

# RANCHO MURIETA COMMUNITY SERVICES DISTRICT

15160 JACKSON ROAD  
RANCHO MURIETA, CA. 95683



## BOARD GOAL WORKSHOP

January 24, 2014

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 January 24, 2014 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 Pasek **(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. **REVIEW/DISCUSSION OF DISTRICT POLICY 2010-02 (5 min.)** 9:15
5. **DEPARTMENT YEAR END UPDATES AND 2014 - 2015 PROJECTIONS (45 min.)** 9:20
6. **GOAL PLANNING (Discussion)**
  - ❖ Review Last Year's Goals (20 min.) 10:05
  - ❖ Review Strategic Plan (10 min.) 10:25
  - ❖ Identify New Goals (60 min.) 10:35
7. **ADJOURN FOR LUNCH (30 min.)** 11:35
8. **RECONVENE FROM LUNCH** 12:05
9. **GENERAL MANAGER RECRUITMENT - DISCUSS GOALS, TIMING AND PROCESS WITH PHIL MCKENNEY, PECKHAM AND MCKENNEY (30 min.)** 12:10
10. **DIRECTOR COMMENTS/SUGGESTIONS** 12:40
11. **ADJOURNMENT (Motion)** 12:45

"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 22, 2014. Posting locations are: 1) District Office; 2) Plaza Foods; 3) Rancho Murieta Association; 4) Murieta Village Association.

# RANCHO MURIETA COMMUNITY SERVICES DISTRICT

<b>Category:</b>	Financial	<b>Policy #</b> 2010-02
<b>Title:</b>	Submittal and Review of Board Goals	

## PURPOSE

Rancho Murieta Community Services District conducts a Board Goal Workshop annually for the Board of Directors to review previous goals and to submit, discuss and agree upon new goals. The purpose of this policy is to establish the procedures for the submittal of and review of the goals set by the Board of Directors, which are high level, direction setting goals for the District.

## BASIC POLICY AND OBJECTIVES

### Definition of a Goal

A goal is defined as an object or an end that one strives to attain.

### Submittal of Board Goal Suggestions

1. The Rancho Murieta Community Services District's Board of Directors holds a Board Goal Workshop every year on the Friday after the regular January Board meeting. Department Managers attend the meeting also.
2. Each Director is given an updated copy of the Board Goals from previous years, an updated copy of the Strategic Plan Action Items, Rules and Roles for Workshops and a blank dialogue sheet to complete.
3. The Dialogue Sheet is for the Directors to write down their suggestions for goals for the District. The areas covered on the Dialogue Sheet include: Water/Wastewater/Drainage, Security, Solid Waste, Community Relations, RMA/RMCC Relations, Employee Relations, Development, and District/Board.
4. After each Director completes and submits his/her Dialogue Sheet, the District Secretary will combine them onto one sheet, color coding them by Director. The Dialogue Sheet is used to consolidate items for discussion.
5. At the Board Goal Workshop, each Director will explain his/her suggested goal. Directors, along with Department Managers, will discuss each suggestion. The Directors will then agree, by consensus, on whether or not the suggestion is a Board goal.
6. Once a goal is agreed upon, the Directors, with input from Department Managers, will agree upon a start date and a due date for the goal.

7. The General Manager will provide the Board of Directors a quarterly status report on the progress of the Board goals. These status reports will be given at the March, June, September and December regular Board meetings or as needed.

<b>Approved by Rancho Murieta Community Services District's Board of Directors</b>	February 17, 2010
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**BOARD GOALS 2013**  
**01/2014**

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	100%	Completed October 2010	
	Evaluate non-director representative on committees	Jan 2009	Jan 2010	100%	Completed February 2009	
	Identify 3 tangible cost saving ideas from Ad Hoc report	Jan 2009	Jan 2010	100%	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	100%	Completed and Board adopted February 2010	
	Develop 5- Year Financial Plan	Jan 2010	April 2010	100%	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		100%	Paul S was successful in obtaining CDPH positive opinion regarding use of Clementia during drought via email	

**BOARD GOALS 2013**  
**01/2014**

Priority	District Goal	Start Date	Due Date	% Comp	Major Accomplishments	Outstanding Issues, Questions
	<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	100%	Completed September 14, 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		Augmentation Well Project – drilled 2 test holes; proceeding with test hole A Augmentation need/size reduced by adoption of Recycled Water for future development	Re-evaluate Augmentation project budget for determining appropriate WSA reserve fee.
	<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	100%	Completed Title XVI Feasibility Study – AECOM, K. Kennedy – Nov 2013	
	Begin Education Component of 2020 Plan	Jan 2011			Working with RMA on Landscape Ordinance and ARC Committee rules	
	Independent study of employee compensation and Pay-For-Performance Program	Jan 2011		100%	Completed May 2011, employee evaluation update completed July 2012	New evaluation form being phased in for April 2014
	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	
					Replaced with item from Feb 2013	
	Revise Policy 2010-10 to include negative and positive news/information	Feb 2012		100%	Adopted policy March 21, 2012	

**BOARD GOALS 2013**  
**01/2014**

Priority	District Goal	Start Date	Due Date	% Comp	Major Accomplishments	Outstanding Issues, Questions
	Re-start Parks Committee meetings	Feb 2012		100%	Meetings began in 2012	
	Evaluate methods of reducing SMUD charges including use of solar	Feb 2013	12/31/13		SMUD data provided to Sunlight & Power in June 2013	Pending response from vendor
	Establish water plant upgrade baseline, including capacity of analysis	Feb 2013	8/31/13	100%	WTP1 expansion and upgrade plans (including capacity sizing) completed – Dec 2013	
	Update IWMP as appropriate with augmentation well supply	Feb 2013	12/31/13			Pending drilling/development of augmentation well(s) to provide well supply capacity
	Develop plan for security camera coverage within the community	Feb 2013	12/31/13		Draft plan developed December 2013	Pending establishment of ad-hoc committee for additional input and review
	Evaluate use of alternative vehicles	Feb 2013	6/30/13	100%	Write-up completed	
	Develop long range plan to diminish the vandalism and burglary	Feb 2013	10/31/13			Draft in process - rolled into Security Camera Plan
	Consider expansion of committees to include public with special expertise	Feb 2013	7/31/13		Staff researching requirements – discussed at November 2013 Board Meeting	Further discussion with Personnel Committee in January 2014
	Conduct employee evaluations of managers and supervisors (360° review confidential)	Feb 2013	9/30/13	100%	Evaluation completed – Oct 2013	Staff working on District-wide response/improvement plan – to be presented to Board in January

**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: 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  
2014**

WATER/WASTE WATER/ DRAINAGE	SECURITY	SOLID WASTE	COMMUNITY RELATIONS	RMA/RMCC RELATIONS	EMPLOYEE RELATIONS	DEVELOPMENT	DISTRICT/ BOARD
Construct WTP #1 improvements	Install new security camera system		Keep community aware of need to conserve water	Continue working with RMA on new North Gate	Carry out 360 goals	Monitor all potential new development	Implement Reserves Study
Construct and bring augmentation well and related piping on-line ASAP	By 12/31/14 assess 3-5 year security needs- all including cameras, staffing, ability to fund with current 2% annum tax increase limit. Include pros and cons of going to vote with 2016 board election		Conduct workshop on how to achieve 20% reduction in water usage	Work with RMA's ARC to implement policies to reduce water consumption	Update employee contract negotiations to reflect PERS contributions	Monitor progress of development, new rooftops, etc. as units go through Sac County land use planning process. Assign 1 staff to be weekly liaison with county and inform BOD of progress, glitches, etc.	Select new GM
Monitor water conservation	Evaluate recommended security cameras/ technology and costs		Develop a monthly communication plan to keep community informed of the drought requirements and penalty process	Publish a monthly update on drought requirements which affect them with a copy to CSD Board.	Establish tier pricing for drought requirements for the Board to evaluate	Research methods to reduce our energy, chemical, and gas usage costs	Consider installation of photovoltaic panels for alternative power at various facilities
Update the augmentation well project, establishing the need to drill 2 <sup>nd</sup> well	Determine specific realistic achievable long range plan to diminish crime in the community		Educate all: <ul style="list-style-type: none"> <li>• WTP/fair share</li> <li>• Aug Well/Water</li> <li>• Clementia use</li> <li>• Use reduction techniques</li> </ul>	Water saving goal - approach	Finalize GM search and hire	Explore deepening of Calero cost v. benefit	Continue to work toward the signing of the FSA and monitoring the agreement until the completion of the WTP

WATER/WASTE WATER/ DRAINAGE	SECURITY	SOLID WASTE	COMMUNITY RELATIONS	RMA/RMCC RELATIONS	EMPLOYEE RELATIONS	DEVELOPMENT	DISTRICT/ BOARD
WTP - establish the costs/needs to make Clementia a beneficial water source	Establish a plan for Patrol Officers to report water waster infractions		Irrigation support - CSD/volunteers	Security support - RMA fine sharing	Establish a method to search/hire a replacement for our legal counselor	Solar to reduce SMUD \$\$	Select GM
Update estimated costs/needs for projected maintenance (drainage equip., etc.)	Establish a financial plan to cut costs with the use of new technology				Innovation incentives		Select legal
Update costs necessary for all permits and surveys in 2014	Financing thereof				PERS - 7% path		Contract for professionally done reserve study to assure adequate reserves are regularly collected and applied to the appropriate reserve fund accounts
Measure and report achievable progress on retrofitting of WTP	Use of security fee definition policy				360 findings implementation		
Evaluate water needs/costs for retention lakes/ ponds during drought restrictions							

Paul Gumbinger - Red  
 Bobbi Belton - Purple  
 Betty Ferraro- Green  
 Jerry Pasek - Blue