

RANCHO MURIETA COMMUNITY SERVICES DISTRICT

15160 JACKSON ROAD
RANCHO MURIETA, CALIFORNIA 95683



BOARD GOAL WORKSHOP

February 9, 2018 at 1:30 p.m.

NOTICE IS HEREBY GIVEN that the Board of Directors of the Rancho Murieta Community Services District will hold a Special Meeting on February 9, 2018 at 1:30 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)** 1:30
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 February 8, 2018. Posting locations are: 1) District Office; 2) Rancho Murieta Post Office; 3) Rancho Murieta Association; 4) Murieta Village Association.

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

- Post trained staff
- Longevity of key staff
- Good relationship with RMA compliance
- Visible presence

Opportunities

- Additional cameras in parks, CSD facilities, commercial areas
 - This will allow for better use of patrol time
 - Expand RMA non-safety compliance

Weaknesses

- Employee retention
 - Employees regularly seeking other employment
 - Incentive pay
 - Advancement/motivation

Threats

- Special tax funding limitations
- Reduced SSD coverage
- RMA takeover of security

Gate Operations

Strengths

- ABDI program
- Dispatch capabilities
- Resident, guest , vendor contact, check in

Weaknesses

- Residents lack of knowledge and use of guest notification
 - Continuing education

Opportunities

- License plate cameras
 - Tracking purposes
- Stonehouse gate operation

Threats

- High traffic volume
 - Causes backups and puts pressure on staff
 - 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

Threats: 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)

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)

BOARD GOALS 2017
06-21-2017 Update

Color Key: **Goal** Objective Update

GOAL	District Goal	Start Date	Due Date	% Comp	Major Accomplishments	Outstanding Issues, Questions, Notes
#1	Ensure District maintains a focus on future vision for successful delivery of services to the Rancho Murieta community					
	a. Update the 2011 Strategic Plan by December 31, 2017.	2015 Carry-over	12/31/17			Develop planning #'s for baseline Set development triggers May possibly utilize facilitator
	b. Define, clarify, confirm District's role in community recreation services. Formalize District role in Recreation Services by developing and completing District Code Chapter 23.		12/31/17			Check with County about expectations of CSD in relation to Parks & Recreation
#2	Successfully manage water supply to meet the Rancho Murieta community needs.					
	a. Complete Augmentation Well Project before grant performance period ends on 12/31/17.	2015 Carry-over	12/31/17	30%	Test wells drilled	Project is redefined as CIP Emergency Supply Well in Coastland CIP Fee Study. RFP reviewed and updated as needed for planned release NLT 6/23/17.
	b. Closely monitor number of connections as we near qualifying as an Urban Water Supplier (3,000 connections) in the next few years to ensure Urban Water Management Plan is prepared and submitted timely.		On-going		Connections as of 5/31/2017: Commercial 87 CSD 16 Residential <u>2,539</u> Total 2,642	
#3	Successfully manage recycled water supply to comply with Master Reclamation Permit and State regulations regarding use of reclaimed water.					
	a. Develop facility update/expansion schedule and plan accordingly; leveraging existing recycled water system.	2015 Carry-over	On-going	40%	The beginnings of this process are included in the Pre-Design Report. The approach, implementation and schedule will evolve as the system design process continues.	Workshop on January 31 st for board update on recycled water program and pre-design report.

BOARD GOALS 2017
06-21-2017 Update

Color Key: **Goal** Objective Update

GOAL	District Goal	Start Date	Due Date	% Comp	Major Accomplishments	Outstanding Issues, Questions, Notes
	b. Document final approach for processing and distribution of reclaimed water and implementation schedule; determine a timeframe for additional processing and/or storage.	2017			Pre-design Report tentatively scheduled for Board "receive and file" in July 2017	The approach, implementation and schedule will evolve as the system design process continues.
	c. Develop process/ procedure for recycled water permit issuance; (tie in due date to the anticipated timeline of the recycled water system as determined in the Recycled Water System Pre-Design Report.)	2015 Carry-over		30%	Paul created "User Reclamation Plan" for recycled water users and has coordinated partnership with EID for landscape contractor orientation; Paul and Ron attended training at EID	Recycled Water System Implementation Process (Task 5 in AECOM 8/3/15 proposal); recommend carry-over into 2017/2018 as it is premature to finalize the recycled water permit issue process at this time; however, a good foundation and starting point is in place
#4	Manage aging infrastructure to ensure on-going provision of services to the Rancho Murieta community					
	a. Prepare 5-year rolling Capital Replacement Plan (water, sewer, recycled water, drainage, security, and administration) based on 2015 Reserve Study, and recommended revision to reserve collection rates as needed for the 2017 budget development process.		5/2/17	100%	A 5-year projection of reserve fund balances was provided with the 17/18 budget presentation. Reserve collection rates adjusted effective 7/1/17 to begin alignment with Reserve Study funding level recommendations.	Compiling assets for 5 year plan; will include the 5 year Capital Replacement Plan in the 2017/2018 budget planning cycle.
	b. Develop 5 year rolling Capital Improvement Plan projections with matching revenue availability estimates.		12/31/17	20%	High level plan with matching revenue estimates provided with 17/18 budget presentation.	Utilize results of new Capital Improvement Fee study as baseline Detailed plan in process.
	c. Update long-term plan for infrastructure (water, recycled water, sewer, and drainage) inspection, repair or replacement.		12/31/17			

BOARD GOALS 2017
06-21-2017 Update

Color Key: **Goal** Objective Update

GOAL	District Goal	Start Date	Due Date	% Comp	Major Accomplishments	Outstanding Issues, Questions, Notes
#5	Effectively Manage District Finances; identify reserve targets and funding plan to meet reserves to support facility replacements.					
	a. Achieve cost savings through the completion of the solar power arrays at the Wastewater Treatment Plant by December 31, 2016		6/30/17	75%	Interconnection with SMUD scheduled for 7/18/17. Sac County inspector to review bolting connections. Dry run scheduled for 7/10/17.	
	b. Complete recycled water rate study no less than 90 days prior to activation of recycled water system.					Rate study can't be undertaken until costs of recycled water program identified; recommend carry-over to 2017/2018
	c. Address RMA financial obligation for Park water permit fees and related charges (pending finalization of water supply augmentation and capital improvement fee study)		12/31/17			Pending outcome of WSA fee study; recommend carry-over to 2017
	d. Thoroughly review reserve study. Develop overall best practices for approaching reserves and identify key impact items.		12/31/17			
	e. Explore additional efficiencies associated with electronic commerce.		12/31/17			
	f. Plan for data security (protection of personal information).		12/31/17			
	g. Closeout WTP Project and document the future contributions required from FSA non-participants and other adjustments and when these payments are due.		6/30/17	50%	WTP Project over-run and reimbursement analysis presented to Board on 6/21/17.	Full summary of FSA obligations to be completed by 7/7/17.

BOARD GOALS 2017
06-21-2017 Update

Color Key: **Goal** Objective Update

GOAL	District Goal	Start Date	Due Date	% Comp	Major Accomplishments	Outstanding Issues, Questions, Notes
#6	Provide Security Services to the community at a level that meets community needs and expectations					
	a. Develop long term Security Master Plan by end of 2017 to address how to effectively provide security services as the Rancho Murieta community grows in development of residential and commercial properties. Establish a phased security plan (10 yr.) to include technology and personnel based on the finding of the Security study. Determine whether consideration could/should be given to requesting an adjustment of the Security Tax for a mail-in vote or whether operational support can be provided from expanded residences, including commercial.	2015 Carry-over	12/31/17		Chief Wagner released RFP on November 1, 2016; responses due 11/16/16; Contract award to Burns & McDonnell.	Plan to engage new Security Chief in the process of RFP preparation and selecting consulting firm for study; Final report from consultant expected for March 2017 board meeting. Second draft of assessment report currently under review. Discussion with Board tentatively scheduled for 6/27/17 and public presentation tentatively scheduled for 6/28/17 at RMCC.
	a-1 Evaluate strategy to improve/change public perception of Security to a positive experience.		12/31/17			
	b. Complete Security Surveillance Camera Policy by end of 2017		12/31/17			Policy to be developed after consulting engagement completed (target May 2017 for completion)
	c. Response/evacuation map – solidify and communicate.		3/31/17			Ed Crouse has taken on this task and will have an emergency exit map published on the District website by July 31, 2017.

BOARD GOALS 2017
06-21-2017 Update

Color Key: **Goal** Objective Update

GOAL	District Goal	Start Date	Due Date	% Comp	Major Accomplishments	Outstanding Issues, Questions, Notes
	d. Engagement with Sacramento County Supervisor and SSD to address uniformed officer need relative to commercial and residential growth. SSD dialogue; plan for shopping center.		12/31/17			
	e. Revitalize barcode improvements and clarification – streamline barcode process for residents, explore gate entrance operations and responsibilities, evaluate potential efficiencies gained by changing oversight roles between District and RMA and address resident and business access for those outside of the north and south gates.		12/31/17		Several meetings and discussions held between District and RMA. Parties agreed that the coordination of CC&R's between RMA and RNA required by the MBA resolves a lot of concern. District and RMA agree that determination of other access issues (such as Murieta Inn guests) is premature at this time.	Improvements for barcode application and pick-up process under consideration – no resolution to date.
#7	Provide solid waste services to the community at a level that meets community needs and expectations					
	a. Ensure that updated Strategic plan includes the "Explore energy recovery from organic wastes combined with bio energy recovery from wastewater processing to supplement process energy demands."		12/31/17			

BOARD GOALS 2017
06-21-2017 Update

Color Key: **Goal** Objective Update

GOAL	District Goal	Start Date	Due Date	% Comp	Major Accomplishments	Outstanding Issues, Questions, Notes
#8	Effectively monitor and manage development impacts to the provision of District services					
	a. Successfully complete and adopt Parks Operating Guidelines in cooperation with Parks Committee.	2015 Carry-over	12/31/17	90%	Draft Operating Guidelines prepared 1/27/16; RMA comments received 4/12/16	Draft presented to Park Committee on November 1; John Sullivan reviewing and to provide comments; target date for developer comments is by end of January 2017 (target set at Parks Committee meeting on 12/28/16) Guidelines tentatively scheduled for adoption at next Parks Committee – date TBD
	b. Monitor and participate in the County planning process for the Rancho Murieta North proposed development projects representing and protecting the District’s interests and responsibilities.		On-going		Stakeholder meetings organized by County Planning; Stakeholder meetings ended in Nov. 2016	
	c. Keep community informed of the planning process as it relates to the Rancho Murieta North proposed development and District involvement. District roles and responsibilities is most critical		On-going		Stakeholder meetings opened to media and observers	
	d. Address Exhibit E trail system as part of Parks Committee in preparation for proposed map delivery to Sacramento County with development plans.		12/31/17		Joint (District and RMA) Trail Site Visit meeting held on April 20, 2017	

BOARD GOALS 2017
06-21-2017 Update

Color Key: **Goal** **Objective** **Update**

GOAL	District Goal	Start Date	Due Date	% Comp	Major Accomplishments	Outstanding Issues, Questions, Notes
	e. Assure adequate design of infrastructure through thorough development and improvement plan review by independent consultants, including capacity analysis. Include storm a drainage conveyance systems capacity. CAD & GIS files, records retention.		On-going			
#9	Maintain community relationships by effective communication and responding to the needs of the community					
	a. Conduct community outreach events on various District services throughout the year (target quarterly but no less than semi-annual events); water plant tours.		On-going		Town hall meeting held on 1/31/17 for the community to meet Chief Wagner and discuss security issues and concerns	
	b. Develop and complete email communication strategy – provide residents important information regarding water use, wastewater use, solid waste pick-up, helpful conservation tips, and other valuable information to reduce costs and improve District customer service opportunities.		12/31/17	100%	Mailchimp email subscription service implemented in January 2017. Initial enrollment totaled 1,615 subscribers.	
	c. Joint Board planning.		On-going			

BOARD GOALS 2017
06-21-2017 Update

Color Key: **Goal** Objective Update

GOAL	District Goal	Start Date	Due Date	% Comp	Major Accomplishments	Outstanding Issues, Questions, Notes
	d. Enhance community relations with more effective District Director attendance at RMA and other meetings.		On-going		<p>District Directors plan to attend RMA Board meetings and other meetings of community interest.</p> <p>Directors attended a community meeting for Supervisor Frost, which was hosted by the District at the Murieta Village Clubhouse on 5/22/17.</p>	
#10	Foster a working environment that develops employee strengths, encourages employee growth, and makes the district a highly desired place of employment.					
#11	Successfully manage drainage, flood control, Storm Drainage water quality to meet community needs, consistent with drainage code.					

Board Goal Dialogue Sheet 2018

WATER/WASTE WATER/ DRAINAGE	SECURITY	SOLID WASTE	COMMUNITY RELATIONS	RMA/RMCC RELATIONS	EMPLOYEE RELATIONS	DEVELOPMENT	DISTRICT/ BOARD
<p>Storm Water Quality Management: Establish proactive Master Plan for SWQM; Regulatory compliance future; Community needs; Collaborative approach with RMA/other HOAs; RMCC. Define needed funding and sources.</p>	<p>Seek appropriate level of County SSD services for growing commercial area. Consider pre and post development comment to SSD; highlight differences between CSD Security and additional SSD services.</p>	<p>Facilitate Enhanced Recycling efforts. Containers, paper, shredding, plastics, paints, F.O.G. Collaborate with Community Organizations, RMA, etc. Community education plus additional periodic events/services.</p>	<p>Facilitate enhanced Community Education and Outreach: Afford community opportunity to operate on factual basis for CSD Services. Utilize multiple alternative methods/means. [Provide facts to counter rumors]</p>	<p>Seek continuous collaborative efforts on common goals: Recognize and respect current areas of interest/authority; avoid duplication, potential/perceived encroachment of recognized jurisdiction.</p>	<p style="color: purple;">Incentives and targets</p>	<p>Continued proactive review and comment on Development Proposals: Leverage new GM knowledge of planning processes and CSD service impacts. Review existing planned Development mitigations, modify as needed when opportunity arises. Continued tracking of COA; advanced scheduling and compliance.</p>	<p>Update Strategic Plan (2011) [Is this done by this Goal workshop?] Define difference between Strategic Plan and annual Goals.</p>
<p style="color: blue;">Create a comprehensive <u>all</u> Detention Basin management plan involving collaboration with RMA and RMCC to address ownership, responsibilities, funding and unsightly appearance concerns expressed by residents.</p>	<p>Assure relevance of current policies: Review/revise Policy CH21, 8.09; firearms prohibition: Review for conformance with current County policies relating to CCW. Review the original basis for.</p>	<p style="color: purple;">Outreach on wipes</p>	<p>Enhanced On-Line Customer Account Services: Providing secure, on-line account information access and payment options.</p>	<p>Enhance Controlled Community Access: Collaborate with RMA lead on Escuela Gate access implementation.</p>	<p style="color: purple;">Retention bonus</p>	<p>Increase Community awareness and fact library for new Development: Sub-topic for Community Relations Goals. Advertise/disseminate fact library.</p>	<p>Expanded Board Policy: Establish fiduciary responsibility: limit proposals for expanded (not existing) non-budgeted services to only those of emergency or mandated gov. compliance. Include requirement for separate supplementary funding necessary to be adopted.</p>

BLACK – Les Clark RED – Jerry Pasek BLUE – Mark Pecotich PURPLE – John Merchant

Lake acres/cu foot	Work to establish operation plan for Esquela Gate		Establish parameters of new amenities under purchase plan	Develop operational plan if purchase completed.		Buy land	Assure relevance of current Policies through CPI: (Continuous Process Improvement) (As allowed by budget.)
Plan for EIR review	Review what we enforce vs. RMA		Series of meetings (2005)	Long range – one government			Consider a revision to CSD “taxes” to support current needs and a vote...by mail ballot
	Evaluate funding new bond		Expanded P/R – gate app				Create long term organizational structure to address any staffing shortfalls, training where needed to improve skill sets, define time and process to account for ever changing regulatory rules, and create a model for succession planning and cross functional learning.
							Accomplish carryovers from 2017 goals. Review status of 2017 Goals and assess where we are at in achieving these goals and if the prioritization of these goals still remains. For example, I believe we had 'long term security plan and funding' on 2017. So that still needs to be worked.

BLACK – Les Clark RED – Jerry Pasek BLUE – Mark Pecotich PURPLE – John Merchant

							Explore RMCC and open space recreational opportunity per CSD goals created. As part of process, consider feasibility of later start to meetings to allow for greater resident participation - during RMCC and open space discussions.

BLACK – Les Clark RED – Jerry Pasek BLUE – Mark Pecotich PURPLE – John Merchant

BLACK – Les Clark RED – Jerry Pasek BLUE – Mark Pecotich PURPLE – John Merchant