

# RANCHO MURIETA COMMUNITY SERVICES DISTRICT

15160 JACKSON ROAD  
RANCHO MURIETA, CA. 95683



## BOARD GOAL WORKSHOP Friday, January 20, 2012 District Administration Building 9:00 a.m.

**NOTICE IS HEREBY GIVEN** that the Board of Directors of the Rancho Murieta Community Services District will hold a Special Meeting on Friday, January 20, 2012 at 9:00 a.m., at the Rancho Murieta Community Services District Board Room at 15160 Jackson Road, Rancho Murieta.

### AGENDA

1. **Call to Order, Roll Call** - Determination of Quorum - President Belton (**Roll Call**) 9:00
2. **Adopt Agenda (Motion)** 9:05
3. **Comments from the Public** 9:10  
*The public shall have the opportunity to directly address the Board on any item of interest before or during the Board's consideration of that item. Public comment on items within the jurisdiction of the Board is welcome, subject to reasonable time limitations for each speaker.*  
  
*If you wish to address the Board at this time, 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. No action will be taken. (5 min.)*
4. **Department Year End Updates and 2011 - 2012 Projections (45 min.)** 9:15
5. **Goal Planning (Discussion)**
  - ❖ Review Last Year's Goals (20 min.) 10:00
  - ❖ Review Strategic Plan (20 min.) 10:20
  - ❖ Identify New Goals (60 min.) 10:40
6. **Director Comments/Suggestions** 11:40
7. **Adjournment** 11:45

"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 16, 2012. Posting locations are: 1) District Office; 2) Plaza Foods; 3) Rancho Murieta Association; 4) Murieta Village Association.

## BOARD GOALS 2011

01/2011

Priority	District Goal	Start Date	Due Date	% Comp	Major Accomplishments	Outstanding Issues, Questions
	Evaluate New Ways to Use PTF Swap Parcel	Jan. 2001	Jan. 2010		Presented memo to Improvements Committee	Discuss need at annual workshop
	Increase technology for new gate	Jan. 2005	July 2006	HOLD	Meet with N. Gate Planning Committee  Submitted "wish" list	Working through security strategic plan without upgrades to gates; utilize ABDI upgrades as appropriate
	Identify Water Treatment Plant replacement alternatives	Jan. 2009	July 2009	100%	Completed July 2009	
	Update Strategic Plan	July 2009	Jan 2010			
	Identify Conservation efforts to comply 2020	July 2009	July 2010		Completed October 2010	
	Evaluate non-director representative on committees	Jan 2009	Jan 2010		Completed February 2009	
	Identify 3 tangible cost saving ideas from Ad Hoc report	Jan 2009	Jan 2010		Completed 2009	
	Evaluate ways to address PERS cost increases	Jan 2009	Jan 2010		Maintain status quo	Union contract negotiations
	Adopt Policy on Process for Submittal of Board Goals	Feb 2010	Feb 2010		Completed and Board adopted February 2010	
	Develop 5- Year Financial Plan	Jan 2010	April 2010		Completed May – Presented to Finance Committee	
	Proceed with IWMP recommendations					
	<ul style="list-style-type: none"> <li>▪ Develop direction for future studies and policy changes</li> </ul>	Jan 2011	June 2011	100%	Adopted recycled water policy	
	<ul style="list-style-type: none"> <li>▪ Pursue CDPH approval of Clementia Reservoir for drinking water supply in times of drought</li> </ul>	Jan 2011				Postponed at the request of CDPH.

**BOARD GOALS 2011**  
01/2011

<b>Priority</b>	<b>District Goal</b>	<b>Start Date</b>	<b>Due Date</b>	<b>% Comp</b>	<b>Major Accomplishments</b>	<b>Outstanding Issues, Questions</b>
	<ul style="list-style-type: none"> <li>▪ Refine water shortage contingency plan to better define timing of drought stages, related to reservoir levels, early warning forecasts, etc.</li> </ul>	March 2012	Sept. 2012			
	<ul style="list-style-type: none"> <li>▪ Select appropriate augmentation projects, size, including prudent reserve set the new fee</li> </ul>	Sept. 2012	March 2013			
	<ul style="list-style-type: none"> <li>▪ Re-engineer WTP and WWRP phase planning as well as recycled water transmission and storage facilities</li> </ul>	Sept. 2012	March 2013			
	Begin Education Component of 2020 Plan	Jan 2011				
	Independent study of employee compensation and Pay-For-Performance Program	Jan 2011		100%	Completed May 2011	Employee Evaluation Update – in progress
	Develop policy for employee appreciation and recognition	Jan 2011		100%	Completed August 2011	
	Update Strategic Plan by end of 2011	Jan 2011		100%	Completed September 2011	

**Color Key:** New Goal    **Carryover Goal**

# 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: 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)

### **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 Goal Definition  
Dialogue sheet  
2012**

WATER/WASTE WATER/ DRAINAGE	SECURITY	SOLID WASTE	COMMUNITY RELATIONS	RMA/RMCC RELATIONS	EMPLOYEE RELATIONS	DEVELOPMENT	DISTRICT/ BOARD
Prepare for drought, including Clementia utilization.	Develop a plan for security camera coverage of District facilities.		Communicate more via .com and RVT on special topics.	Work with each to determine candidate items for 2020 implementation	Adjust wage rates to meet the finding of the salary survey.		Develop action plan for election items to adjust/eliminate "taxes".
Complete odor/taste issue action times to preclude problem in 2012.	Develop plan on how to communicate the progress of the North Gate (when there is something to report).		Survey the community as to the best method the District can use to communicate information to them.		Firm up succession plan for Ed's retirement. Board and Ed to workout timelines.	Re-establish FSA negotiations.	Develop a projected rate increase that will be needed for the water treatment up grade, Van Vleck contract, debt payment, employment salaries and benefits and replacement reserves.
Drainage: review budget costs to meet NPDES permit and levee recertification.	The guest screening procedures.		Establish an email list to be used along with the telephone system as an outreach tool.			Establish a communication procedure with the new owners of PTF lands, residences East and West.	Determine 5 year (10 yr) rate/tax setting plan, including goal of having all employees pay entire 7% employee portion of PERS contribution.

WATER/WASTE WATER/ DRAINAGE	SECURITY	SOLID WASTE	COMMUNITY RELATIONS	RMA/RMCC RELATIONS	EMPLOYEE RELATIONS	DEVELOPMENT	DISTRICT/ BOARD
Water: research the user impact fees under the Delta Visioning.	RMA rule changes which affect security compliance.		GM/designee to communicate timely even if BOD not consulted prior to release.				Question logic and expense of credit card use for bill paying. Charge a fee for the privilege/go to debit card only.
Research global warming impact on CSD under IWMP model.	Review cost savings and time if Chief went back to splitting his job between admin and patrol.		Communicate positive things, not just negative.				
IWMP: establish a plan and time line for water augmentation grant money.							
Develop a contingency plan on how to notify the community of a drought stage enactment other than by public notice posting at District office.							
Research impact fees for the reduction of water consumption under							

2020.							
WATER/WASTE WATER/ DRAINAGE	SECURITY	SOLID WASTE	COMMUNITY RELATIONS	RMA/RMCC RELATIONS	EMPLOYEE RELATIONS	DEVELOPMENT	DISTRICT/ BOARD
2020: research and report time line and cost to hire a conservation coordinator.							
Review compliance using MS worksheet to evaluate the percentage of water savings.							
Review 2012 costs to do the public outreach goals.							
Wastewater: review contact cost needed to meet the WW discharge requirements.							
Review the budget which is needed to increase the maintenance on our aging system.							

Bobbi – red  
 Dick – green  
 Betty – orange  
 Steve - purple  
 Jerry – blue