



# Gold Mountain CSD Mission, Vision, Objectives

GMCS D Executive Committee

September 23, 2022

# Organizational Mission & Vision

The Mission & Vision of GMCSD ~

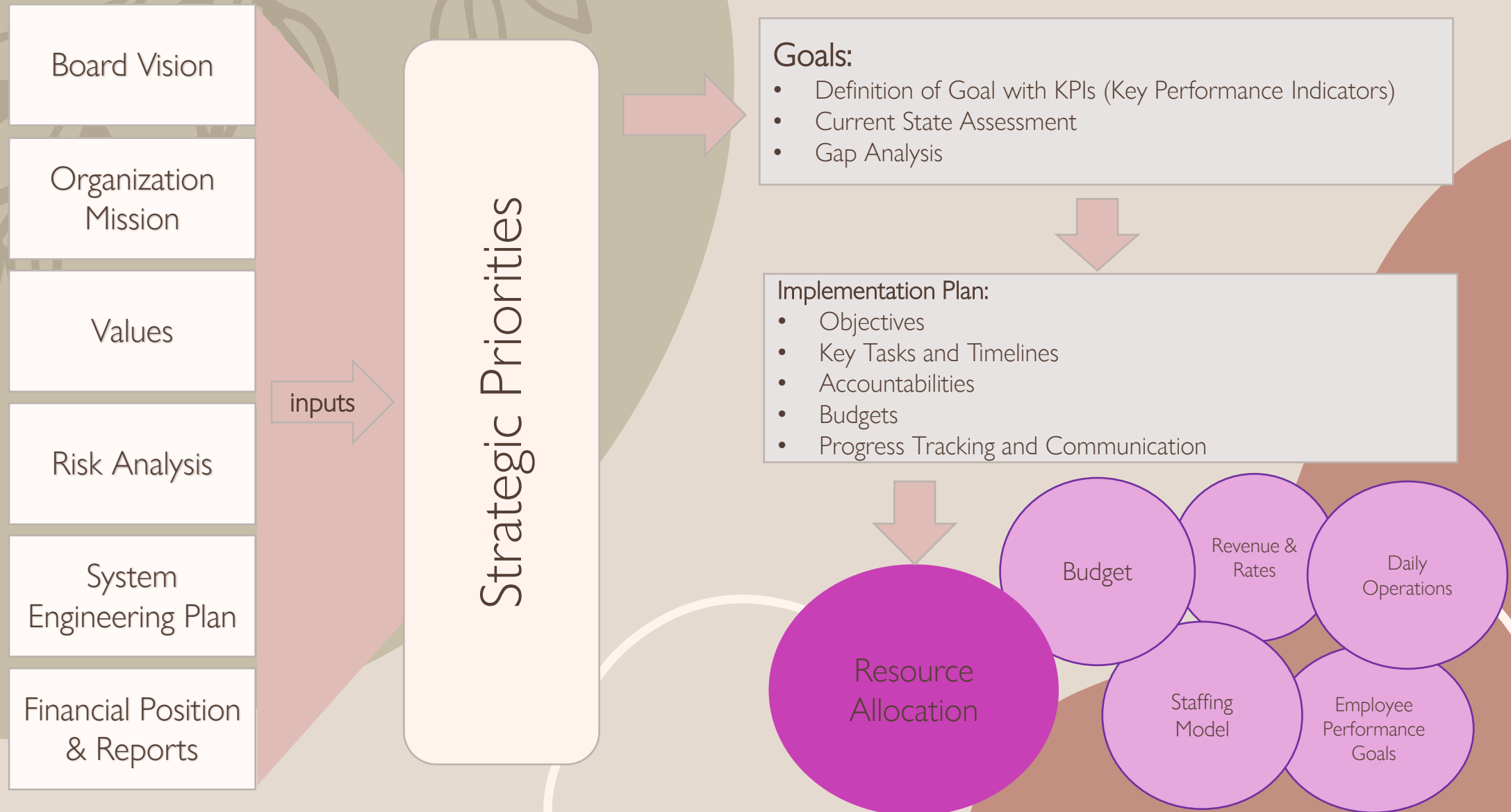
*"Deliver critical services in a cost-effective, reliable, sustainable and equitable manner; Provide for Fire Protection and Emergency Medical Services to serve the safety of the community; Maintain sensitivity to the water and conservation needs of the community while contributing to the improvement of public health and the environment; and to serve as a platform for enabling economic development."*

- Everything contained in the mission and vision is key to determine the overall objective of the District and hence the series of specific Objectives emerge.

# Objectives – What are they?

- “The **desired situations that every organization seeks to achieve** in the different areas that compose it or that are of interest, and that specify the desire contained in its mission and vision through attainable goals, are called *Objectives*.”

# Strategic Planning Process – Risk Analysis Project Approach



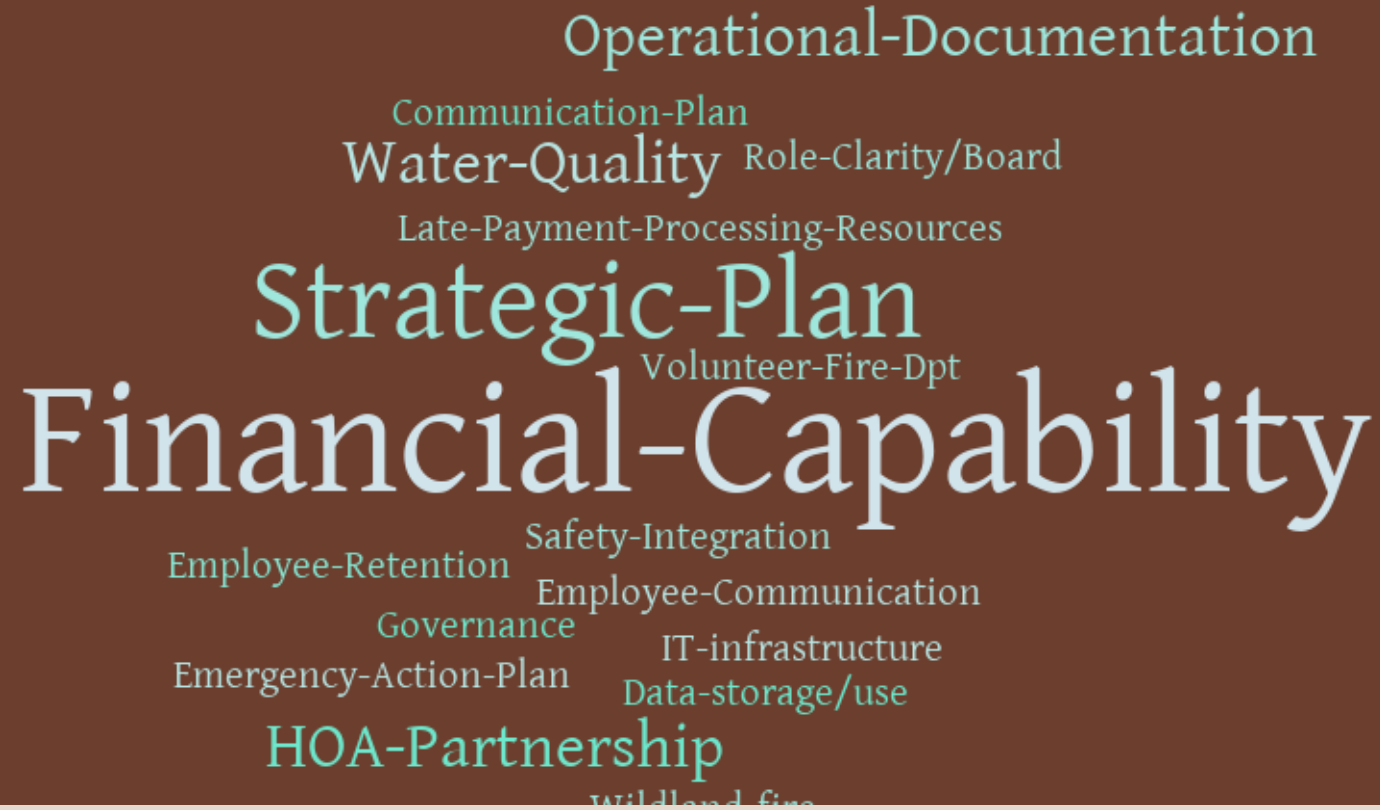
# Risk Themes from Board

A word cloud visualization of risk themes from a board meeting. The words are arranged in a vertical, somewhat circular pattern, with varying font sizes and colors. The most prominent words are 'RevenueCollection&Risk' (large, green), 'StrategicPlan' (large, green), 'Hazardous-Fuel-Reduction' (medium, blue), 'HOAPartnership' (medium, green), 'Water-quantity' (medium, blue), 'Wildfire' (medium, blue), and 'customer-data' (medium, red). Other smaller words include 'financial', 'performance', 'Asset-Protection', 'EmergencyResponsePlan', 'Contract', 'field', 'Documentation', 'modeling', 'Fire', 'issues', 'IncidentResponsePlan', 'Late-payments', 'Leech', 'Processes', and 'Water-quality'.

Water-quantity Wildfire  
financial performance  
Asset-Protection  
HOAPartnership  
EmergencyResponsePlan  
Hazardous-Fuel-Reduction  
Contract field  
RevenueCollection&Risk  
Documentation modeling  
Fire issues IncidentResponsePlan  
Late-payments Leech  
StrategicPlan  
Processes  
Water-quality  
customer-data

WordItOut

# Risk Themes from Staff



A word cloud on a dark brown rectangular background. The words are in various sizes and colors (white and teal). The largest word is 'Financial-Capability'. Other prominent words include 'Strategic-Plan', 'Operational-Documentation', 'Water-Quality', and 'HOA-Partnership'. Smaller words include 'Communication-Plan', 'Role-Clarity/Board', 'Late-Payment-Processing-Resources', 'Volunteer-Fire-Dpt', 'Safety-Integration', 'Employee-Retention', 'Employee-Communication', 'Governance', 'IT-infrastructure', 'Data-storage/use', 'Emergency-Action-Plan', and 'Wildland-fire'.

Operational-Documentation

Communication-Plan

Water-Quality Role-Clarity/Board

Late-Payment-Processing-Resources

Strategic-Plan

Volunteer-Fire-Dpt

Financial-Capability

Safety-Integration

Employee-Retention

Employee-Communication

Governance

IT-infrastructure

Emergency-Action-Plan

Data-storage/use

HOA-Partnership

Wildland-fire

# Risk Themes from Customers



WordItOut


# Setting Objectives

- The objectives of an organization **are determined based on its initial plan or strategic direction**, which also includes the response to accidents and unforeseen events arising from the environment in which it operates.
- The recovery of challenging situations, overcoming unexpected challenges or difficulties born within the market, are some possibilities of organizational objectives of external origin.
- GMCSD completed a broad customer, staff and board Risk Analysis to better understand challenges, concerns and requirements. The Risk Analysis output is the basis for setting Objectives for the District.



# Managing Objectives

- Like any objective, once these goals have been reached, new ones will be chosen, **guiding the District's progress based on its future projection.**
- It can be said that the objectives are the indicators on the road to be traveled by the District, which also serve to measure its performance: *a successful District is expected to meet most of the objectives that have been set.*
- On the other hand, the objectives provide its legitimacy, since a district that does not achieve its goals will not convince its customers, partners or investors of its successes.

The background features a light gray base with large, organic, overlapping shapes in muted olive green and dusty rose. A stylized, light gray pine branch is visible in the upper left corner. Two thin, white, curved lines sweep across the bottom right of the image.

# GMCS D Objectives 2022 - 2025

# 2022 – 2025 Strategic and Operational Objectives

## Operational Reliability

- Fortify Wastewater Management
- Fortify Water Delivery Management
- Fortify Administrative Functions

## Safeguarding Resources

- Fire Protection and Emergency Response
- Operational Safety

## Financial Stability

- Improve Financial Health of the District

## Organizational Development

- Organizational Excellence

## Delight the Customer

Communications, Partnerships,  
Protect the GMCSD Brand

# How Objectives are Realized

- **Constant review and renewal of Objectives by staff and board**
  - Are they relevant or in need of adjustment?
  - Always review for accuracy and project status during annual budget planning
- **Response to unforeseen challenges or emergencies**
  - Cause for adjustment to Objectives or development of new Objectives
- **Through specific and measurable individual goals included as part of a Performance Plan for each staff member**
  - Requires ongoing performance evaluation against achievement to goals
  - Quarterly documented feedback sessions with staff members a must
  - Through excellence in execution of daily tasks and assignments

# Recommended Objectives

- The Executive Committee Recommends for adoption the 2022-2025 Strategic and Operational Objectives as stated on slide #7
  - Do they mirror the District's mission and vision for the next 3 years?
  - Are they achievable?
  - Are they measurable?
- Is the board in agreement to adopt the 2022-2025 Objectives for the District?



**THANK YOU!**

The Executive Committee  
Cary Curtis & Kim Seney

General Manager  
Rich McLaughlin