

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)