

STRATEGIC GOALS														
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3. EMPLOY A QUALITY WORKFORCE														
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REF#	1	2	3	4	5	2018 PRIORITIZATION	OPERATIONAL GOALS (21)	CLARK	JENCO	MERCHANT	BUTLER	MAYBEE	IN DIRECTORS' TOP 10?  (COUNT)	GOAL DETAILS
1	X	X				2	SECURITY Services	2	2		1	1	4	<p><b>CLARK</b> - Ensure delivery of desired services identified by majority of fully informed, willingly funding constituents</p> <p><b>BUTLER</b> - Establish a Master Plan for Security and Safety - Establish a collaborative working relationship with RMA - Clarify and define areas of authority and responsibility between CSD &amp; RMA - Explore Alternative approaches to full area Security (commercial area, Hotel, Airport, Village, Equestrian Center).</p> <p><b>JENCO</b> -Address Community perception</p>
2							WATER RIGHTS UPDATE	2		2	1		3	<p><b>MERCHANT</b> <b>BUTLER</b> - Define all areas of concern and responsibility related to water quality, quantity, restrictions, 2020 State Water Rights Permits, Recycling Program.</p>
3		X				8	Review and reinforce <b>CSD and RMA RESPONSIBILITIES</b>	4			1	1	3	<p><b>CLARK</b> - Provide LOS (level of service) defined by Measure J tax vote; communicate LOS - Determine additional community Security needs through informed outreach</p> <p><b>BUTLER:</b> Change "vs." to "and"</p>
4	X	X	X		X	1	Optimize <b>ORGANIZATIONAL STRUCTURE</b>	1	4			1	3	<p>-Address existiing staffing level challenges -Optimize organizational form -Accommodate growing regulatory requirements <del>-Accommodate growth of CSD role</del> <b>CLARK</b> -Create a model for succession and cross functional learning.</p> <p><b>CLARK</b> - Maintain details from 2018</p> <p><b>JENCO</b> -Quality Workforce</p>
5	X					9	<b>AGING INFRASTRUCTURE</b> Management	7			1	1	3	<p>-5-Year Capital Replacement Plan -Update long-term Infrastructure Plan</p> <p><b>CLARK</b> - 5-Year CRP Projections - Maintain CSD awareness of gov mandated additional LOS</p> <p><b>BUTLER</b> - Update long- term and 5-year Capitol Replacement Infrastructure plans - Review and update Stormwater and Drainage Management plans - Explore County and other available technology available to District to provide comprehensive infrastructure information.</p>

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6				X		4	Facilitate ENHANCED COMMUNITY EDUCATION AND OUTREACH (COMMUNICATION)	4		6	1		3	-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.
7		X			X	5	EVALUATE Funding a NEW BOND FOR FUNDING	8		7	1		3	-Security and drainage services new bond <b>CLARK</b> -Define needs through facilities/ services assessment, expansion and maintenance needs. Match with community desires to fund.
8							RESERVES STUDY FOR AGING INFRASTRUCTURE		1	1			2	<b>MERCHANT/JENCO</b>
9							20/20 WATER CONSERVATION PLAN UPDATE			3	1		2	<b>MERCHANT</b>
10							WATER CAPACITY INCREASE - EVALUATE/CREATE PLAN			4	1		2	<b>MERCHANT</b> <b>BUTLER</b> - Examine Water Storage options, eliminate non-options.
11	X					6	WATER Services	5			1		2	-Implement Emergency Well -Water Rights Permit Extension (Current permit expires 12/2020) -Plan for and manage aging infrastructure <b>CLARK</b> -Water Rights Permit Extension; prior to 2020 expiration -Ensure full application of CIA water transfer fees/funds
12	X					13	GENERAL COMMUNITY SERVICES DELIVERY		5			1	2	-Define District's role in Parks & Rec -CSD attendance at RMA and other meetings <b>JENCO</b> -Customer Service

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13					X	7	EFFECTIVELY MANAGE DISTRICT FINANCES  MERCHANT ASSESS THE LONG-TERM FINANCIAL POSITION OF THE DISTRICT	6			1		2	-RMA Financial obligation for Parks water fee and related charges -Reserve Study -5-Year CIP & CRP rolling plans with projections of funding available -Develop/maintin strategy to address PERS and OPEB unfunded liability  CLARK - 5 year CIP & CRP rolling projections - Comprehensive Water charges and payments, including CIA to RMA  BUTLER - Effectively manage District Finances- Use most recent Reserve study to provide necessary guidance in expenditures, planned and unplanned. - Address and Review development plans, past, current and future to determine our actual financial exposure.  MERCHANT 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.  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
14	X					18	DEVELOPMENT PROPOSALS Proactive management, review and comment	7			1		2	-Monitor triggers for Urban Water Supplier 3K+ connections for prep of Urban Water Management Plan -Review existing planned Development mitigations related to CSD role.  CLARK -Anticipate agreements/permits conditions of approval  BUTLER - Review and update 2016 Water Assessment Study with respect to new data, climate information and Cosumnes River Basin information.
15	X	X			X	10	STORMWATER/ DRAINAGE Services	10			1		2	-Proactive Storm Water Quality Management Plan -Comprehensive Detention Basin Management Plan  CLARK -Develop comprehensive 'needs analysis', in line with current gov regs, include projections of future needs and proposed new development. Financial Projections.

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16		X		X	X	11	Seek <b>CONTINUOUS COLLABORATIVE EFFORT</b> on common goals	9	3				2	-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
17	X				X	12	<b>EXPLORE RMCC AND OPEN SPACE</b> recreational opportunity				1		1	<b>CLARK</b> "Not responsive to CSD Mission" <b>MAYBEE</b> : "CSSD has no place in this area" <b>BUTLER</b> "Clai fy Parks category and operating guidelines" "Continue to explore RMCC and Open Space Opportunity"
18	X	X				21	<b>SINGLE ENTITY GOVERNANCE</b> of RM					1	1	-Investigate potential. Perceived as responsive to concerns about no one entity providing governmental services. <b>CLARK</b> -Delete
19							<b>CSD PROVIDE SERVICES DEEMED NEEDED and willingly funded by constituents</b>	1					1	Replace "GENERAL COMMUNITY SERVICES DELIVERY" Driven by served constituents, not by internal desires of Board or staff. Supported by provided guidance from CSD on government regs/mandates within legal scope of services.
20			X			3	Explore <b>INCENTIVES</b> to <b>RETAIN QUALITY WORKFORCE</b>	3					1	-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.
21							<b>ENHANCE FINANCIAL REPORTING &amp; REVIEW</b>			5			1	<b>MERCHANT</b> <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) <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)
22	X					1	<b>SEWER</b> Services	5					1	<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"

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23							ENHANCED RATE SETTING PROCEDURE			6			1	<b>MERCHANT</b> 1. Effectively communicate the following: a. Budget Justifications b. Reserve Status c. Competitive Analysis
24					X	20	Expand Board Policy to <b>ESTABLISH GREATER FIDUCIARY RESPONSIBILITY</b>	20				1	1	-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
25	X					17	<b>RECYCLED WATER</b> Services	17	6				1	-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 opportunities to implement system. Explore grant funding. <b>JENCO</b> -Expand Recycled Water
26	X					14	<b>SOLID WASTE</b> Services	14					0	-Improve Recycling Event outreach. Consider costs of providing these opportunities versus benefit. -Contract renewal annually by June. Full contract expires October 31, 2025
27		X				15	<b>ENHANCE ONLINE SERVICES</b>	15					0	-Investigate improved online utility billing and other services
28		X				16	Conduct Regular <b>POLICY REVIEW UPDATES</b>	16					0	-Review all items requiring update -Staff capacity needed to focus on this effort
29	X					19	<b>PARKS</b> Services	19					0	<b>CLARK</b> Establish finite CSD policy reflecting current role of CSD in Parks as desired by the community, residents, and commercial entities. LAFCO, SOI, Develop Code Chapter 23, Public Recreation in response. <b>MAYBEE:</b> "Should have a very limited role. RMA Issues."

X PRIMARY  
X SECONDARY