

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													
3. EMPLOY A QUALITY WORKFORCE													
4. MAINTAIN GOOD RELATIONSHIPS													
5. HANDLE FINANCES EFFECTIVELY					CLARK	JENCO	MERCHANT	BUTLER	MAYBEE	# DIR VOTE	Calc		
1	2	3	4	5									
				X	1	3	1	4	6	2	5	16	<p><b>EFFECTIVELY MANAGE DISTRICT FINANCES</b>                      -ASSESS THE LONG-TERM FINANCIAL POSITION OF THE DISTRICT                      -ENHANCE RATE SETTING ANALYSIS &amp; PROCEDURES                      -ENHANCE FINANCIAL REPORTING &amp; REVIEW</p> <p><b>CLARK</b>                      - 5 year CIP &amp; CRP rolling projections                      - Comprehensive Water charges and payments, including CIA to RMA</p> <p><b>BUTLER</b>                      - 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><b>MERCHANT</b>                      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                      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> <p><b>MERCHANT</b></p> <p><b>FINANCIAL REPORTING</b>                      -"EBITA" Type Report                      - Reserve Status Breakout                      - Pension/Personnel Liability                      - Quarterly Review                      - Detailed Review at Finance Comm.                      - (Allows streamline reporting for Board Meetings)</p> <p><b>SECURITY COST ANALYSIS</b>                      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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X					2	SECURITY Services	5	3	3	3	1	5	18	<p><b>CLARK</b></p> <ul style="list-style-type: none"> <li>- Ensure delivery of desired services identified by majority of fully informed, willingly funding constituents</li> </ul> <p><b>BUTLER</b></p> <ul style="list-style-type: none"> <li>- Establish a Master Plan for Security and Safety</li> <li>- Establish a collaborative working relationship with RMA</li> <li>- Clarify and define areas of authority and responsibility between CSD &amp; RMA</li> <li>- Explore Alternative approaches to full area Security (commercial area, Hotel, Airport, Village, Equestrian Center).</li> </ul> <p><b>JENCO</b></p> <ul style="list-style-type: none"> <li>-Address Community perception</li> </ul> <p><i>-Review Measure J Bond (Prop 218) for options - Determine Cost to Pursue new Bond Vote</i></p>
X					3	<p><b>WATER Services</b></p> <ul style="list-style-type: none"> <li>-PERMIT EXTENSION</li> <li>-20/20 WATER CONSERVATION PLAN UPDATE</li> <li>-WATER CAPACITY OPTIONS</li> </ul>	2	4	1	1	12	5	20	<p><i>-Implement <del>Emergency Well</del> Catastrophic Plan</i></p> <ul style="list-style-type: none"> <li>-Water Rights Permit Extension (Current extension expires 12/2020)</li> <li>-Plan for and manage aging infrastructure</li> <li><i>-Examine water storage options, eliminate non-options</i></li> <li><i>Guard against challenges</i></li> <li><i>-Is there a way to store more water based on our permit that allows more diversion than present max storage?</i></li> <li><i>-Is there a benefit to listing recreational benefit as we lobby for greater storage capacity?</i></li> </ul> <p><b>CLARK</b></p> <ul style="list-style-type: none"> <li>-Water Rights Permit Extension; prior to 2020 expiration</li> <li>-Ensure full application of CIA water transfer fees/funds <i>(Move CIA Ditch to Standalone CIA Ditch Goals item)</i></li> </ul>
X				X	4	<p><b>AGING INFRASTRUCTURE Management</b></p> <p><b>RESERVES STUDY</b></p>	4	2	2	10	6	5	24	<ul style="list-style-type: none"> <li>-5-Year Capital Replacement Plan</li> <li>-Update long-term Infrastructure Plan</li> </ul> <p><b>CLARK</b></p> <ul style="list-style-type: none"> <li>- 5-Year CRP Projections</li> <li>- Maintain CSD awareness of gov mandated additional LOS</li> </ul> <p><b>BUTLER</b></p> <ul style="list-style-type: none"> <li>- Update long- term and 5-year Capitol Replacement Infrastructure plans</li> <li>- Review and update Stormwater and Drainage Management plans</li> <li>- Explore County and other available technology available to District to provide comprehensive infrastructure information.</li> </ul>

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	X				5	OPTIMIZE ORGANIZATIONAL STRUCTURE Explore INCENTIVES to RETAIN QUALITY WORKFORCE	1		5	12	5	4	23	-Address existiiing staffing level challenges -Optimize organizational form -Accommodate growing regulatory requirements <del>-Accommodate growth of CSD role CLARK</del> -Create a model for succession and cross functional learning.  <b>CLARK</b> - Maintain details from 2018  <b>JENCO</b> -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 <del>-Review Measure K (Prop 218) for options - Determine Cost to Pursue new Bond Vote</del> <del>-1988 Stormwater Plan - Defines District responsibilities</del> <del>-Collaboration ongoing</del> <del>-ID Additional costs for extra level of drainage facility maintenance desired by residents</del>  <b>CLARK</b> -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.  <b>CLARK</b> -Assure that information regarding the affairs of the District is adequately, appropriately and effectively communicated to its constituents and the public at large.  <b>BUTLER</b> - 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	<b>CLARK</b> - Provide LOS (level of service) defined by Measure J tax vote; communicate LOS - Determine additional community Security needs through informed outreach  <b>BUTLER:</b> 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  <b>CLARK</b> -Maintain 2018 goals details

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X					10	RECYCLED WATER Services	9			2	11	3	22	-Develop Facility update/expansion schedule and plan accordingly for compliance with Recycled Water Permit <b>CLARK</b> Proactive management of integrated implementation into newly developing areas. Exploit opprotunities to implement system. Explore grant funding. <b>JENCO</b> -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. <b>CLARK</b> - Carry over from 2018 goals - Merge with CSD vs. RMA Responsibilities <b>JENCO</b> -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. <b>CLARK</b> -Anticipate agreements/permits conditions of approval <b>BUTLER</b> - 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	<b>CLARK</b> -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