	Responsive
Technology	Information Management	Training	Accessible	Planning

Goal: Staff			
Objective:	Description:	Target Date:	Responsible:
Staffing needs	Assess staffing needs and align structure with workload requirements	on-going	Board and GM
	Research temporary staff and contractors	May-19	GM
Accountability	Identify needs and develop a schedule for staff	on-going	GM with Staff
	Develop and implement a staff evaluation tool that includes input from the employee on training and support needs.	Jan-19	GM
Education	Develop new staff training plan	Dec-18	Gm
	Utilize training from our support organizations (CRWA, CSDA)	On-going	Board and GM
	Develop comprehensive manuals for operations and office	Jun-19	GM and Staff
Communication	Provide timely and accurate information to all District employees	On-going	Board and GM
	Maintain an open, honest environment where ideas can be shared	on-going	Board and GM

Goal:Finance			
Objective:	Description:	Target Date:	Responsible:
Sustainability	Evaluate and update financial planning	On-going	Board
	Develop a long-term financial plan	On-going	Board
	Identify funding and cost savings	On-going	Board
	Identify funding for park maintenance in case the AT and T tower lease is discontinued.		
Transparency	Share financials monthly with all District employees	On-going	Board and GM
	Post financial statements and audit information on the web site and make copies available to the public as requested	On-going	GM
	Review and update budget and financial policies	Annually - Sept.	Board
Governance	Promote district wide financial responsibility	On-going	Board and GM
	Develop debt management strategy	On-going	Board and GM
	Seek grants and low interest funding sources	On-going	Board and GM
	Review and capitalize on investment opportunities	On-going	Board
Integrity	Adhere to laws governing the district's finances and investments	On-going	Board

Goal: Customer Relations			
Objective:	Description:	Target Date:	Responsible:
Consistency	Follow district Rules/regulations and policies equally for all customers	On-going	Board and Staff
	Respond to customer inquiries, needs and concerns within 24 hours	On-going	GM and Staff
Communication	Provide timely and accurate information to customers	On-going	GM
	Maintain positive communication with all internal and external customers	On-going	Board and Staff
	Maintain communication with our membership agencies and vendors	On-going	Board and GM
	Utilize a variety of communication systems to meet the needs of all customers	On-going	Board and Staff
Outreach	Improve access to district information	On-going	Board and GM

Goal: Operations and Infrastructure			
Objective:	Description:	Target Date:	Responsible:
Efficiency and Cost Effectiveness	Improve preventative maintenance program	Jan-19	GM and Staff
	Identify and utilize revenue sources and opportunities	on-going	Board and GM
	Identify and acquire staff and equipment needs	on-going	Board and GM
Reliability	Develop a regular and coordinated project plan	on-going	GM and Staff
	Replace Water tank	Oct. 2019	Board and GM
	Replace meters	Dec-19	Board and GM
	Develop plan for infrastructure replacement	Mar-19	All District Employees
Safety	Evaluate tasks and determine whether we can safely complete internally or if sub-contracting is the safest approach	on-going	All District Employees
	Develop and maintain a safety program	Jun-19	All District Employees
	Develop, provide training and implement a comprehensive emergency response program	Mar-19	All District Employees
Accountability	Ensure timely resolution of non-compliant service connections	on-going	GM and Staff
	Meet all State and Federal requirements for water testing, flushing, shut-off and boil notices	on-going	GM and Staff

Goal: Technology Upgrades			
Objective:	Description:	Target Date:	Responsible:
Information Systems	Implement radio meter reads and analysis of water loss	Jan-20	GM and Staff
	Develop cloud based document storage for system information	Jul-19	GM, contractor, staff
Training	Train all staff on information systems as they develop	on-going	GM
	Provide training for the District's Engineering consultant and AWA staff to access cloud based information	on-going	GM
Availability	Provide staff with the technology necessary to access information in the field	on-going	Board and GM