

RANCHO MURIETA COMMUNITY SERVICES DISTRICT

15160 JACKSON ROAD
RANCHO MURIETA, CALIFORNIA 95683



BOARD GOALS WORKSHOP SPECIAL MEETING

January 23, 2020 at 2:00 p.m.

NOTICE IS HEREBY GIVEN that the Board of Directors of the Rancho Murieta Community Services District will hold a Special Meeting on January 23, 2020 at 2:00 p.m., at the Rancho Murieta Community Services District Board Room at 15160 Jackson Road, Rancho Murieta, California.

AGENDA

1. **CALL TO ORDER, ROLL CALL** - Determination of Quorum - President Pecotich (**Roll Call**) 2:00
2. **ADOPT AGENDA** (Motion)
3. **COMMENTS FROM THE PUBLIC**
*For this Special Meeting, members of the public may **ONLY** comment on items specifically agendized. Members of the public wishing to address a specific agendized item are encouraged to offer their public comment during consideration of that item. With certain exceptions, the Board may not discuss or take action on items that are not on the agenda.*

If you wish to address the Board at the time of the agendized item, as a courtesy, please state your name and address, and reserve your comments to no more than 3 minutes so that others may be allowed to speak. (5 min.)
4. **GOAL PLANNING** (Discussion)
 - Review Goal Setting/Strategic Planning Approach
 - Review Prior Goals
 - Identify New Goals
5. **DIRECTOR COMMENTS/SUGGESTIONS**
6. **ADJOURNMENT** (Motion)

"In accordance with California Government Code Section 54957.5, any writing or document that is a public record, relates to an open session agenda item and is distributed less than 72 hours prior to a regular meeting, will be made available for public inspection in the District offices during normal business hours. If, however, the document is not distributed until the regular meeting to which it relates, then the document or writing will be made available to the public at the location of the meeting."

In compliance with the Americans with Disabilities Act, if you are a disabled person and you need a disability-related modification or accommodation to participate in this meeting, please contact the District Office at 916-354-3700 or fax 916-354-2082. Requests must be made as soon as possible and at least two (2) full business days before the start of the meeting.

Note: This agenda is posted pursuant to the provisions of the Government Code commencing at Section 54950. The date of this posting is January 20, 2020. Posting locations are: 1) District Office; 2) Rancho Murieta Post Office; 3) Rancho Murieta Association; 4) Murieta Village Association.



Rancho Murieta CSD
Community Services District

Board Goal Setting
FY 2020-21
Special Meeting

January 23, 2020

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Today's Topics

1. What is a Goal?
2. Review Mission Statement
3. Review Goals of 2011 Strategic Plan
4. Review FY 2019-20 Goals
5. Identify Priority FY 2020-21 Goals

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Documents

1. 2019-20 Board Goals
2. Strategic Plan Update 2011

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There is also confusion between what is
a Goal and what is an Objective

So let's take a look at the difference

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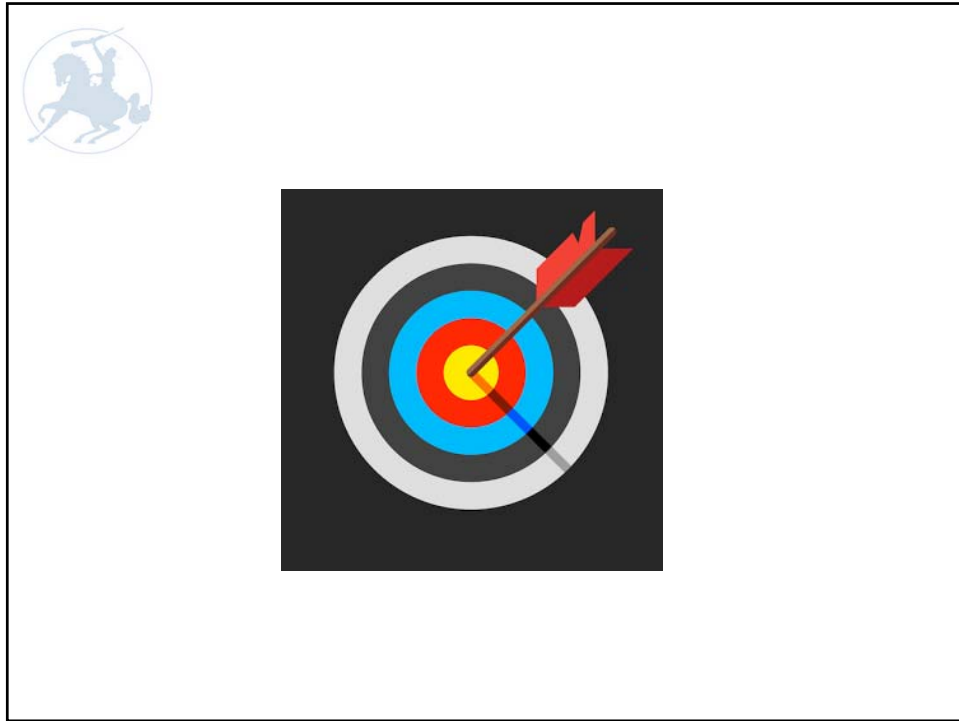


What is a Goal?

5



6



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The Difference between Goals and Objectives

- * Goals are broad, Objectives are narrow.
- * Goals are general intentions, Objectives are precise.
- * Goals are intangible, Objectives are tangible
- * Goals are abstract, Objectives are concrete.

Ethereal

Mission

Goal

Objective

Actionable

The diagram consists of an inverted triangle with three horizontal sections. The top section is dark blue and labeled 'Mission'. The middle section is a lighter blue and labeled 'Goal'. The bottom section is the narrowest and is labeled 'Objective'. The word 'Ethereal' is written in light blue above the top section, and 'Actionable' is written in light blue below the bottom section. A small circular logo of a knight on a horse is in the top-left corner.

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The Difference between Objectives and Goals are that Objectives are the specific actions to accomplish a goal. This is a Goals setting Session NOT an Objectives setting session

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Mission Statement

...To take a leadership role in responding to the needs of the residents. The District will deliver superior community services efficiently and professionally at a reasonable cost while responding to and sustaining the enhanced quality of life the community desires.

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2011 Strategic Plan Goals

1. Provide Needed Community Services
2. Optimize Level of Service
3. Employ a Quality Workforce
4. Maintain Good Relationships
5. Handle Finances Effectively

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Review 2019-20 Board Goals

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Identify 2020-21 Board Goals

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Next Steps

1. Consolidate Today's Feedback on Proposed Goals
2. Return Consolidated Goals to Assign Priority Ranking
3. Score Ranking and provide Board with Goal Ranking based on Board Responses
4. Focus on top-five Goals

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2011 STRATEGIC PLAN UPDATE

MISSION STATEMENT

The mission of Rancho Murieta Community Services District is to take a leadership role in responding to the needs of the residents. The District will deliver superior community services efficiently and professionally at a reasonable cost while responding to and sustaining the enhanced quality of life the community desires.

INTERNAL AND EXTERNAL ASSESSMENT

Each District committee evaluated their respective core interests on issues affecting the District. The following Strengths, Weaknesses, Opportunities and Threats (SWOT) were identified during the Committees' discussion.

Security Committee

Patrol Operations

Strengths: P.O.S.T, trained staff, longevity of key staff, good relationship with RMA compliance, and visible presence

Opportunities: Additional cameras in parks, CSD facilities, commercial areas

Weaknesses: Employee retention

Threats: Special tax funding limitations, reduced SSD coverage and RMA takeover of security

Gate Operations

Strengths: ABDI program, dispatch capabilities and resident, guest, vendor contact, check in

Weaknesses: Residents lack of knowledge and use of guest notification

Opportunities: License plate cameras and Stonehouse gate operation

Threats: High traffic volume and RMA take-over of gates

Improvements Committee:

Strengths: reserve funding and professional staff

Weaknesses: aging infrastructure and no reserve for drainage

Opportunities: developer cost share, grant funding, working with RMA

Threats: changes in regulations, unplanned failures, vandalism and contamination

Communications Committee

Strengths: good reputation, currency of website, consistent communication

Weaknesses: use of website by residents, apathy of residents

Opportunities: more pictures on website, Facebook and news releases, RanchoMurieta.com and RanchoMurietaonline.com,

Threats: RanchoMurieta.com and RanchoMurietaonline.com, SPAM overload of Residents

Personnel Committee

Strengths: retaining employees, small staff, well trained, multi functional

Weaknesses: The geographical areas of our labor market/pool; perceived compensation imbalance

Opportunities: development of an intranet for employees, recognition program

Threats: commuting, outside recruitment, aging workforce

Finance Committee

Strengths: accurate and routine financial reporting; realistic budgeting; reserve programs

Weaknesses: low or no growth for next five years; weak economy;

Opportunities: multi-year budgeting; grants for infrastructure; developer co-funding of improvements

Threats: State raid on property tax; increasing unavoidable costs (ex. power, regulatory fees, chemicals, fuel)

STRATEGIC PLAN UPDATES

Following the assessment of internal and external environment and resulting SWOT analysis, staff and the committee developed a new set of strategic initiatives under the existing five key strategic goals from 2005.

SG #1: Provide Needed Community Services

The District will demonstrate leadership by providing as many of the services that are required by the Rancho Murieta community as it can perform in a practical and cost effective way.

Improvements Committee:

Initiative 1-1 Expand water supply portfolio (on-going through 2020 to perfect water right/or extension)

Pursue 2020 compliance (on-going through 2020; 10% by 2015)

Initiate and complete water supply augmentation (2014-2017)

Continue progress on IWMP next steps (on-going)

Initiative 1-2 Ensure wastewater treatment and disposal needs are adequate for future needs (2013-2014)

Implement Recycled water (as needed, dependant on other factors)

Pursue regional Board approval (as needed, dependant on other factors)

Identify facilities plan and costs (as needed, dependant on other factors)

Initiative 1-3 Evaluate drainage long term maintenance needs (2011-2012)

Prepare a long term facilities replacement plan (06-2012)

Initiative 1-4 Improve drinking water quality in summer months

Evaluate and implement both short and long term improvements, technology and process to reduce taste and odor issues

SG #2: Optimize Level of Services

The CSD will offer services to the community in an effective and efficient manner.

Technology Committee:

Initiative 2-1 Maintain, expand and leverage technology to create organizational efficiency and effectiveness.

Electronic document management system (04-2012)

Exchange server in house (04-2012)

Electronic bill and bill payment (04-2013)

Security Committee:

Initiative 2-1 Enhance gate operations to reduce resident and guest time through gates

Work with RMA on new North gate operations, layout and lane and barcode reader configurations (12-2012)

Educate residents on guest registration (on-going)

Initiative 2-2 Increase security at gates

Install license plate readers (07-2012)

Monitor expanded use of remote cameras (07-2012)

Initiative 2-3 Expand security services

Add remote cameras at parks, and other key hot spots (on-going)

Evaluate expansion of security's role in no safety CC&R enforcement (on-going)

SG #3 Employ a Quality Workforce

The CSD will employ a high quality workforce, and treat its employees as valued partners in the successful management of Rancho Murieta affairs.

Personnel Committee:

Initiative 3-1 Foster leadership throughout organization

Identify key staff for leadership training (01-2012)

Initiative 3-2 Develop recognition program to reinforce superior performance

Prepare recognition program and monitor performance (09-2011)

Initiative 3-3 Assess employee feedback through annual satisfaction surveys

Develop survey and survey annually (01-2012)

Monitor and track progress (January each year)

Initiative 3-4 Utilize intranet for employee information

Initial roll out of HR documents (03-2013)

Upgrade to add electronic forms, sign-ups, links to PERS, medical information, etc. (08-2013)

Initiative 3-5 Address succession planning in all departments

Prepare succession plan for each department (04-2012)

Initiative 3-6 Improve our ability to recruit and retain superior performing workforce

Implement Koff recommendations (11-2011)

Align salary and benefits to market on a yearly basis (April each year)

SG #4: Maintain Good Relationships

The CSD will maintain open, cordial and cooperative relationships with its residents, Rancho Murieta Association, local cities, local businesses, the County of Sacramento, and other stakeholders in the community.

Communications Committee:

Initiative 4-1 Communicate clearly, concisely and consistently to enlighten and engage community on District issues and initiatives.

Install reader boards at both gates

Continually update and upgrade website (on-going)

Expand readership of pipeline (on-going)

Initiative 4-2 Assess customer feedback through surveys, focus groups, point of contact comments

Develop questionnaire and survey documents (03-2014)

Initiative 4-3 Monitor and benchmark up to 5 customer service (e.g. programs, convenience, response times) to ensure that District customers' needs are met.

SG #5: Handle Finances Effectively

The CSD will handle its finances in a well-planned manner, so that it maintains a stable and secure financial position.

Finance Committee

Initiative 5-1 Utilize technology to manage costs and improve service

Electronic bill and electronic payment (06-2013)

Automate timesheet (08-2013)

Streamline AP (06-2012)

Initiative 5-2 Diversify funding sources through grants, partnerships and incentives

Pursue recycled water grants (on-going)

Investigate solar power again (03-2012)

Initiative 5-3 Develop long term budget and financial plans

Develop multi-year budget for rate setting (05-2012)

Develop 5 year operation and reserve budget (05-2012)

STRATEGIC GOALS					RANKING (IF NO RANK PROVIDED, EACH RECOMMENDED GOAL ASSIGNED A VALUE OF "1")								GOAL DETAILS
1. PROVIDE NEEDED COMMUNITY SERVICES					2. OPTIMIZE LEVEL OF SERVICE								
2. OPTIMIZE LEVEL OF SERVICE					3. EMPLOY A QUALITY WORKFORCE								
3. EMPLOY A QUALITY WORKFORCE					4. MAINTAIN GOOD RELATIONSHIPS								
4. MAINTAIN GOOD RELATIONSHIPS					5. HANDLE FINANCES EFFECTIVELY								
1	2	3	4	5	CLARK	JENCO	MERCHANT	BUTLER	MAYBEE	# DIR VOTE	Calc		
				X	1	3	1	4	6	2	5	16	<p>EFFECTIVELY MANAGE DISTRICT FINANCES -ASSESS THE LONG-TERM FINANCIAL POSITION OF THE DISTRICT -ENHANCE RATE SETTING ANALYSIS & PROCEDURES -ENHANCE FINANCIAL REPORTING & REVIEW</p> <p>GOAL DETAILS</p> <p>-RMA Financial obligation for Parks water fee and related charges -Reserve Study -5-Year CIP & CRP rolling plans with projections of funding available -Develop/maintin strategy to address PERS and OPEB unfunded liability</p> <p>CLARK - 5 year CIP & CRP rolling projections - Comprehensive Water charges and payments, including CIA to RMA</p> <p>BUTLER - Effectively manage District Finances- Use most recent Reserve study to provide necessary guidance in expenditures, planned and unplanned. - Address and Review development plans (<i>intent of development</i>), past, current and future to determine our actual financial exposure.</p> <p>MERCHANT 1. New financial reporting tools to assess cash flow/operating capital, reserve status and long term personnel/retirement liabilities. 2. An asset evaluation of current reservable infrastructure and equipment. 3. <i>Better understanding of how "Depreciation" fits into finance picture</i> 4. <i>Assess long term rates view based on District needs</i> 5. <i>Better Communication</i> 6. <i>More digestible narrative instead of current format</i> 7. <i>Improve budget justification communication re: rate levels</i> 8. <i>Competitive analysis - Comp to other agencies rates vs. economy of scale</i></p> <p>Success would be defined as meeting the criteria below</p> <ol style="list-style-type: none"> 1. A year end "red, yellow or green" assessment and key items of focus to improve our initial rating 2. A board decision on a satisfactory level of reserves as a whole 3. A long term plan to fund this level of reserves and any other liabilities of concern <p>FINANCIAL REPORTING -"EBITA" Type Report - Reserve Status Breakout - Pension/Personnel Liability - Quarterly Review - Detailed Review at Finance Comm. - (Allows streamline reporting for Board Meetings)</p> <p>SECURITY COST ANALYSIS 1. Identify/Document "Basic Services" 2. Apply revenue to basic costs and determine special tax revenue vs. basic services 3. Establish rate sheets for additional costs 4. Establish costs for "Special Event"/Special Response services 5. Pursue re-billing/revenue opportunities (e.g. Speeding Program)</p>

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RANKING (IF NO RANK PROVIDED, EACH RECOMMENDED GOAL ASSIGNED A VALUE OF "1")														
1	2	3	4	5	2019 PRIORITY	OPERATIONAL GOALS	CLARK	JENCO	MERCHANT	BUTLER	MAYBEE	# DIR VOTE	Calc	GOAL DETAILS
X					2	SECURITY Services	5	3	3	3	1	5	18	<p>CLARK</p> <ul style="list-style-type: none"> - Ensure delivery of desired services identified by majority of fully informed, willingly funding constituents <p>BUTLER</p> <ul style="list-style-type: none"> - Establish a Master Plan for Security and Safety - Establish a collaborative working relationship with RMA - Clarify and define areas of authority and responsibility between CSD & RMA - Explore Alternative approaches to full area Security (commercial area, Hotel, Airport, Village, Equestrian Center). <p>JENCO</p> <ul style="list-style-type: none"> -Address Community perception <p><i>-Review Measure J Bond (Prop 218) for options - Determine Cost to Pursue new Bond Vote</i></p>
X					3	<p>WATER Services</p> <ul style="list-style-type: none"> -PERMIT EXTENSION -20/20 WATER CONSERVATION PLAN UPDATE -WATER CAPACITY OPTIONS 	2	4	1	1	12	5	20	<p><i>-Implement Emergency Well Catastrophic Plan</i></p> <ul style="list-style-type: none"> -Water Rights Permit Extension (Current extension expires 12/2020) -Plan for and manage aging infrastructure <i>-Examine water storage options, eliminate non-options</i> <i>Guard against challenges</i> <i>-Is there a way to store more water based on our permit that allows more diversion than present max storage?</i> <i>-Is there a benefit to listing recreational benefit as we lobby for greater storage capacity?</i> <p>CLARK</p> <ul style="list-style-type: none"> -Water Rights Permit Extension; prior to 2020 expiration -Ensure full application of CIA water transfer fees/funds <i>(Move CIA Ditch to Standalone CIA Ditch Goals item)</i>
X				X	4	<p>AGING INFRASTRUCTURE Management</p> <p>RESERVES STUDY</p>	4	2	2	10	6	5	24	<ul style="list-style-type: none"> -5-Year Capital Replacement Plan -Update long-term Infrastructure Plan <p>CLARK</p> <ul style="list-style-type: none"> - 5-Year CRP Projections - Maintain CSD awareness of gov mandated additional LOS <p>BUTLER</p> <ul style="list-style-type: none"> - Update long- term and 5-year Capitol Replacement Infrastructure plans - Review and update Stormwater and Drainage Management plans - Explore County and other available technology available to District to provide comprehensive infrastructure information.

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1	2	3	4	5	2019 PRIORITIZATION	OPERATIONAL GOALS	CLARK	JENCO	MERCHANT	BUTLER	MAYBEE	# DIR VOTE	Calc	GOAL DETAILS
	X				5	OPTIMIZE ORGANIZATIONAL STRUCTURE Explore INCENTIVES to RETAIN QUALITY WORKFORCE	1		5	12	5	4	23	-Address existiing staffing level challenges -Optimize organizational form -Accommodate growing regulatory requirements -Accommodate growth of CSD role CLARK -Create a model for succession and cross functional learning. CLARK - Maintain details from 2018 JENCO -Quality Workforce -Workforce Incentives can range from financial, to adequate staffing levels, to tools to help accomplish workload. -Tools: desktop scanners, a functional GIS, updated software and training.
X					6	STORMWATER/ DRAINAGE Services	6		6	11	8	4	31	-Proactive Storm Water Quality Management Plan -Comprehensive Detention Basin Management Plan -Review Measure K (Prop 218) for options - Determine Cost to Pursue new Bond Vote -1988 Stormwater Plan - Defines District responsibilities -Collaboration ongoing -ID Additional costs for extra level of drainage facility maintenance desired by residents CLARK -Develop comprehensive 'needs analysis', in line with current gov regs, include projections of future needs and proposed new development. Financial Projections.
			X		7	Facilitate ENHANCED COMMUNITY EDUCATION AND OUTREACH (COMMUNICATION)	10	5		8	15	4	38	-Sewer (wipes), Recycling, Role of Security, Development etc. CLARK -Assure that information regarding the affairs of the District is adequately, appropriately and effectively communicated to its constituents and the public at large. BUTLER - Enhance Transparency in Community Education & Outreach especially in areas of water, development, finance and security.
			X		8	Review and reinforce CSD and RMA RESPONSIBILITIES	11			4	3	3	18	CLARK - Provide LOS (level of service) defined by Measure J tax vote; communicate LOS - Determine additional community Security needs through informed outreach BUTLER: Change "vs." to "and"
				X	9	Expand Board Policy to ESTABLISH GREATER FIDUCIARY RESPONSIBILITY	7			7	4	3	18	-Limit proposals for expanded (not existing) non-budgeted services to only those of emergency or mandated govt. compliance. Require separate supplementary funding to be adopted. -Review Organizational responsibilities against resources and expectations CLARK -Maintain 2018 goals details

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RANKING (IF NO RANK PROVIDED, EACH RECOMMENDED GOAL ASSIGNED A VALUE OF "1")														
1	2	3	4	5	2019 PRIORITIZATION	OPERATIONAL GOALS	CLARK	JENCO	MERCHANT	BUTLER	MAYBEE	# DIR VOTE	Calc	GOAL DETAILS
X					10	RECYCLED WATER Services	9			2	11	3	22	-Develop Facility update/expansion schedule and plan accordingly for compliance with Recycled Water Permit CLARK Proactive management of integrated implementation into newly developing areas. Exploit opprotunities to implement system. Explore grant funding. JENCO -Expand Recycled Water
			X		11	Seek CONTINUOUS COLLABORATIVE EFFORT on common goals	12			5	7	3	24	-Recognize and respect areas of interest/authority; avoid duplication and potential/perceived encroachment of recognized jurisdictions. -CSD activities should match authorization and funding collected to perform role. CLARK - Carry over from 2018 goals - Merge with CSD vs. RMA Responsibilities JENCO -RMCS D/RMA/RMCC Collaboration
	X			X	12	DEVELOPMENT PROPOSALS Proactive management, review and comment	15			9	9	3	33	-Monitor triggers for Urban Water Supplier 3K+ connections for prep of Urban Water Management Plan -Review existing planned Development mitigations related to CSD role. CLARK -Anticipate agreements/permits conditions of approval BUTLER - Review and update 2016 Water Assessment Study with respect to new data, climate information and Cosumnes River Basin information.
X					13	SEWER Services	8				10	2	18	CLARK -Ensure comprehensive impacts from combined new development and pending gov regs are reflected in CIP budgets. - Educate public relating to "What not to flush"
	X				14	Conduct Regular POLICY REVIEW UPDATES	16				4	2	20	-Review all items requiring update -Staff capacity needed to focus on this effort
			X		15	ENHANCE ONLINE SERVICES	13				13	2	26	-Investigate improved online utility billing and other services
X					16	SOLID WASTE Services	14				15	2	29	-Improve Recycling Event outreach. Consider costs of providing these opportunities versus benefit. -Contract renewal annually by June. Full contract expires October 31, 2025

X PRIMARY
x SECONDARY