

LAKE DON PEDRO CSD

EXHIBIT A - DRAFT MANAGEMENT OBJECTIVES

January 18, 2017

The following Specific, Measurable, Attainable and Realistic within the Timeframe (SMART) management objectives are presented in no particular priority order for Board consideration. The purpose of the objectives is to ensure the alignment of management actions with the vision, beliefs and goals of the Board of Directors, while providing objective criteria with which to measure the performance of District management.

FIRST SIX MONTHS

- Complete Ranchito Well #1 renovations
- Complete construction of Intake Booster 2
- Complete plans, permitting and bidding of service line replacement project
- Complete revision of Water Service Ordinance
- Complete Personnel Handbook update
- Complete Board adoption of bylaws
- Complete staffing analysis for full implementation of District maintenance plan; and make associated recommendations to the Board
- Complete District map update
- Complete scope of work for the Regional Water Use Efficiency Program, contract with Mariposa County RCD (MCRCD), and implement the program in Don Pedro
- Finalize construction of all emergency wells and receive final grant reimbursements from DWR and USDA
- Fully implement the District communication plan
- Implement the newly adopted Financial Reserves Policy and related policies
- Complete a salary and benefits study
- Conduct a field tour of facilities for the Board
- Coordinate and facilitate a financial workshop for the Board to fully understand financial statements

SIX TO EIGHTEEN MONTHS

- Update all job descriptions
- Facilitate the development of Board Norms and Protocol
- Complete the IRWMP master meter upgrades and service line replacement project
- Fully implement the IRWMP water use efficiency program
- Conduct an energy efficiency evaluation to reduce power consumption and cost
- Complete an evaluation of the need for additional (emergency) water supply
- Fully implement the District maintenance program for the water system and vehicles
- Implement the Capital Improvement Program (CIP)
- Complete a system water audit to identify leaks and lost water

MEDIUM PRIORITY

Water Grab by State	Follow/Review State Water Board actions related to adoption of the Substitute Environmental Document for the Bay Delta Water Quality Plan	Medium priority due to delayed final comment date (March 2017). The importance of the potential for loss of our water supply, schedule for final approval
Leak Control	Develop and implement a plan to control system leaks and keep them under control	
Personnel Policy Update	Review current policy, consult with attorney, review standard policy drafts, coordinate with current staff, propose to Board	Medium due to potential liability
Maintenance Plan Implementation	Research industry practices, manage and coordinate with consultants, collect and manage data, evaluate and document maintenance time requirements, understand staffing and operational constraints, research training requirements and employee compensation	Medium due to necessity in system, lack of resources to implement is an impediment

LOW (ER) PRIORITY

District Map Updates	Coordinate with Consultant, research information, review documents	Low priority due to the need as documentation only
Bylaw Adoption	Research existing policy, evaluate alternatives, consult with legal counsel, draft and review language, propose to Board	Low but important to ensure correct records and legal compliance
Plan Replacement Raw Water pipeline	Coordinate with engineering, find funding, evaluate pipeline routes, determine permitting, hire planning consultant (environmental), hire engineering (design) consultant	Low priority due to infrequent leaks, cost of project and available management time
Board Norms/Protocol	Conduct series of Board workshops, develop and implement results, incorporate into Board orientation program	Low priority due to functional board for term, lack of management time
Records Management	Update and improve the District's record management system and document office procedures	Low priority due to low staffing
Job Descriptions	Update the District organizational chart, job descriptions and job requirements	Low priority due to high management workload
Performance Evaluations	Update the performance evaluation process for all positions	Low priority due to high management workload
Prioritize CIP Projects	Prioritize Infrastructure Replacement and Upgrade Projects for system reliability, efficient operations and investments	Low priority due to high project count and \$, and no management time
Develop a Plan for Implementation of CIP	Hire and coordinate with consultant. Evaluate cashflow and rates, evaluate project funding options, Match cashflow to projected expenses	Low priority due to high project cost, board direction to abandon rate study and no management time
Relationship Development	Increase the productivity of relationships between the District and its stakeholders through increased meetings, developing and distributing reports, etc	Low priority due to high project cost and no management time