



# COSUMNES COMMUNITY SERVICES DISTRICT 2021 DISTRICT STRATEGIC PLAN





# A VIEW TO THE FUTURE

Local agencies across California continue to face mounting short and long-term budgetary challenges, such as the escalating contributions to the California Public Employees' Retirement System ("CalPERS") due to lower than expected returns on investment and lengthening periods of eligibility; costs of providing governmental (fire protection and parks and recreation) services have outpaced revenue growth; the emergence of the coronavirus (COVID-19); deferred maintenance of aging infrastructure looms on the horizon; and instability at the federal/state level threatens to undermine both longstanding and new local funding sources.

Cosumnes Community Service District ("District") is not immune to these and other financial challenges; however, the District is fortunate to have a solid budgetary foundation that should allow it to better withstand the impacts. This cautiously optimistic outlook is thanks to a number of factors, such as, a stable and fiscally responsible Board of Directors ("Board") with a mission of financial sustainability, a stable property tax base, voter-approved parcel assessment measures, revenue provided to carry out strategic initiatives and leverage limited General Fund dollars, and a historically successful record in competing for state and federal grants.

However, the financial upside associated with some of these favorable factors is unlikely to be realized in the near-term and, moreover, the General Fund is not necessarily the direct beneficiary. Therefore, the District's ability to manage through impending funding challenges combined with the increasing demand for District services necessitates a comprehensive strategic plan which clearly provides a road map to prioritize competing demands and states what the community can expect the District to deliver in the upcoming years.

This Strategic Plan ("Plan") is the parent document for a dozen of additional planning documents including the Climate Action Plan/Sustainability Action Plan, Communications Plan, Information Technology Strategic Plan, Fire Department Strategic Plan, and Parks and Recreation Department Strategic Plan. This Plan provides a planning bridge between those service specific plans and provides overall direction in other areas, not directly covered in those plans. The Board provided both individual input and collective direction for this plan with a view to the future.

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2021 DISTRICT STRATEGIC PLAN  
**INTRODUCTION & LETTERS**

# BOARD OF DIRECTORS

The Cosumnes Community Services District (District) Board of Directors (Board) is comprised of five duly elected or appointed residents. The Directors are elected or appointed by-division in five single-member districts as defined in Government Code Section 61025. At the beginning of each year, the Board selects from its members a President and Vice-President to serve during the ensuing year.

The Board is the governing body of the District and is responsible for formulating and approving policies for the operation, control, administration, and planning of the District's facilities and activities.



**Jim Luttrell**  
President



**Jaclyn Moreno**  
Vice President



**Gil Albiani**  
Director



**Rod Brewer**  
Director



**Orlando Fuentes**  
Director

# DISTRICT LEADERSHIP TEAM

## STRATEGIC MANAGEMENT TEAM:



**Joshua Green**  
General Manager



**Sigrid Asmundson**  
District Counsel



**Felipe Rodriguez**  
Fire Chief



**Nitish Sharma**  
Chief Administrative Officer



**Phillip Lewis**  
Parks & Recreation  
Administrator



**Paul Mewton**  
Chief of Planning,  
Design & Construction

## SENIOR LEADERSHIP TEAM:

**Marisa Guerrero**  
Director of Human Resources

**Troy Bair**  
Deputy Fire Chief -  
Operations

**Mike Dopson**  
Director of Recreation and  
Community Services

**Kelly Gonzalez**  
Director of Administrative  
Services

**Steve Sims**  
Director of Parks and  
Neighborhood Services

**Dan Quiggle**  
Deputy Fire Chief -  
Administration and  
Support Services

**Nou Vang**  
Finance Director

**Scott Jones**  
Engineering, Development  
and Design Director

## LEADERSHIP TEAM:

Adriana Orozco

James Lutz

Kavita Takhar

Amber Anderson

Jason Rickard

Kevin McLean

Angela Newman

Jason Scofield

Lantz Rey

Anna Hooper

Jenna Brinkman

Matt DeMarco

Anne Poggio

Jeremy Edwards

Molly Collins

Eileen Alcanices

John Ebner

Pam Dawson

Elenice Gomez

Jonnie Siemens

Rachele Manges

Farnam Shadmani

Josh Branco

Rick Clarke

Gilbert Urbano

Josh Freeman

Sheena Newman

Jack Haddon

Justin Ellermeyer

Traci Farris

## ADDITIONAL STRATEGIC PLAN CONTRIBUTORS

Carol Reyes

Mike McLaughlin

Jeff Repetti

Chris Schamber

Paul Zehnder

Brett Shurr

# LETTER FROM DISTRICT GENERAL MANAGER



On behalf of the Cosumnes Community Services District, it is with great pleasure that I present to you the 2021 District Strategic Plan. This strategic plan is a culminating effort to connect the various agency strategic and master plans, which reflect input from various stakeholders including District residents, District Board of Directors, Fire Department and Park and Recreation Department advocates, and our dedicated personnel.

The Board of Directors initiated the strategic planning process in the second quarter of 2019 in order to provide clear direction on prioritization of District resources and initiatives. Through the process the Board of Directors identified five core values, which intend to drive future objectives, initiatives, and most importantly day-to-day decision making throughout all aspects of the organization.

*Success of the Strategic Plan will be a team effort between the Board of Directors, District personnel, and the community.*

This plan holds the mission, vision, values, objectives, and initiatives of our District, and will serve as a guiding document for moving forward to implementation and continuous improvement.

Success of the Strategic Plan will be a team effort between the Board of Directors, District personnel, and the community. My sincere appreciation to all who contributed their time and talent in crafting it. I look forward to working with each of you to bring it to reality.

Sincerely,

A handwritten signature in black ink, appearing to read "Joshua Green".

Joshua Green



## 2021 DISTRICT STRATEGIC PLAN **EXECUTIVE SUMMARY**

# MISSION, VISION, & VALUES

## OUR MISSION:

The Cosumnes CSD is dedicated to enhancing the quality of life of the residents, businesses, visitors, and employees within our diverse community by protecting lives, property, and the environment through superior fire suppression, emergency medical services, fire prevention, and special operations response; and by providing parks and recreation services through well-maintained parks and recreational opportunities for health, wellness, and social interactions.

## OUR VISION:

Be an innovative, inclusive, and intentional, regional leader committed to providing exceptional services that exceed expectations and enhance the quality of life of those we serve.

*...dedicated to enhancing the quality of life of the residents, businesses, visitors, and employees within our diverse community...*

## OUR VALUES:

**Safety & Mitigating Risk** – We protect District employees, as well as mitigate risk and exposure of the District and public.

**Financial Responsibility** – We are an accountable, transparent, and stable Agency as we provide quality services through progressive innovations.

**High-Quality Workforce** – We develop and train a high-quality workforce with emphasis on professionalism, diversity, equity and inclusion, succession planning, competency, and organizational growth.

**Service to the Community** – We deliver the highest levels of service to the residents, visitors, and businesses within the District.

**Diversity, Equity & Access** – We ensure diversity, equity, and inclusion in all aspects of District work.

## DIVERSITY, EQUITY & ACCESS:

### District Equity Statement

*At Cosumnes CSD, we will:*

- Ensure equity and inclusion in recruitments and hiring processes.
- Promote a climate that is welcoming and conducive to the success of all employees through respect, inclusion, equity, and cultural awareness.
- Develop and support policies and procedures that promote diversity, equity, and inclusion.
- Provide equitable access to District services, events, and activities that further develop diversity and inclusion in our community.

# EXECUTIVE SUMMARY

## SAFETY & MITIGATING RISK

1. Promote a culture of safety and risk reduction.
2. Integrate compliance with applicable safety regulations in all operations.
3. Strengthen emergency preparedness and readiness of emergency management systems.

## FINANCIAL RESPONSIBILITY

4. Establish and implement a comprehensive fiscal stability plan to address the General Fund's long-term structural deficit.
5. Strengthen long-term financial sustainability through revenue diversification.
6. Guarantee transparency, accountability and innovation in all District processes.

## HIGH-QUALITY WORKFORCE

7. Promote a workplace climate that is welcoming and conducive to the success of all employees.
8. Recruit highly qualified candidates with diverse experiences and backgrounds.
9. Develop criteria to evaluate contractor and consultant effectiveness, and where appropriate transition services to in-house personnel.

## SERVICE TO THE COMMUNITY

10. Provide responsive programs and services for our diverse and growing community.
11. Design and construct an environmentally responsible physical environment to match the development and growth of the community.
12. Establish and cultivate partnerships that advance the District's commitment to service.

## DIVERSITY, EQUITY & ACCESS

13. Provide equitable access to District services, events, and activities that further develop diversity and inclusion in our community.
14. Develop and support policies and procedures that promote diversity, equity, and inclusion.
15. Expand the voice of all residents in service delivery, through regular community engagement and outreach.



2021 DISTRICT STRATEGIC PLAN  
**COSUMNES CSD TODAY**

# HOW WE GOT HERE

## DISTRICT HISTORY

The Cosumnes Community Services District ("CSD") dates back to 1985 with the consolidation of the Elk Grove Park and Recreation District (established in 1936) and the Elk Grove Fire Protection District (established in 1925 after serving the Elk Grove community since 1893), forming the Elk Grove CSD, focusing on providing essential quality-of-life services including fire protection, emergency medical services and parks and recreation services. In 2006, a reorganization of the Elk Grove CSD and the Galt Fire Protection District (established in 1921) created the Cosumnes Community Services District.

## DISTRICT OVERVIEW

The District, located in California's Central Valley in the southern portion of Sacramento County, is 4 miles south of the Sacramento City limits, 92 miles east of San Francisco, and 379 miles north of Los Angeles. The District is the largest community services district in California encompassing 157 square-miles.

The District is a political subdivision of the State of California guided by a five-member elected Board of Directors. Its jurisdiction lies in the 3rd, 7th, and 9th Congressional Districts, the 8th and 9th State Assembly Districts, and the 3rd, 5th, 6th, and 8th State Senate Districts.

The District serves 199,326 residents as of April 2020. The jurisdiction experienced growth from 2009 to 2012 with an average annual population increase of 12%. From 2013 to 2018, the population increased an average of 4.8% per year and has remained fairly constant.

The five-member District Board of Directors ("Board") are elected by-geographic district and serve in a policy-making capacity, determining policies necessary for governing the District. The Board appoints two executive management positions: District Legal Counsel ("District Counsel") and General Manager. The District Counsel is responsible for providing legal advice and representation to the District. The General Manager serves as the Chief Executive Officer and is in charge of, and has overall responsibility and control over, all property of the District and the District's Departments.

*...focusing on providing essential quality-of-life services including fire protection, emergency medical services and parks and recreation services.*

## PREVIOUS MASTER & STRATEGIC PLANNING EFFORTS

The District last completed a District Strategic Plan in 2009. Since that time, individual Departments and Divisions have completed strategic and long-range planning, independently. The District and the community have changed significantly, and these plans have been developed to keep up with those changes, but they have been developed independent from Board-led strategic planning direction at the District level.

### 2009-2020 DISTRICT PLANNING

#### 2009 – FIVE YEAR: DISTRICT STRATEGIC PLAN

In 2009, the Cosumnes Community Services District developed a five-year strategic plan. The Plan included six policy areas:

1. Excellence in Customer Service
2. Enhanced Community Services through Growth
3. Expand and Diversify Programs
4. Top Quality Facilities and Parks
5. Organizational Effectiveness and Efficiency
6. Fiscal Management

The plan also calls for the District to seek new innovations in funding, through the use of grants, foundation funding, matching funds and cooperative partnerships with private businesses, regional recreation partners, and local governments.

Appendix D Park Design Principles – adopted by both District and City of Elk Grove ensures that parks are programmed and developed in accordance with the needs and expectations of the Elk Grove community.

#### 2020 - FIVE YEAR: COSUMNES CSD CAPITAL IMPROVEMENT PLAN

The 2020- 2025 Capital Improvement Plan (CIP)

- Five-year plan for all facility development (Fire Facilities, Park Facilities & Parks) district wide that identifies project budgets, project timelines, funding sources and priorities.
- Ensures consistency and transparency in the way capital projects are delivered and managed in the District.
- Provides a strategic overview of all capital projects over time.
- Provides valuable data for facility planning and cost estimation.

## 2015 – 2020 DEPARTMENT PLANNING

### 2015 – STANDARDS OF COVER AND HEADQUARTERS SERVICES ASSESSMENT (FIRE)

The Cosumnes Fire Department retained Citygate Associates, LLC to perform a Standards of Cover Assessment for field deployment and a review of headquarters personnel functions for the Fire Department. This study included reviewing the adequacy of the existing deployment system from the current fire station locations at that time. The report included two volumes, an Executive Summary to summarize findings and recommendations, and a Technical Report that includes a Standards of Coverage (deployment) assessment and a headquarters personnel review.

In brief, Citygate found that the challenge of providing fire services in the District is similar to that found in many suburban communities: providing an adequate level of fire services within the context of limited fiscal resources, competing needs, growing and aging populations, plus uncertainty surrounding the exact timing of future development in areas of both cities that have not yet built out. Citygate also found that the District was meeting its needs through its own fire response resources and, on occasions, through the use of partnerships with its neighbors in the automatic and mutual aid system. The report also stated that the deployment system largely met the District's demands but would need adjustment as growth occurs and as Elk Grove and Galt (and to a smaller extent, the unincorporated areas) continues to evolve to the build-out of their General Plans.

### 2018 – TEN YEAR: PLAN FOR PLAY: PARKS, RECREATION AND FACILITIES MASTER PLAN (PARKS)

The Master Plan process included four phases of technical analysis, assessment and planning, which included 1) Inventory and Assessment; 2) Needs Assessment; 3) Recommendations and Strategies; and 4) Completion of the Master Plan Document.

Through this process, the Department's Mission and Vision statements were updated and four goal areas were identified. Each of the four stated goals have 7-10 objectives, totaling 33 total objectives.

The Master Plan document identified a number of recommendations in regard to Recreation programming including:

- Culturally responsive and relevant programming
- Neighborhood-scaled events
- Volunteerism as a program area
- Low-cost and no cost programs
- Alternative approaches and formats to recreation programs
- Utilization of parks as programming venues
- Build upon successful programs in aquatics, adaptive recreation, teens, and active adults.

### 2017 - COSUMNES FIRE DEPARTMENT SWOT ANALYSIS (FIRE)

A Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis was conducted by the internal members of the Cosumnes Fire Department in 2017. The SWOT analysis is a tool to help

match internal organizational strengths with external opportunities to meet the needs of the constituents and community. The purpose of the SWOT analysis was to unite internal resources and capabilities to the external environment.

The following lists some of the SWOT analysis answers (a complete list is available within the Department's 2018 Strategic Plan):

**Strengths:** External customer service, apparatus and equipment, competency of personnel, level of patient care, and professionalism.

**Weaknesses:** Internal customer service, low staffing levels, communication, fatigue, future planning.

**Opportunities:** Economic and financial growth, enhance internal customer service, succession planning, social media, improve communications, empowerment.

**Threats:** Burnout, low morale, service demands, internal customer service, quality of people promoted, lack of public education

#### 2018 – THREE YEAR: FIRE DEPARTMENT STRATEGIC PLAN (FIRE)

A three-year strategic plan was completed by the Cosumnes Fire Department to provide a road map describing how the Department will execute its strategy. The plan achieves the following:

- Reflects the values of the Department
- Clearly defines what is most important for achieving success
- Assists in decision making
- Provides direction
- Creates a culture of strategic thinking and decision making

Following the Standards of Cover and Headquarters Services Assessment in 2015, the Department completed master plans for Emergency Medical Services, Fire Prevention, and Training in 2016 and 2017. It also completed a SWOT analysis in 2017 to prepare for the 2018 Strategic Plan. After the mission and core values were examined and/or adjusted, goals and objectives were developed to support the planning efforts and to provide direction for the future.

#### 2019 – THREE YEAR: PARKS & RECREATION STRATEGIC PLAN (PARKS)

The Strategic Plan presents the mission, vision, and goals of the Parks and Recreation Department, and serves as the road-map for moving forward with implementing the first of three phases of work identified by the community through the 10-year Parks and Recreation Master Plan.

The three-year Strategic Plan addressed the following high priority initiatives:

- The need to create responsive programs, parks and facilities for our diverse and growing community.
- Strengthening parks and recreation facilities for future generations.

- Fostering collaborative partnerships that leverage strengths and resources to enhance recreation experiences.
- Allocating personnel and resources based on sound operational practices to ensure long-term operation and maintainability.
- Reflecting our values and commitment to natural resources and our community.

## 2015 -2020 DIVISION PLANNING

### 2017 - EMERGENCY MEDICAL SERVICES MASTER PLAN (FIRE)

The Cosumnes Fire Department retained Citygate Associates, LLC to assist Department personnel with developing an Emergency Medical Services (EMS) Master Plan in 2017. It was written to plan for a responsibly sized and organized EMS Division capable of meeting the challenges of a continually growing department. It provided a data-driven approach considering call volume growth and added personnel over time to provide EMS Division personnel at reasonable workload ratios. The plan was in line with other comparable Advance Life Support transporting fire departments and was supportive of the 2015 Standards of Cover and Headquarters Services Assessment for the Department. The plan was presented to the Board of Directors in July 2017.

### 2017 - TRAINING MASTER PLAN (FIRE)

The Cosumnes Fire Department retained Citygate Associates, LLC to assist Department personnel with developing a Training Master Plan in 2017. The plan was created to establish a data-driven approach for organization, personnel, and workflow while utilizing industry best practices. In addition, it allowed for long-term capital equipment and facility needs. Lastly, the plan provided recommendations regarding future new-hire academies, the operation of the training facility, mandated annual training, documentation, career development, succession planning, special operations programs, risk assessment, and a five-year training cycle. The plan was presented to the Board of Directors in July 2017.

### 2019 - STRATEGIC COMMUNICATIONS PLAN (ADMIN)

The Strategic Communications Plan establishes the objectives, messages, and recommended strategies by which the Cosumnes Community Services District should organize and implement its internal and external communications activities. It provides a path forward for the District to coordinate the many effective communications strategies it currently employs and increase their scale and intensity to help the District build its profile, market its services and programs, and engage with its diverse stakeholders.

The Plan is the product of extensive review of the District's existing communications methods and dialogue among internal stakeholders representing multiple program areas. Based on this work, the Plan provides numerous key findings and recommendations, which are addressed in the following sections:

- Communications Asset Inventory and Observations
- Gap Analysis
- Recommended Communications Activities

## 2020 – INFORMATION TECHNOLOGY STRATEGIC PLAN (ADMIN)

The underlying purpose of the Information Technology Strategic Plan is to provide the foundation to enable the District to proactively change its information technology environment (including processes, organization, people, and infrastructure) to remediate service delivery issues, to obtain greater benefits for the investments being made in information technology, and to improve the District's ability to more effectively respond to future requirements.

### **BOARD STRATEGIC PLAN WORKSHOP**

On November 13, 2019 the Board met in an open session workshop, along with several senior District personnel, to discuss Board of Directors Values and Priorities. The consultant, BHI Management Consulting, facilitated the session covering topics including Board and personnel roles, the District Mission, and development of collective Values.

#### ROLES

BHI Management Consulting facilitated a lecture and conversation regarding the role of the Board of Directors. Board members are elected by the community for their individual ideas, philosophies, or values. It is important that elected Boards recognize themselves as a decision-making team, as no one Board member can give direction to District leadership. As a Board, there will be lots of decisions that are made together, and not everyone will share the same opinion, which is why healthy dialogue is an essential and important component of effective governance.

As individuals, Board members will have values to apply to decision making, but for effective and consistent direction to personnel, it is essential that the Board agrees on a collective set of values that support the mission. These core values set the cultural foundation of what is important to the Board, and to the community they represent.

To optimize the “decision-making machine” all parts must do their jobs, both specific/unilateral jobs and integrated jobs. The board “part” must also work together to set core values, priorities, and policy direction. To establish clarity and consistency, it is equally essential for individual board members to understand that direction is only given by the entire Board.

Finally, the Board acknowledged they cooperatively appoint a General Manager as Chief Executive Officer, and that any opinions, directions, requests, and information should be “funneled” through that individual exclusively. This demonstrates appropriate trust and confidence in the General Manager and their ability to assemble a team of professionals to accomplish the mission of the organization and policy direction of the entire Board.



## BOARD MEMBER INPUT & RESOURCE ALLOCATION

A major source of policy direction and strategic planning was provided by the Board before and during the workshop. The consultant requested the Board to provide input in categories including: Funding, Equipment, Services, Service Areas, and Public Workforce. The Board described their desired outcomes as a 3-5-year foundation which will, incorporate personnel's views (from the personnel in attendance during an 'open to all' workshop), and have unity as the purpose of the Board. Here are the comments and discussion points in each of those categories:

### **Funding**

#### *Pre-Workshop Board Survey*

- Maintain District financial stability.

#### *Discussion*

- Identify methods to diversify revenues
- Develop policy in regard to debt service ratio
- Develop fully-accessible, comprehensive, and easy-to-understand financial reports
- Maintain competitive rates and efficiency in per-capita expenditures, specifically in recreation programs
- Reallocate resources to fund Board priorities

### **Equipment**

#### *Pre-Workshop Board Survey*

- None

#### *Discussion*

- Information Technology Master Plan should be completed to identify needs
- Asset Management Plan should be implemented District-wide

### **Services**

#### *Pre-Workshop Board Survey*

- Expand mutual aid to fire volunteers at neighboring jurisdictions
- Complete a Climate Action Plan

#### *Discussion*

- Negotiate and Implement a Community Workforce and Training Agreement (CWTA)
- Develop a fee equity plan and balance scholarship availability
- Increase brand awareness and external communications
- Implement a Climate Action and Sustainability Plan
- Implement By-District (By-Division) representation

- 
- Adopt risk mitigation measures to reduce future losses and lower premiums
  - Implement a District Risk Management program to include facility inspections and reviewing accident reports

## Service Areas

### *Pre-Workshop Board Survey*

- Grow influence through mergers, acquisitions, and partnerships
- Continue successful operation at the Elk Grove Aquatic Center
- Complete the Morse Park Community Center

### *Discussion*

- Implement a Parks and Landscaping Advisory Committee
- Design and implement construction for Fire Station 77
- Finalize EMS and fire protection agreement with Wilton Rancheria at the casino site
- Develop and implement a scholarship program
- Complete an assessment of all District investments for best rate-of-return on investment
- Explore options to reduce ambulance patient offload times wall time for ambulances
- Design and develop a Park Operations headquarters
- Meet all fire response goals

## Public Workforce

### *Pre-Workshop Board Survey*

- Invest in personnel, ensuring fairness
- Provide multi-cultural training
- Reduce reliance on outsourcing of services

### *Discussion*

- Finalize 2019 compensation and classification study
- Develop succession planning strategies
- Develop and Implement strategies to address unfunded liabilities
- Develop a plan to manage wage increases associated with minimum wage increases
- Train all employees in sexual harassment prevention

## MISSION-FIRST PRINCIPLE

The Board-endorsed philosophy in regard to Mission was established. This includes four parts:

1. Know and respect your mission;
2. Avoid distractions from the mission;
3. Create focused, collective plans and policies to protect and advance the mission; and
4. Board core values reflect how the mission will be supported and advanced.

The board discussed the components that were “key elements” which included the following phrases:

- “Quality of life”
- “Regional leader”
- “Superior fire, emergency medical, parks and recreation services”
- “Exceptional and vital services”
- “Diverse communities served”

The consultant also presented on the importance of prioritizing expectations and adapting and allocating resources. The Board also engaged in a lengthy discussion in regard to resource allocation. When all resources including funding and personnel time are allocated and new policies or initiatives are introduced, current items become stretched.

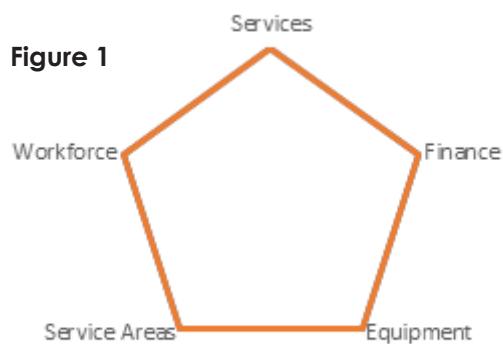


Figure 1:

This graphic represents an equally-balanced, appropriately-resourced program. Adding any new initiatives or direction will place a strain on the ability to produce outcomes and will result in a need to rebalance.

When any of the values are strained through increase demands, as demonstrated in this graphic, one of four management strategies must be implemented:

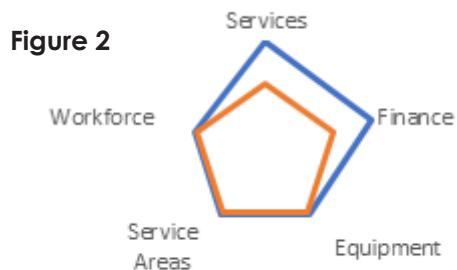
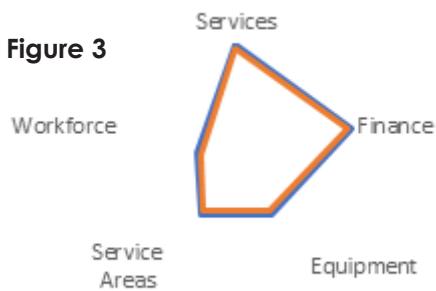
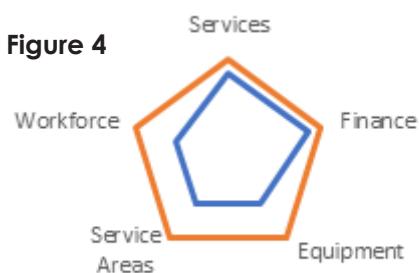


Figure 2:

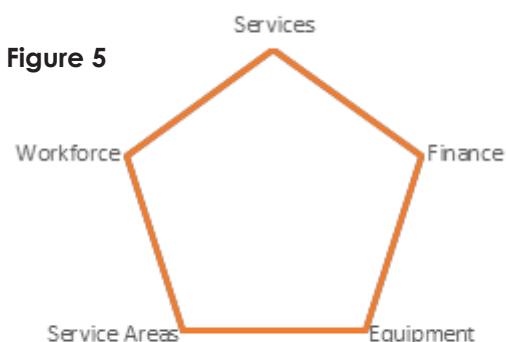
Overwork employees: For peak related periods, this can be utilized as a temporary measure, but management must continuously monitor to avoid burnout or long-term impacts to productivity.

**Figure 3****Figure 3:**

Find efficiencies: Identify better methods to produce work with fewer resources. In this graphic, the same outcomes can be achieved, but it requires implementing more effective or efficient organizational structures, work assignments, or systems to deliver outputs.

**Figure 4****Figure 4:**

Increase resources: A method to increase revenues or available personnel time to achieve an increase to outcome.

**Figure 5****Figure 5:**

Keep/Add/Toss: Utilize criteria to determine when initiatives or programs are added and what programs are reduced or eliminated in order to remain within available resources.

Developing a clear strategic policy direction and not compromising the elements of that plan will provide the District an opportunity to achieve desired outcomes. This starts with the Board setting clear and prioritized values, that management personnel can allocate appropriate blend and balance of organizational resources, systems, and structures to effectively implemented.

#### BOARD VALUES & PRIORITIES

The board core values and priorities were described as a collectively developed set of attributes that state, "our agreed way of protecting and advancing the mission". These values were determined by the Board collectively and were endorsed and prioritized to assess future decision making and asserting Board accountability.

Furthermore, the Board collectively agreed to utilize these values as prioritized and describe them as "core" without adopting "interim" values on individual items that can be disruptive and



create discontinuity. Through adopting a prioritized list of values, personnel and the community can count on consistency in decision-making in good times and tough times.

After discussion, the Board agreed that future strategic planning should be formatted under the following prioritized values:

- Safety and Mitigating Risk
- Financial Responsibility
- High-Quality Workforce
- Service to the Community
- Diversity, Equity & Access

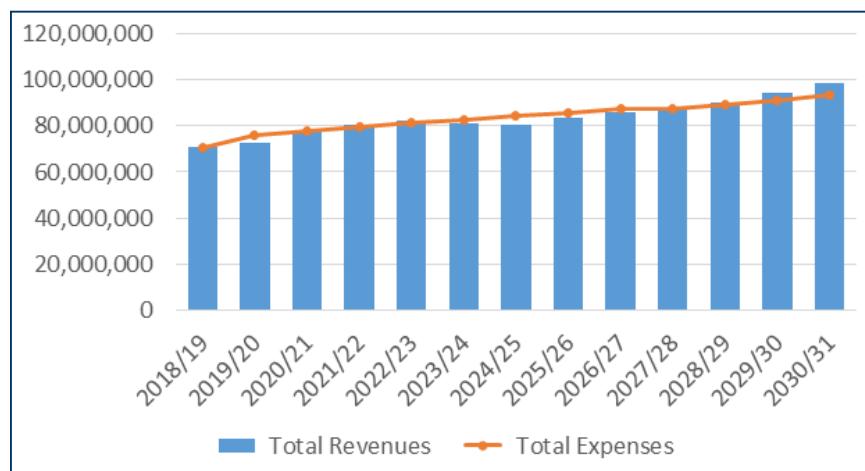
# UPCOMING CHALLENGES

## GENERAL FUND STRUCTURAL DEFICIT & LONG-TERM DEBT

The District regularly updates the long-term financial plan and makes regular presentations to the Board. These updates include local economic updates, financial trends and analysis, and forecasting. As actual data becomes available, it is tested against the forecasted data and updated.

A ten-year General Fund projection graphic (Figure 1) is below. The chart is generally based on continuing the District's current budget approach and guiding principles. It is important to note that future contract negotiations, debt issuance, or economic downturn will result in the change in the "Status Quo" approach used in the development of this financial plan. The long-term financial projection (Figure 1) was developed using an analysis of the General Fund's major sources of revenue and expenditures.

**Figure 1:**



The summary of the long-term financial plan illustrates a slight operating deficit in Fiscal Year 2023-24 through Fiscal Year 2026-27. This deficit is due to a combination of factors including a decrease in the anticipated revenues related to development and an increase in operating costs related to providing services. District personnel anticipates adjusting the revenues budget with the implementation of new cost recovery fees, recreation fees, and ambulance services fees in the next two years to mitigate the projected loss. In addition, personnel will continue to use technology, evaluation of contractual obligations, innovations, and efficiencies to ensure the costs of providing a service are not increasing drastically and are manageable within allocated resources.

### PROPERTY TAX REVENUES

The model assumes a consistent growth rate for the portion of District property taxes that accrue to the General Fund. It is important to note that most new property tax in the District boundary is generated from the development of new residential and non-residential development,

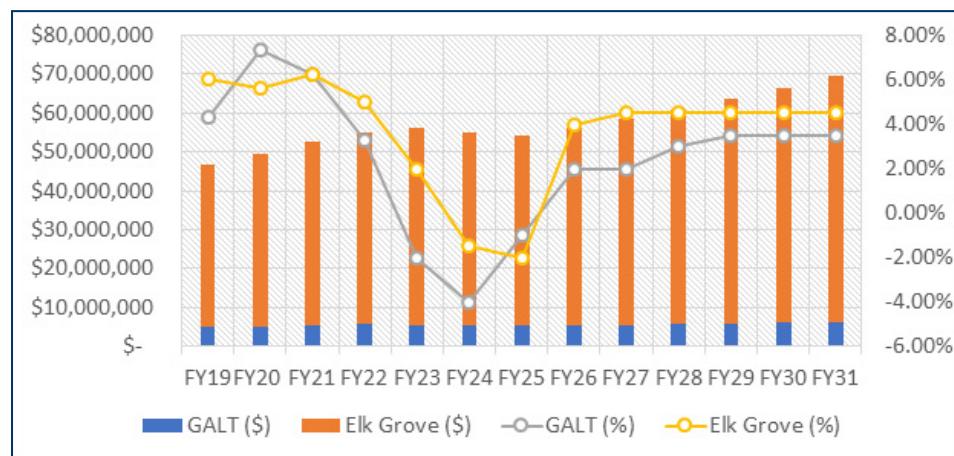
primarily in the City of Elk Grove. The coronavirus pandemic slowed the development slightly; however, due to the housing demand, the amount of equity the developer has in a given project, the construction of backbone infrastructure (shovel ready projects), and to meet the development agreement/plans, the City of Elk Grove continues to see a consistent number of building permits being pulled. Personnel analyzed the building permit data posted on the City of Elk Grove website and noted that a total of 3,265 permits, with a total valuation of \$137.5 million and a total square footage of 2.6 million, were pulled from January 2020 through July 2020. The finalization of these building permits will result in a net increase of \$275,000 (ongoing) in property tax accrual for the next fiscal year going forward.

The property tax revenue projections for the next two years, based on the approval of the current development projects, appears to weather the significant amount of increases in the General Fund costs. However, the property tax assessments for Fiscal Years 2022-23 and FY 2025-26, are projected to decrease by -2.0% to -4.0%. The decrease is primarily due to a combination of factors including the current economic recession since February of 2020 due to COVID-19, the increase in unemployment rate, the increase in materials and supplies (primarily for construction) due to current international trade war, the slowdown of purchasing power, and the increase in the commercial vacancies or decrease in commercial development primarily retail stores. Personnel are projecting a "V" shape scenario to the economic recovery as the growth is projected to return after the Fiscal Year 2025-26. The federal government intervention to project jobs and business, economic aid to consumers, and a very low federal interest rate will help to mitigate the economic losses and provide access to a fast recovery.

Overall, it is important to understand the District finances are usually a few years behind an economic downturn and recovery two years after the economic growth returns.

Property tax projections, based on the assumption described above as "Status Quo", are illustrated in Figure 2. Personnel will continue to update this illustration as new property tax data, building data, and economic conditions are assessed.

**Figure 2:**



AREA	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
GALT (%)	3.25%	-2.00%	-4.00%	-1.00%	2.00%	2.00%	3.00%	3.50%	3.50%	3.50%
Elk Grove (%)	5.00%	2.00%	-1.50%	-2.00%	4.00%	4.50%	4.50%	4.50%	4.50%	4.50%

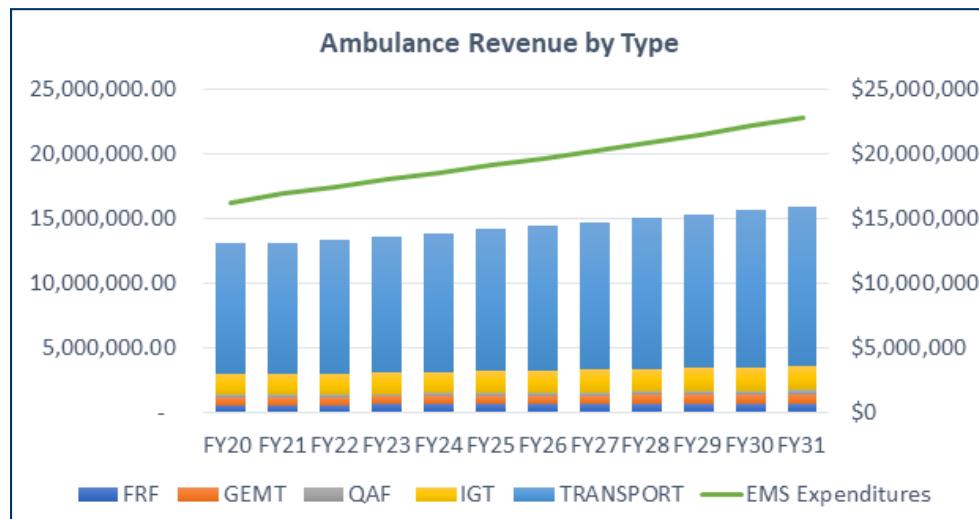
## AMBULANCE REVENUES

Ambulance revenues represented approximately 18% of General Fund revenue. This current fiscal year, ambulance revenues are projected to earn \$14.0 million. Ambulance transport fees, including the First Responder Fee, are projected to adjust yearly based on the Medical Care Services CPI and Medical Care Commodities. This escalator is in effect until such time as the District conducts another ambulance fee study. It is recommended the District conduct a new fee study every three to five years. The last ambulance fee study was conducted in FY 19-20.

The model assumes a conservative annual growth rate of 2% for ambulance revenue. Although there has been recent or slight decrease in ambulance revenues due to the COVID- 19, the District is expecting to meet the current year budget. The ambulance fees are approved for a fee increase each year to cover for the increase in costs of providing services. Personnel continues to monitor the ambulance receipts and make adjustment as deemed appropriate.

A summary of revenues and expenditures related to ambulance services, provided by the District, are illustrated in Figure 3. A fee adjustment will be required soon to close the gap between ambulance revenues and ambulance expenditures.

**Figure 3:**



## RECREATION FEES AND EXPENSES

The rapid emergence of the COVID-19 pandemic impacted the District's recreational revenues. Since March 2020, the District followed health guidelines which triggered the closure of facilities and recreation programs and significantly reduced the District's part-time workforce. The revenue loss estimated for fiscal year end June 30, 2020 was approximately \$1.7 million. The District presented several solutions including a fiscal contingency plan that appears to offset the total estimated loss as projected.

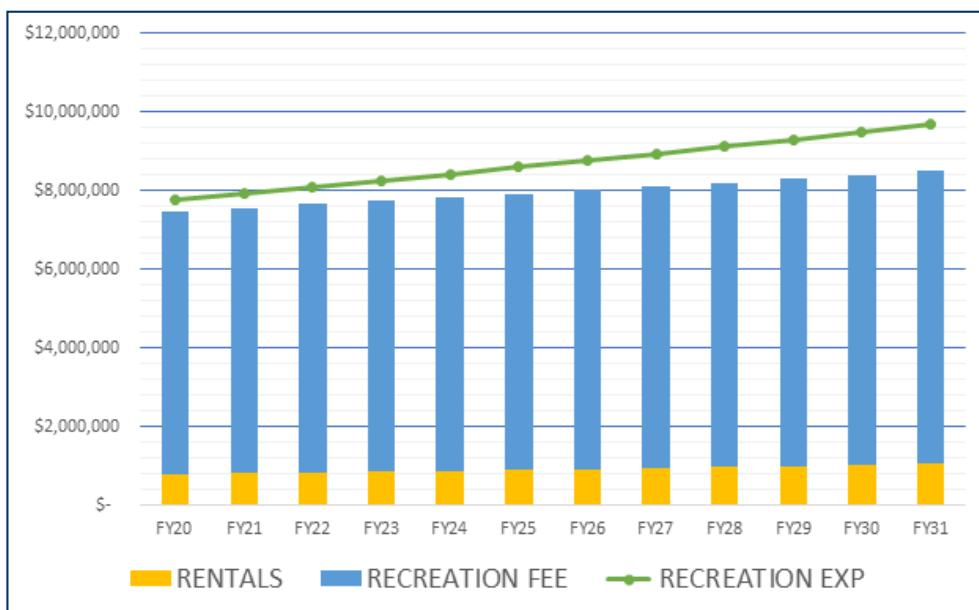
FY 2020-21 recreation revenues for July and August 2020 are approximately \$1.4 million or 64% below last year's earnings for July and August 2019. As mentioned, the primary reason for the decrease in revenue is the District's compliance with County of Sacramento Health Orders

related to COVID-19. Recently poor air quality has compounded program offerings. Expenditures for the same period decreased by \$800,000 due to the continued implementation of the District Fiscal Contingency Plan. Personnel will continue to explore options to increase revenue during FY 20-21 to mitigate the projected loss.

The recreation revenue projections for the future years are based on the Fiscal Year 2018-19 actuals plus a 2% annual increase. It is very difficult to estimate the recreation revenue or increases due to the continued closure in the current year from the pandemic. Personnel is not seeking to put any other measures in place at the moment due to the anticipated closure of the budget deficit in FY 2020-21; however, personnel will commit to provide the Board a quarterly financial update for any future recommendations or policy direction.

A summary of revenues and expenditures related to recreation are illustrated in Figure 4. This illustrates the portion of property taxes allocated to fully fund recreation programs, including administration and management. In summary, recreation fees cover approximately 80% of its costs.

Figure 4:



#### SALARIES AND BENEFITS

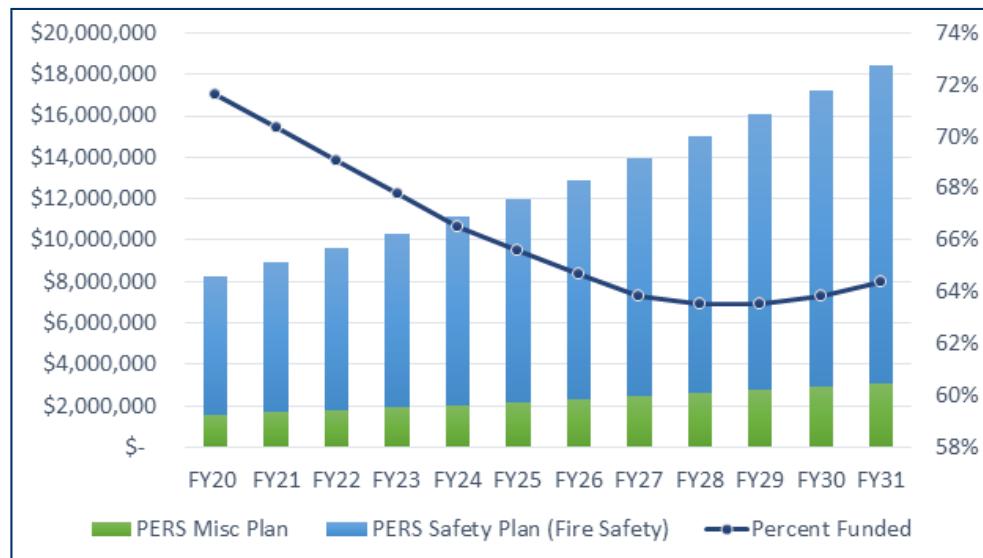
Salaries and benefits provided by the District to active and retired employees account for approximately 75% to 79% of the total General Fund appropriations. The range varies due to the adjustments in vacant positions, strike team overtime costs and other one-time wage related expenses (for example: unemployment insurance). The forecast for the General Fund salaries and benefits includes an anticipated increase in labor costs related to the current and future labor contract negotiations. The summary below describes the major components of the salaries and benefits expenses:

## CALPERS PENSION OBLIGATION

The anticipated increases to the District's annual pension expenses ("CalPERS") contributions pose a manageable threat to the long-term viability of the General Fund. This is primarily due to the fact that as the District's workforce in the Classic Tier CalPERS system retire or terminate their employment with the District, the new hires are on a different tier and the retirement benefits are capped at \$151,549; whereas, Classic Tier is capped at \$285,000. In addition, Public Employees' Pension Reform Act ("PEPRA"), effective on January 1, 2013 was established to ensure the pension fund is financially sustainable over the next 20 years. The PEPRA members are required to contribute at least 50% of the total annual normal pension costs of their benefit.

The pension liability and percent funded for the next ten years is illustrated in Figure 5. The funding percentage is likely to increase after FY 28-29 when there will be more employees anticipated to be on a PEPRA retirement system than the Classic System.

**Figure 5:**

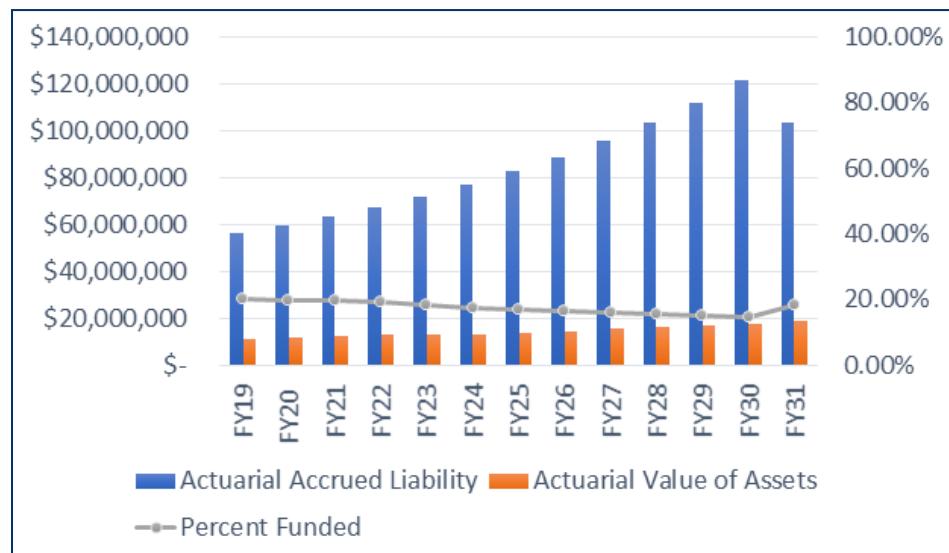


## OTHER POST-EMPLOYMENT BENEFITS

The anticipated increases in the Other Post-Employment Benefits ("OPEB"), or retiree health expense, pose the biggest threat to the long-term viability of the General Fund. The annual pay-as-you go expenses budgeted for these benefits increase year over year, and so does the total debt obligation. In 2016, the District established a Section 115 trust fund dedicated to fund OPEB for eligible California public agencies. As of June 30, 2020, the net OPEB liability in the trust account is approximately \$48.0 million (\$59.8 million in gross liabilities subtracting \$11.8 million assets). In June 2015, the Government Accounting Standard Board ("GASB") issued the Statement 74 and 75 on the postemployment benefits. Both these standards were effective on June 15, 2017 requiring public agencies to measure and record the unfunded OPEB liabilities in the annual financial report. The District's OPEB liability at that time reached \$51.2 million and no plan was in place to fund this huge debt. The District did establish Section 115 Trust with California Employer's Retiree Benefit Trust ("CERBT") Fund to fund and limit the debt exposure to the District.

The actuarial accrued OPEB liability and actuarial value of assets for the next year are illustrated in Figure 6. The chart also illustrates the percent funded. It is important to note that personnel are working with Gov Invest Inc. to update the OPEB liabilities, assets, and the annual pay-as-you-go expenses as part of the Fiscal Year 2020/21 audit. These numbers are subject to change as some of the prior assumptions may change due to the number of anticipated retirees in the next few years, the expected returns on the assets, and the number of employees elect to take the District health benefits. This chart is based on the actuarial report prepared for FY 2019/20.

**Figure 6:**



#### COMPENSATED ABSENCES

The anticipated expenses related to the compensated absences (vacation, sick leave, holiday leave, management leave) drastically increased during the recent retirements and are forecasted to increase in the next few fiscal years. The current census data validates that several District personnel are eligible for retirement. This total debt to the District General Fund related to compensated absences as of June 30, 2020 is expected to be \$2.6 million. Personnel are analyzing the anticipated annual cost and will bring forward to the Board a budget adjustment to ensure that funds are set-aside or designed for these expenses.

#### DEBT OBLIGATIONS

The District total outstanding debt obligation as of June 30, 2020 is \$146.2 million. The annual debt service expenses are \$11.4 million. It is important to understand that debt obligations are set-aside at the beginning of the fiscal year; therefore, any losses in revenues or substantial increase in expenses will be offset by cost cutting measures, revenue enhancements or use of budget stabilization reserve. The total debt outstanding by debt type/instrument is listed in Table 1.

**Table 1:**

DEBT INSTRUMENT	AMOUNT	ANNUAL EXPENSE
CalPERS Pension Debt	\$73,398,481	\$3,429,910
Other Post-Employment Benefit Debt	\$43,541,042	\$4,307,291
Capital Lease Obligation	\$7,186,674	\$1,971,617
Revenue Obligation Debt*	\$19,539,100	\$1,634,366
Compensated Absences	\$2,519,337	\$100,314
<b>TOTAL</b>	<b>\$146,184,634</b>	<b>\$11,443,498</b>

\* Includes Certificate of Participation Debt, Pension Obligation Debt

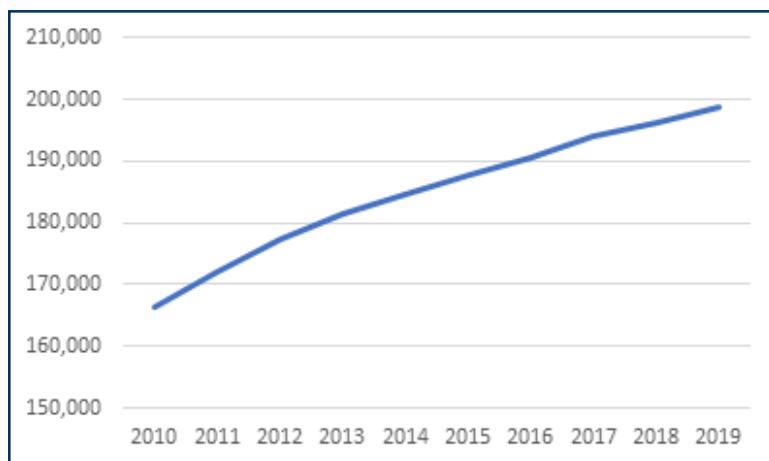
#### OPERATIONS AND MAINTENANCE

The model assumes a 2% annual growth rate for the non-personnel side of the General Fund budget, which includes the operations and maintenance budgets of the Parks and Recreation, Administration, and Fire Departments. This model does not assume purchase of any significant capital outlay or other General Fund equipment replacement costs. The model will be updated if an item is brought forward to the Board that will have a multi-year payment obligation.

#### **INCREASING DEMANDS ON SERVICES**

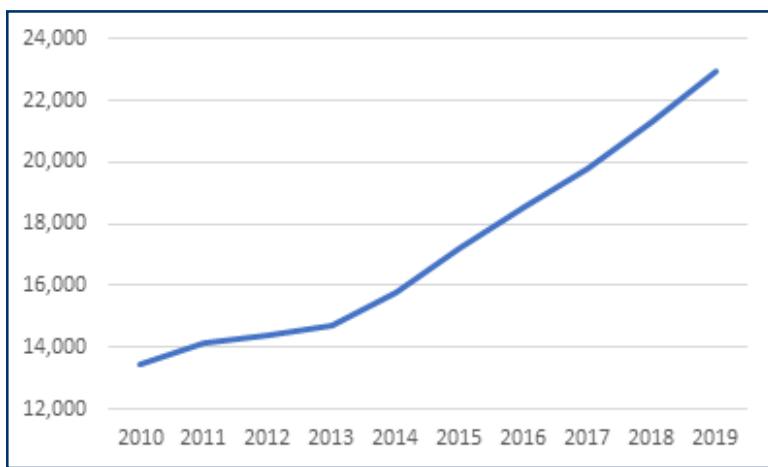
The District has seen substantial population growth within the boundaries. With the addition of residential, commercial, and industrial properties comes greater demand for District services. This growth has continued throughout the Great Recession, during which time the resources the District had available to operate current service levels, let alone any growth, was stressed. Whether it is fire suppression, emergency medical, prevention, asset development, recreation programs, or landscape maintenance all are impacted by the squeeze presented by service demand increase, while financial resources haven't kept pace to match. (2019 data is utilized in these figures, as the 2020 data is heavily influenced by the Covid-19 pandemic)

**Figure 7 – Population Growth:**



To measure demand for fire suppression services, the District measures calls for service (figure 8). The calls for service have significantly increased over the past ten years. During this time, we have added only one additional permanent response units. It is anticipated with the growth occurring in Laguna Ridge and Southeast Planning Area, the demand for services will continue to rise. With the addition of Station 77, and later Station 78, we aim to meet those increased demands without placing further stress on existing units. The District needs to closely monitor response times as well as unit hour utilization to ensure that risk mitigation of both the community, as well as District personnel continues.

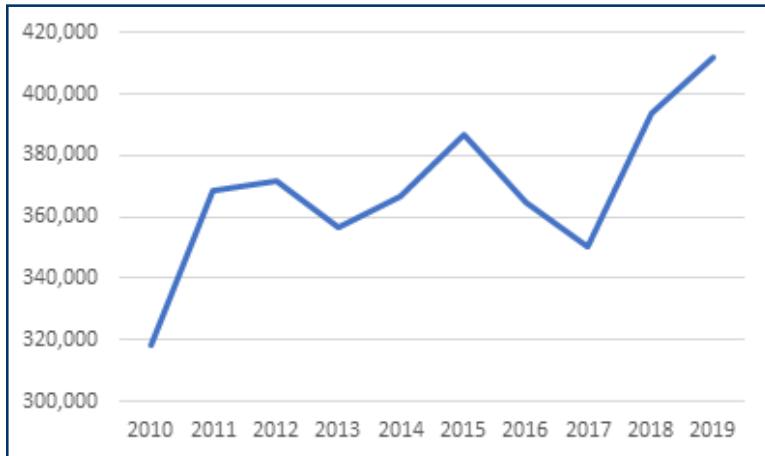
**Figure 8:**



The demand for services for parks and recreation services are more difficult to clearly measure. The Park Design Principles provide clear direction on the development of new parks spaces, however there isn't a reliable methodology to measure the number and frequency of residents utilizing existing park spaces. During the Department Master Plan process casual surveys suggest that over 95% of District residents visited a park space within the previous year, and a large majority utilize park spaces with regular frequency. In regard to park maintenance specifically, the cost of providing "regular and standard" services has exceeded permissible assessment rate increases in many benefit assessment zones.

In measuring recreation program participation at the Wackford Community and Aquatic Complex (figure 9) it is clear that the demand on programs has increased, and like other lines of service has outpaced the addition of available resources. The need to maintain services combined with the reductions of available financial resources created the need to emphasize revenue generating programs. As a result, it isn't surprising through the Parks and Recreation Department Master Plan process the community expressed great interest in free community events and free or highly subsidized programs. This presents a unique challenge for District personnel to reallocate existing resources to meet this demand, while balancing the need to generate revenue to maintain current programs.

**Figure 9:**



## DEVELOPING SUSTAINABLE FUNDING SOURCES TO BUILD AND MAINTAIN PARK AND FIRE FACILITIES TO MEET GROWING COMMUNITY NEEDS

The Cities of Elk Grove and Galt are part of the Sacramento region which is projected to experience rapid housing growth in the next two to three years. The district will need to expand its inventory in order to meet community need. In addition the District has multiple assets that are ageing and will be in need of major repair and renovation soon. New and updated sources of revenues will be needed to offset these costs. This may include working with our community partners on ballot measures for a Sales Tax or Parcel Tax, updating Impact Fees and creating other funding mechanisms such as Community Facilities Districts and seeking Grants. The District will need to invest resources into the pursuit of such measures in order to expand and maintain its inventory.

## INTERNAL SYSTEMS

Many agencies during the Great Recession made tough decisions, based on the economy, to support personnel and service delivery, as such reductions occurred through attrition and most notably to materials and supplies. A number of internal systems continue to be evaluated for efficiency and general usability. Most notably, are internal systems that either not scalable to be considered District-wide solutions and systems which create additional process and resource in implementation, in some cases the return on investment is completely diminished.

### ENTERPRISE RESOURCE PLANNING

The District issued an RFP in January 2016 to solicit responses from qualified vendors offering the functionality and features identified to replace the District's current Enterprise Resource Planning (ERP) system, Microsoft Great Plains. The District sought a vendor with the experience, expertise, and qualifications to provide a fully integrated, proven state-of-the-art ERP solution.

During the selection process a number of business efficiencies were evaluated. In September 2016 the District awarded the contract to Tyler Technologies, Inc. Four years later, the District continues to endure a number of the same challenges that the ERP system was intended to address. Some of the integration that is referenced in the staff report from 2016, haven't yet come to fruition, causing duplication and manual entry. One such example, is that scheduling, and timekeeping are managed through four different programs, some requiring manual entry and migration to our ERP system for payroll purposes.

The District will need to evaluate the effectiveness of the current ERP system and should consider either an update to a more advanced system with the current provider or abandon the current ERP system for a more integrated system that meets all lines of service needs.

### TECHNOLOGY

The District conducted a "voice of the User" survey in 2019 and 63% of full-time employees completed responses. This survey revealed that the Information Systems Section exceeded the client average and best practice standards in regard to time to address issues, communication on services, and control of malware and prevention of viruses. The Section also met best practice standards in overall support and the process to report issues. The survey also revealed challenges including personnel not understanding the Information System Section business process, planning technology projects, and ability to access the District's internet. One of the largest vulnerabilities was identified as Departments initiating untrusted and untested technology systems without inclusion or expertise of the information system team. Due to new technologies being readily available this continues to be an area which we see process failures.

The District will need to spend resources identifying IT Governance standards to set priorities, introduce new technologies in the workplace and monitor unauthorized introduction of non-approved technology solutions.

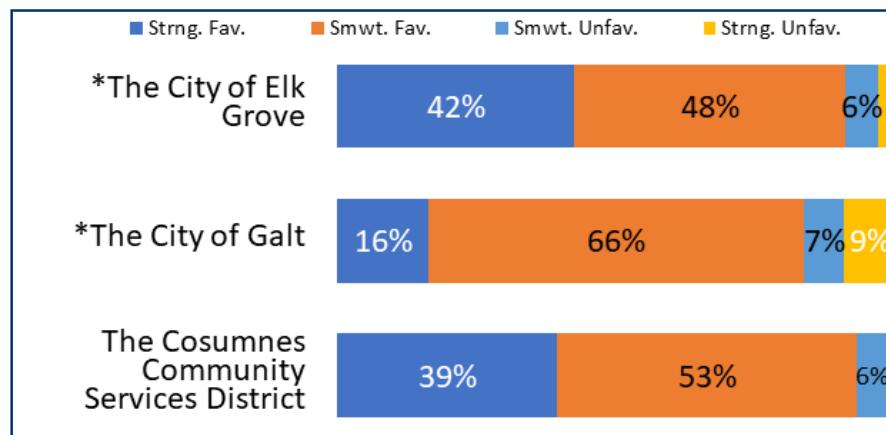
### **BRANDING**

The District is at a crossroads with its visual identity. Although the special district was established 35 years ago, a recent public opinion survey indicated residents are unfamiliar with the District itself and assume its services are provided by the municipality. Personnel created a Brand Style Guide and realized several challenges the District must overcome to build a stronger brand identity. The District's name recognition is low due, in part, to the District changing its name when it merged with a local fire protection district in 2006. The "Cosumnes" name is not tied to a city nor a region, which causes confusion in its outreach efforts. The District's logo is more than 20 years old and is used for both the agency and its Parks and Recreation Department. While the Fire Department has used its own logo since 2006, there are many different logos used to represent the sections and services of the Parks and Recreation Department, (e.g., preschools, after-school program, and sports) further confusing the District's brand.

In February 2020, the District contracted with FM3 Research to conduct a survey to measure voter attitudes toward a Cosumnes Community Services District Measure. This survey was distributed to over 400 voters based on a scientific methodology. It included a series of questions measure the District brand and to assess the community feeling regarding District services.

The data overall suggested overwhelming that the community was favorable and satisfied with District services. Although the data suggested the majority of those surveyed didn't see a great need to increase resources for District services. The most striking data mark was that 22% of voters surveyed had never heard of the Cosumnes Community Services District.

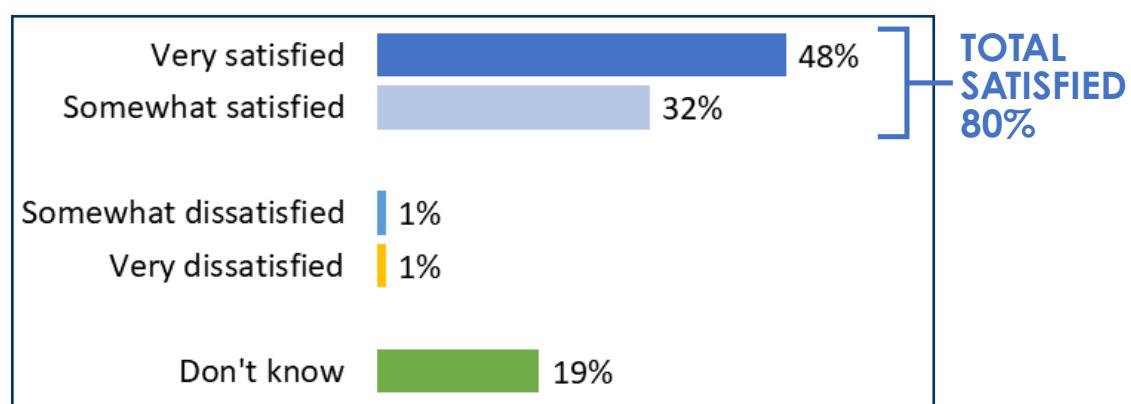
**Q1:** I'm going to read you a list of local organizations and public institutions. I'd like you to tell me if you have a strongly favorable, somewhat favorable, somewhat unfavorable, or strongly unfavorable opinion. (asked in respective City only)



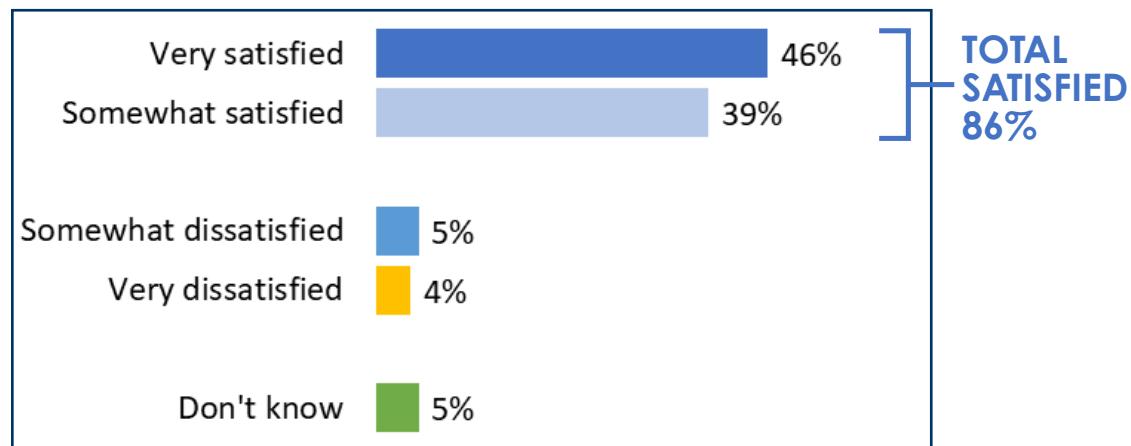
**Q2:** I'm going to read you a list of local organizations and public institutions. I'd like you to tell me if you have a strongly favorable, somewhat favorable, somewhat unfavorable, or strongly unfavorable opinion.

PUBLIC INSTITUTION	NEVER HEARD OF/CAN'T RATE
The City of Elk Grove*	1%
The City of Galt*	2%
The Cosumnes Community Services District	22%

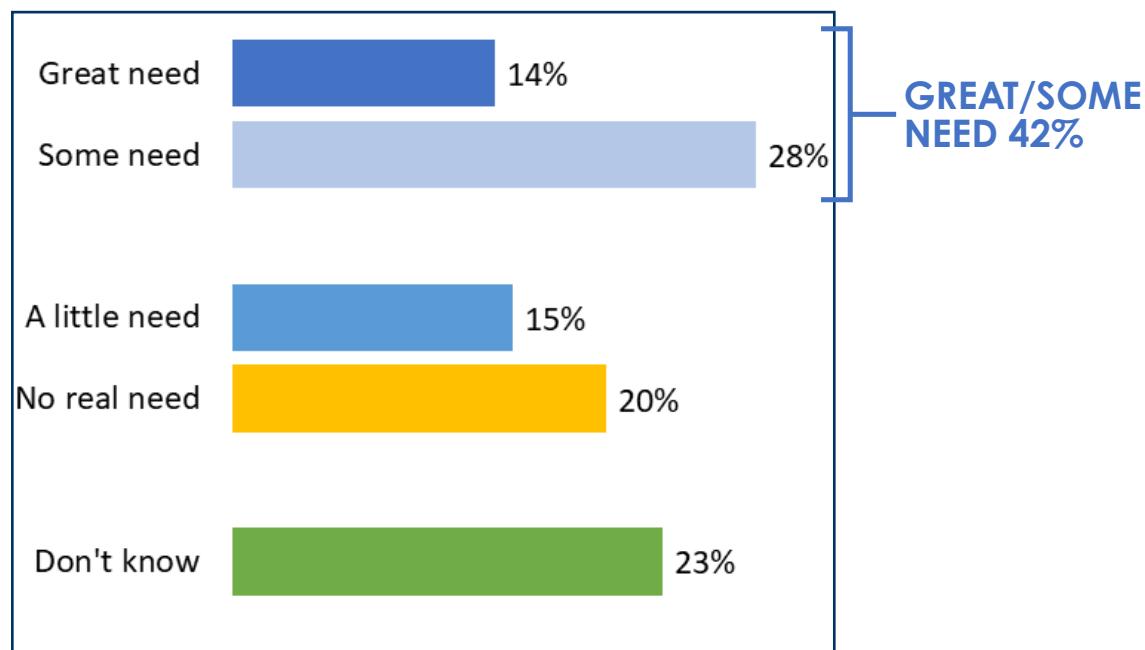
**Q3:** Are you satisfied or dissatisfied with the job the Cosumnes Community Services District is doing in providing fire and emergency medical services in your area?



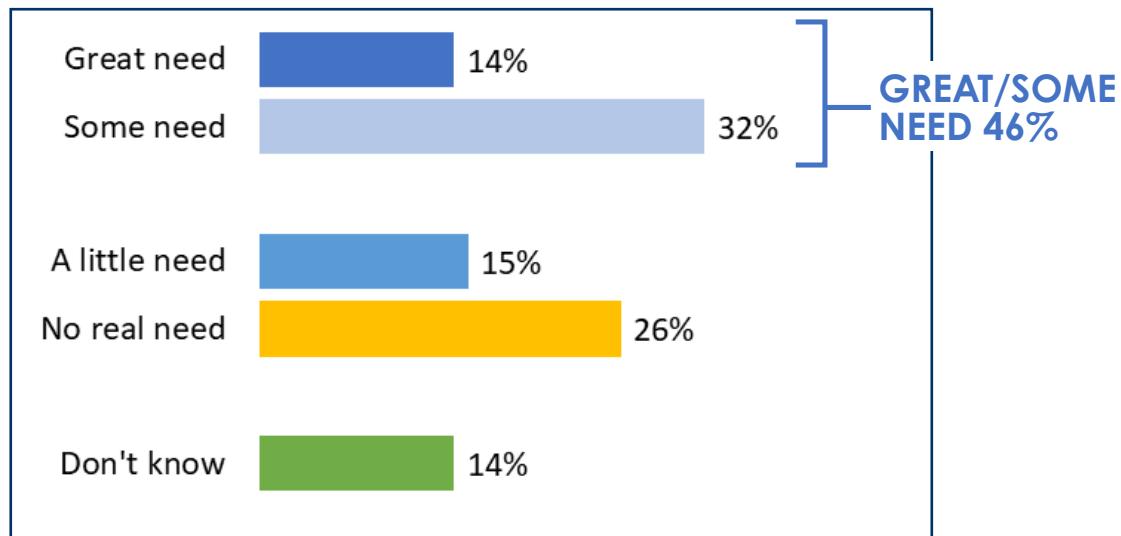
**Q4:** Are you satisfied or dissatisfied with the job the Cosumnes Community Services District is doing in providing parks and recreation services in your area?



**Q5:** The Cosumnes Community Services District provides fire protection in Galt, Elk Grove and some unincorporated areas of Sacramento County. Would you say that to provide and maintain fire and emergency medical services, the Cosumnes Community Services District has a great need for additional funding, some need, a little need, or no real need for additional funding?



**Q6:** The Cosumnes Community Services District provides parks and recreation services in Elk Grove. Would you say that to provide and maintain parks and recreation services, the Cosumnes Community Services District has a great need for additional funding, some need, a little need, or no real need for additional funding?



District personnel contracted with Integrated Communications Strategies, LLC to develop a comprehensive strategic plan. Personnel from the Communications and Marketing section worked directly with ICS in developing the Plan. The Plan was presented to the Board of Directors in May 2020 and represents collaborative feedback from key personnel from the Fire Department, Parks and Recreation Department and Administrative Services Department, with final review and approval by the District's Strategic Management Team.

Integrated Communications Strategies conducted an extensive review of District practices to identify service gaps and areas of strength. From this analysis, communications objectives and key messages were created, in addition to several recommendations for strategic communication best practices such as communication protocols, audience awareness, social media communications, crisis communications, and ways to safeguard the District's reputation.

The plan includes key recommendations including:

- **Brand Identity**- Develop the District's "brand identity" by applying its graphic design guidelines more consistently to all department communications. In the long-term, a consistent naming system should be developed for the District, Administration, Parks and Recreation, and Fire so that the totality of District programs is reinforced in all communications.
- **Communications Resources** - The District employs quality planning, tracking and reporting tools for communications. These tools should be shared broadly so that all employees have a better understanding of the District's communications activities and support resources.

- **Internal Communications** - The District's various departments, work locations, schedules, and access to email poses challenges to regular internal communications. Protocols should be established for Managers and Supervisors to share information and activities with line personnel.
- **Internal Website** - The website refresh is a high-priority project because it will play an important role in helping to enhance the District's "brand identity," and serve as primary channel for interactions and transactions to generate engagement.
- **Social Media** - The District is highly active on social media though dedicated channels representing Parks and Recreation and Fire Departments. Adopting recommendations made in the Plan will help maximize these social media channels to inform, educate, and engage with the District's key stakeholders.
- **Community Feedback** – Develop community feedback systems, which enables multiple personnel the opportunity to coordinate on timely response. A community opinion survey would also provide valuable insight in what issues are most important to District residents and could measure changes over time by conducting follow up opinion surveys every two to three years.
- **Community Meetings** - Community meetings and special events are high-value communications opportunities for the public. Personnel should coordinate on how to enhance opportunities for gathering contact information to follow-up with attendees.
- **News Media** - News media engagement could be enhanced with periodic "media tours" of the District's facilities and programs.

This continues to be an area of focus for the District. In January 2021 the District closed a request for qualification seeking a marketing firm to work with District personnel to expand and enhance the District's brand identity by developing visual elements, key strategies, and compelling narratives to tell our story.

## WORKER'S COMPENSATION

The District and Board of Directors, through this plan, has prioritized risk mitigation. As such, worker's compensation will be an area for the District to evaluate and create long-term risk mitigation planning. All lines of service of the District have a component of physical labor, most of which cannot be automated to reduce exposure. Most notably, through fire suppression and emergency medical services there is an inherent risk, both short-term and long-term. Further, under the current retirement program, incoming fire personnel are now 2.7% at 57, and other District personnel are 2% at 62. This translates to personnel extending their tenure with the District.

The District will need to take proactive measures to ensure safe operations, as well as provide training, awareness, and incentives to personnel to not take unnecessary risk and remain in excellent health.

# FUNDAMENTAL STRENGTHS

## EXTERNAL CUSTOMER SERVICE

As noted in the Fundamental Challenges section, the District has an exceptional reputation in the community and the majority of community members find District services favorably. This is due to the organizational culture which permeates at all levels of the organization, regardless of the challenges previously expressed. In many ways this is summarized as the “Cosumnes way” and is seen as critical competency that is both taught and treasured at all levels of the organization.

## PERSONNEL

The personnel of the Cosumnes Community Services District strive to exceed expectations, and they do. This was most apparent during the pandemic when personnel in all classifications demonstrated extreme adaptability, flexibility, and creativity in protecting and serving the community. These characteristics are combined with courage, integrity, and responsiveness, which are demonstrated in everyday transactions throughout the organization. Personnel are able to move a significant volume of work through teamwork, collaboration, and dedication.

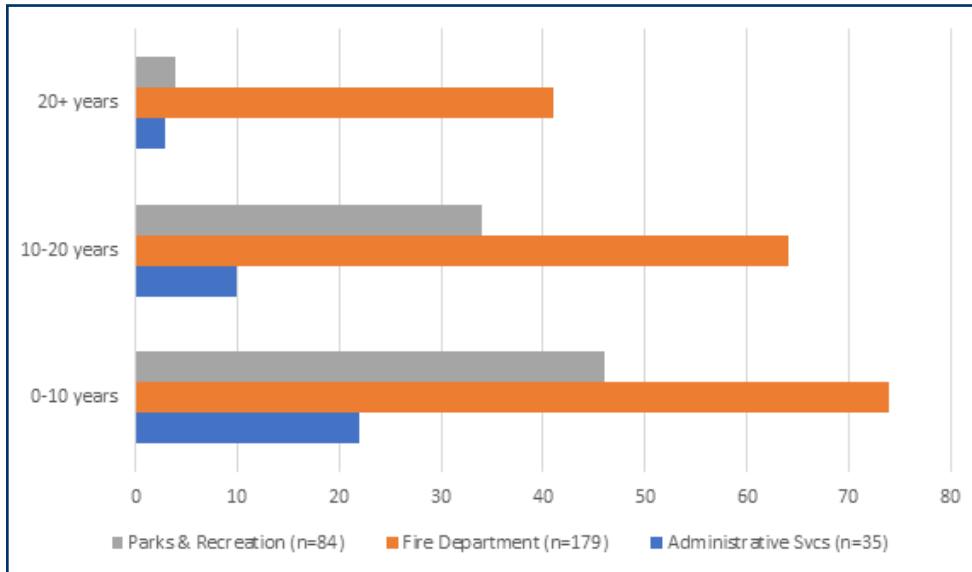
## FACILITIES

The District and the City of Elk Grove have established a strong working relationship through the adoption of a Memorandum of Understanding (MOU) in regards to park and park facility development. The City and the District approved the CSD Park Design Principles which provide design guidelines for parks, trails and park facilities for developers. These guidelines ensure that facilities are delivered equitably across the district and that accurate funding mechanisms can be put in place.

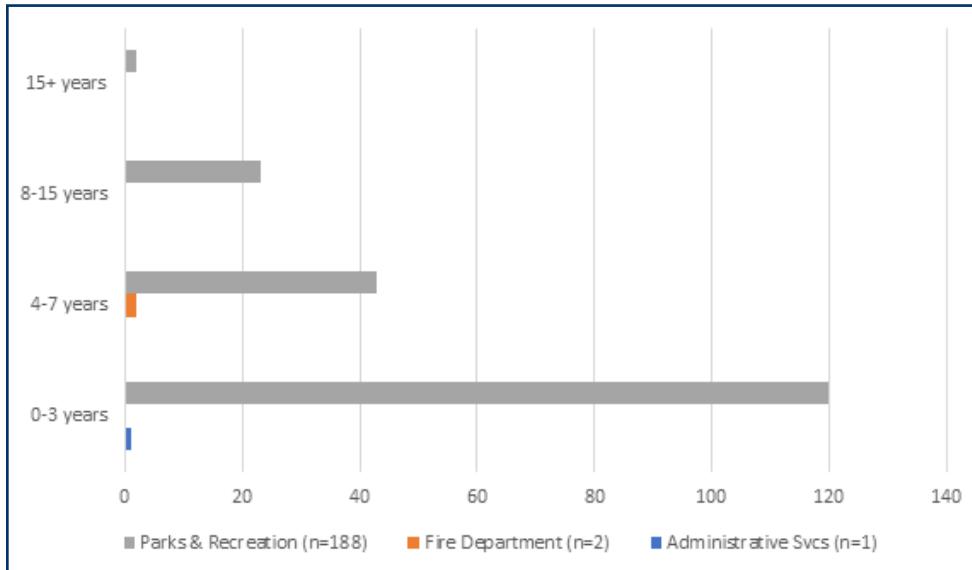


## RETENTION OF EMPLOYEES

The District has success with retention for full-time positions. This is attributed to the workplace culture, as well as competitive compensation and benefits.



The District has also benefited from a handful of long-time part-time personnel.



All data as of February 6, 2021. Part-time data as presented represents a much smaller than usual workforce due to the Covid-19 pandemic.

## COMMITMENT TO DIVERSITY, EQUITY, AND INCLUSION

The District is committed to diversity, equity, and inclusion. The District values and respects the diversity of its employees, volunteers, and customers. The District is committed to diversity and inclusion efforts that create a workplace culture that celebrates the uniqueness of our employees and the community we serve. The District Equity Statement serves as the foundation for District objectives.

The Cosumnes Community Services District is committed to:

- Ensuring equity and inclusion in recruitment and hiring processes.
- Promoting a climate that is welcoming and conducive to the success of all employees through, respect, inclusion, equity, and cultural awareness.
- Developing and supporting policies and procedures that promote diversity, equity, and inclusion.
- Providing equitable access to District services, events, and activities that further develop diversity and inclusion in our community.

## RECOGNIZED REGIONAL LEADERSHIP

The District takes great pride in trailblazing, accepting reasonable risks to be progressive, and constantly searching for efficiencies to make service delivery more seamless and finding new ways to protect our employees while providing those services.

In the past year, the District has partnered with NASA to better understand fire behavior, implemented technology to create virtual fire training activities, District personnel have served on regional boards and commissions, and the Board of Directors have implemented policy firsts, such as the ethical purchasing policy, climate action policy, and the resolution to restrict the use of Styrofoam.

In addition, in the past five years the District (or District personnel) have earned numerous awards and recognition, including:

- American Public Works Association: Project of the Year, Parks and Trails Category (Island Park)
- American Public Works Association: Project of the Year, Parks and Trails Category (Hot Summer Nights Concert Series)
- Best of Elk Grove: Best Community Event/Festival (Giant Pumpkin Festival) (x5)
- Best of Elk Grove: Best Community Event/Festival (Healthy Kids Extravaganza)
- Best of Elk Grove: Best Place to Learn to Swim (Wackford Community & Aquatics Complex) (x2)
- Best of Elk Grove: Best Sports Facility (Bartholomew Sports Park) (x2)
- CA Society of Municipal Finance Officers: Excellence in Operating Budget (x4)

- California Parks and Recreation Society (CPRS): Agency Showcase Marketing Award (Summer 2017 Activity Guide)
- California Parks and Recreation Society (CPRS): Agency Showcase Marketing Award (Summer 2018 Activity Guide)
- California Parks and Recreation Society (CPRS): Champion of the Community (Jack Williams, Hampton Village)
- California Parks and Recreation Society (CPRS): Champion of the Community (Jill Jones, Hampton Village)
- California Urban Forests Council: Exceptional Urban Forestry Program
- California/Nevada Festivals & Events Association (CalFest): Best Promotional Poster (Giant Pumpkin Festival)
- California/Nevada Festivals & Events Association (CalFest): Best Digital Marketing Campaign (Horseshoe Park)
- California/Nevada Festivals & Events Association (CalFest): Best Newspaper Ad (Making Lives Better)
- California/Nevada Festivals & Events Association (CalFest): Best Promotional or Souvenir Item (Parks & Recreation Month Marketing Campaign)
- California/Nevada Festivals & Events Association (CalFest): Best Magazine
- California/Nevada Festivals & Events Association (CalFest): Wearable Souvenir Award of Excellence (Giant Pumpkin Festival)
- Elk Grove's Best of Business: Best Preschool (Tiny Tot Preschool) (x3)
- Firefighters Burn Institute: Satellite Boot Drive Award
- Firefighters Burn Institute: Thirty Grand Club Award
- Government Finance Officers Association: Excellence in Financial Reporting (x4)
- Guinness World Record: Largest Jack O'lantern at 942.11 kilograms (October 6, 2018) (Giant Pumpkin Festival)
- Revolutionary Technologies Expo: Revolutionary Technology Award (Cosumnes Fire Department Next Generation SMART Concept)
- Ronny Jack Coleman – Fire Chief of the Year – 2016: Tracey Hanson
- Ronny Jack Coleman – Fire Chief of the Year – 2020: Michael W. McLaughlin
- Rotary of Elk Grove: Hometown Hero (Engineer Joe Guardino and Firefighter Julie Rider)
- Rotary of Elk Grove: Hometown Hero (Firefighters Tianna Karsing and Jamie Ebert)
- Zoll Pulse Award: Emergency Medical Services Division (x2)

## COMMUNITY PARTNERSHIPS

The District is a connector and supporter of community organizations. In some way, nearly every non-profit or impact organization will have some degree of interaction with the District. This is a vital component of the District's success as people want to live in communities that are safe, beautiful, connected, and where businesses (and jobs) are present. Every member of the Senior Leadership Team is engaged with at least one non-profit service organization within the District boundaries, as one way that personnel interact with community leaders.

Recently, the District deepened the relationship with Elk Grove HART and the Elk Grove Regional Scholarship Foundation by providing services on a contract basis. Additionally, the Elk Grove Chamber of Commerce entered in a lease agreement to co-locate at the Administration Office.

In addition to other government agencies, the District regularly partners with numerous partners including:

- American Legion
- Center for Diversity and Inclusion
- Chicks In Crisis
- EGACT
- Elk Grove Adult Community Training, Inc.
- Elk Grove Artists Inc.
- Elk Grove Chamber of Commerce
- Elk Grove Community Band
- Elk Grove Community Council
- Elk Grove Food Bank
- Elk Grove HART
- Elk Grove Historical Society
- Elk Grove Regional Scholarship Foundation
- Elk Grove Western Festival
- Elk Grove Youth Sports Foundation
- Franklin High School band Boosters
- Galt Chamber of Commerce
- Government Alliance for Racial Equity
- Greater Sacramento Urban League
- La Familia
- Northern California Peace Officers Association
- Old Town Foundation
- Pakistani Sports Foundation
- Pride Center
- Puente Project
- Rotary Club of Elk Grove
- Rotary Club of Laguna Sunrise
- Sacramento Metro Chamber of Commerce
- Senior Center of Elk Grove
- Sisters of Nia
- South Area People First
- Strauss Festival
- To'u tipe 'oe 'Otu Felenite Association (TOFA)
- Wilton Rancheria

## COMMITMENT TO CLIMATE SUSTAINABILITY

The phenomenon of Climate Change and the associated ramifications and dangers it represents to communities, long recognized by the scientists, is now being addressed worldwide by government organizations both at the regional and local levels. In 2006 the State of California Legislature passed Assembly Bill ("AB") 32 which requires municipalities and local governments to develop plans to comply with Greenhouse Gas ("GHG") Emission reduction targets set forth in the legislation.

The District, unlike municipal and county governments, does not have land use jurisdiction and thus does not have control over planning and development. Therefore, the thresholds for meeting the state mandated requirements are much lower. In fact, the District could meet these thresholds without making significant changes to its present operating practices. For that reason, the District contracted with Raney Planning and Management to develop a Climate Action Plan / Sustainability Action Plan, which was board approved on October 7, 2020. The plan focuses on best management practices the District can follow to be most effective in climate change mitigation and adaptation. However, the data analysis and methodologies used to evaluate GHG emissions for the District's plan are consistent with those used by other municipal and local government organizations preparing Climate Action plans mandated by the State of California.

The Climate Action Plant / Sustainability Action Plan is a strategic level plan that provides guidance on how the District incorporates not only the measurable and quantifiable goals of reducing the GHG Emissions so that it is in compliance with state mandates but also the more nuanced aspects of environmental sustainability, low impact development, waste prevention and resource conservation.

The plan features a chapter on emission reduction measures and sustainability practices that can be incorporated into the day-to-day operations of the District, as well as the planning and development of future facilities and parks, and considerations to be made when purchasing new equipment. Each measure includes a short cost/benefit analysis to identify whether such measures have low, medium, or high impact. In addition, reduction measures are also evaluated in terms of what the corresponding adaptation measure looks. For example, one measure examines the effects of higher summer temperatures on District programs and services and what adaptation measures could be taken to alleviate impact of the change.

According to the plan if implemented the reduction measures would result in a 36% reduction in emissions in 2025, 39% in 2030 and 54% in 2050. It should also be noted that many of the reduction measures result in less quantifiable metrics but result in significant health and environmental benefits to the community and the natural environment. For example, inclusion of green infrastructure that absorbs run off, reduces stormwater pollution and increases wildlife habitat and restores biodiversity.

Implementation is key to the success of the plan. The plan includes a section that clearly identifies the roles and responsibilities in regard to implementation. Most of these roles fall within the Planning, Design and Construction Division who will work with other departments to execute, monitor, and oversee the implementation.



Community Outreach was conducted through a virtual meeting platform on July 29, 2020 due to COVID 19 restrictions for in-person assemblies. District personnel and Raney Planning and Management presented a preliminary draft plan. Although participation was small, personnel received valuable feedback which helped inform the final document.

A scenic view of a golf course. In the foreground, a large evergreen tree stands prominently. A golf cart is parked on the green grass in the middle ground. The background shows a line of trees and a clear sky.

## 2021 DISTRICT STRATEGIC PLAN THE STRATEGY

# VALUE DRIVEN OUTCOMES

## SAFETY & MITIGATING RISK

We protect District employees, as well as mitigate risk and exposure of the District and public.

### OBJECTIVE 1: PROMOTE A CULTURE OF SAFETY AND RISK REDUCTION.

#### *Strategic Initiatives:*

1. Evaluate and deliver regular and ongoing training related to prevention of harassment and discrimination in the workplace. This initiative includes a full review of all District Critical Rules to ensure compliance with best practices and a specific focus on addressing workplace culture and environment.
2. Update and/or Develop risk and safety related District plans. This initiative includes completing a facility, workplace safety, active shooter training, and well-being assessment and updating the District Illness and Injury Prevention Program.
3. Develop full-scale Risk Management program. This initiative shall include identification and allocation of existing resources to support risk manager responsibilities and appropriate personnel support. The program shall be developed as a District-wide initiative focused on risk mitigation including, but not limited to, implementing workplace safety programs, striving for zero avoidable workplace injuries and injuries to the public.
4. Complete update of all District Policies and Ordinance. This initiative includes a full review of all District and Department policies and ordinances to ensure compliance with best practices and with a specific focus of addressing risk and liability.

### OBJECTIVE 2: INTEGRATE COMPLIANCE WITH APPLICABLE SAFETY REGULATIONS IN ALL OPERATIONS.

#### *Strategic Initiatives:*

1. Document and account for compliance with all safety regulations. This initiative includes completing updates on new and/or updated safety regulations and integration of best practices through District Executive Directives, Department General Orders, and Standard Operating Procedures.
2. Increase safety training and employee awareness. This initiative includes implementation of new safety orientation programs, and increased communication to all personnel.

### OBJECTIVE 3: STRENGTHEN EMERGENCY PREPAREDNESS AND READINESS OF EMERGENCY MANAGEMENT SYSTEMS.

#### *Strategic Initiatives:*

1. Identify disaster related points of exposure and develop strategies to increase readiness. This initiative includes developing action plans, training programs, and disaster simulations.

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2. Update emergency preparedness plans. This initiative includes updating the Emergency Operations Plan, Injury and Illness Prevention Program, and the Continuity of Operations Plan.
  3. Enhance collaboration with local municipal agencies to aid with public safety, prevention, and emergency preparedness. This initiative includes working with local law enforcement, public works, and other service providers to coordinate emergency response for a variety of potential emergency situations as well as, update District administrative citation program.
  4. Identify potential network vulnerabilities that may compromise emergency activation or Assess District cyber security exposure and implement improvements. This initiative shall integrate the Information Systems Master Plan to identify required network enhancements and security measures.

## FINANCIAL RESPONSIBILITY

**We are an accountable, transparent, and stable Agency as we provide quality services through progressive innovations.**

**OBJECTIVE 4: ESTABLISH AND IMPLEMENT A COMPREHENSIVE FISCAL STABILITY PLAN TO ADDRESS THE GENERAL FUND'S LONG-TERM STRUCTURAL DEFICIT.**

***Strategic Initiatives:***

1. Develop strategies to manage the current liabilities associated with the retiree health plan. This strategy shall include forecasting and modeling that incorporates the District's liabilities and assets over the next twenty years.
2. Implement a District-wide asset management system. This initiative shall include establishment of District policy to account, track and depreciate District's assets. Specifically, this system shall address deferred maintenance and asset replacement needs.
3. Modernize the District's budget and reporting process. This initiative includes implementing a biannual budget cycle, developing cost-center accounting for greater accountability, and position budgeting to accurately project personnel expenses, including the impacts of legal updates (such as minimum wage increases) and other changes to salaries and benefits. As a component of this process, the current financial, human resource, and accounting software systems shall be evaluated for effectiveness and a cost-benefit analysis shall be performed.
4. Develop a long-term strategy to address the anticipated costs associated with worker's compensation. This strategy shall include prevention of workplace injuries and a focus on the long-term health and wellness of employees to manage the cost of worker's compensation.



## **OBJECTIVE 5: STRENGTHEN LONG-TERM FINANCIAL SUSTAINABILITY THROUGH REVENUE DIVERSIFICATION.**

### ***Strategic Initiatives:***

1. Complete regular fee updates and implementation of comprehensive District-wide fee schedule. This initiative shall include an evaluation process to identify any appropriate and adopted fees that have not been collected.
2. Update fees for new infrastructure to mitigate the impact on District services. This initiative shall include updates to align impact fees to the cost of providing appropriate facilities for growth as well as mitigate growing population and usage of current facilities and services. This shall include integrating Districtwide facilities into analysis.
3. Develop a strategy to reduce expenditures and increase revenues for Recreation and Community Services programs. This strategy shall be focused on alignment of schedules, cross-promotion, and expense reduction measures to maximize revenue through increasing capacities without disproportionate user fee increases.
4. Identify opportunities to provide insourced services to other agencies on a contract basis as a way to generate revenue and optimize use of District personnel resources. This initiative shall expand on the agreements with Elk Grove Chamber of Commerce and Elk Grove Regional Scholarship Foundation, as well as seek similar opportunities with other local agencies.
5. Strengthen the process of correcting annual shortfalls associated with unsustainable benefit zones. This initiative shall build upon the success of creating overlay zones, as well as utilize the Landscape and Lighting Advisory Committee to evaluate other funding mechanisms and potential methodologies to address landscape maintenance needs. Specially, a component of the strategy shall be to evaluate the creation of Community Facility Districts for new landscape maintenance or capital improvement needs.

## **OBJECTIVE 6: GUARANTEE TRANSPARENCY, ACCOUNTABILITY, AND INNOVATION IN ALL DISTRICT PROCESSES.**

### ***Strategic Initiatives:***

1. Implement innovative practices and techniques to ensure transparency and accountability. This initiative shall include, but is not limited to, addressing document retention, workflow and processing of accounting functions, agreements, and other documents. Other potential efficiencies shall be evaluated and implemented as appropriate such as electronic plan review. Additionally, the District shall continue to update the Transparency in Government portal on the public website.
2. Strengthen network capabilities. This initiative shall implement network capabilities and evaluate opportunities to increase public access to network infrastructure throughout the system.

## HIGH-QUALITY WORKFORCE

**We develop and train a high-quality workforce with emphasis on professionalism, diversity, equity and inclusion, succession planning, competency, and organizational growth.**

### **OBJECTIVE 7: PROMOTE A WORKPLACE CLIMATE THAT IS WELCOMING AND CONDUCIVE TO THE SUCCESS OF ALL EMPLOYEES.**

#### *Strategic Initiatives:*

1. Establish professional performance management plans for each employee. This initiative includes implementing performance management software and training for all full-time and regular part-time personnel District-wide. Employees shall be provided with clear expectations and regular feedback regarding performance.
2. Develop a strategy for internal promotion and career development. This strategy shall include succession planning incorporating alignment of District organizational structure to plan for intentional development of personnel for future promotional opportunities.
3. Strengthen District Committees for intentional cross-functional development of personnel. This initiative builds upon the current committee model and expands participation to all District Departments.
4. Develop a District Leadership Academy. This initiative includes the development of an annual leadership academy focusing on development of District leaders at the Supervisor, Manager, and Director level to create consistency in philosophy and approach.
5. Enhance District Communication. This initiative shall include development and annual updates to the District-Wide Communication plan with emphasis on the timely dissemination of information. District Senior Leadership shall make themselves visible and accessible to all personnel to encourage two-way communication and understanding. Additionally, whenever feasible labor partners and other internal stakeholder groups shall be informed and encouraged to provide collaborative communication together with management.
6. Promote employee growth and training. This initiative shall include a strategy to ensure equitable access to training, and consideration of the cost-benefit analysis of bringing trainers to the District versus sending personnel to out-of-area trainings and conferences. Consideration shall be given to promotional academies (i.e. Captain's Academy, Engineer's Academy, etc.) and critical rule trainings.

### **OBJECTIVE 8: RECRUIT AND RETAIN HIGHLY QUALIFIED CANDIDATES WITH DIVERSE EXPERIENCES AND BACKGROUNDS.**

#### *Strategic Initiatives:*

1. Attract and retain a well-qualified, professional, and diverse workforce. This strategy includes appropriate compensation, training, resource provisions, succession planning, and engagement in efforts that promote equity and inclusion. Specific emphasis shall be placed on elimination of barriers and accessibility in District processes.

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2. Achieve greater equity in the recruitment process. This initiative shall include practices and procedures that align with the District Equity Statement such as ensuring all hiring panels are diverse.
  3. Employ organizational planning processes to ensure that the District can anticipate future needs and is prepared to address them. This initiative includes regular evaluation of business and service delivery needs when attrition occurs to determine best organizational practices in achieving desired outcomes.
  4. Modernize and innovate Human Resource Processes. This initiative includes streamlining the hiring procedure and developing a formal onboarding process.

**OBJECTIVE 9: DEVELOP CRITERIA TO EVALUATE CONTRACTOR AND CONSULTANT EFFECTIVENESS, AND WHERE APPROPRIATE INSOURCE.**

*Strategic Initiatives:*

1. Develop criteria to reassess internal personnel resources and external contracted services to deliver high quality service and excellent long-term value. This initiative shall include updates to the budget development process to treat all use of professional services and capital outlay as annual requests, with no automatic “roll-over” of allocation. Additionally, measures should be taken to evaluate the cost-benefit of insourcing versus outsourcing services.
2. Reduce reliance on outsourcing administrative services, construction management, planning, and development services. This strategy includes taking a default position that the District insource all District business and outsource only when it is not financially sound to insource, when the assignment is temporary in nature, and when internal personnel do not have the expertise required to complete the assignment.

## SERVICE TO THE COMMUNITY

We deliver the highest levels of service to the residents, visitors, and businesses within the District.

**OBJECTIVE 10: PROVIDE RESPONSIVE PROGRAMS AND SERVICES FOR OUR DIVERSE AND GROWING COMMUNITY.**

*Strategic Initiatives:*

1. Arrive on the scene of emergencies within 6 minutes, 90% of the time, from the time that the 911 call is received from the Sacramento Regional Fire/EMS Communications Center. This standard includes 2 minutes for turn-out time and four minutes for travel. This initiative shall include looking at performance measures to determine areas of needed resources or training. Reports shall be made available monthly on the actual response time as compared to this benchmark.
2. Diversify program offerings to meet the needs of the community and provide a variety of recreational opportunities to promote health and wellness, conservation, and social interaction. This initiative shall include evaluation of current programs and events using the Department mission-based decision-making tool.

3. Promote a customer/patient-focused culture that prizes accessible, consistent, and predictable delivery of services. This initiative includes ongoing internal and external evaluation of services provided to measure quality and performance.
4. Utilize an inclusive process to allocate future Fire Department personnel, specifically evaluating the service levels and response times within the southern portion of the District. This strategy shall incorporate internal stakeholders to collaboratively identify future resource allocation within the Fire Department. Consideration shall be given to balance line growth and span of control in management.
5. Assess Department Strategic Plans for community-identified needs and growth. The Fire Department and Parks & Recreation Departments have both developed strategic plans that should be a reference for future anticipated growth. Additionally the Fire Department shall develop a 10-year master planning document, to forecast long-term programs and services.
6. Reallocate personnel and resources to implement the Board's policy direction, as specified within the District Strategic Plan. This initiative shall include realigning personnel and existing resources to position the District to implement the Objectives and Strategies as identified within the Strategic Plan.

**OBJECTIVE 11: DESIGN AND CONSTRUCT AN ENVIRONMENTALLY RESPONSIBLE PHYSICAL ENVIRONMENT TO MATCH THE DEVELOPMENT AND GROWTH OF THE COMMUNITY.**

*Strategic Initiatives:*

1. Fight for climate accountability and justice. This initiative shall include implementation of the Climate Action and Sustainability Plan alongside District policies to ensure climate accountability. This should include implementation of an electronic document creation and storage system.
2. Make forward-thinking investments in core physical infrastructure. This initiative includes development of a Capital Improvement Program to include all District facilities, apparatus, vehicle, and major capital outlay. This should include major construction and development projects. The program shall be developed to responsibly maintain, upgrade, and/or replace existing capital to deliver the required services and balance ongoing maintenance costs. Facilities shall be upgraded, and vehicles replaced in accordance with District's Climate Action and Sustainability Action Plan, when feasible.
3. Ensure facility development adheres to data-based analysis of community needs and equitable distribution and access. This initiative includes the continual update of relevant land planning, documents whether in conjunction with the City in regard to General Plan Update, Specific and Community Plan development, Bicycle & Pedestrian & Trail Master Plan updates or whether solely by District effort such as the update of the Parks & Recreation Facilities Master Plan.



## **OBJECTIVE 12: ESTABLISH AND CULTIVATE PARTNERSHIPS THAT ADVANCE THE DISTRICT'S COMMITMENT TO SERVICE.**

### ***Strategic Initiatives:***

1. Create and advance partnerships to create pre-hospital Community Care and Mobile Integrated Health programs. This strategy shall consider and evaluate methods the District may utilize to reduce “wall-time” and reliance upon hospital infrastructure.
2. Establish partnerships with organizations that are in alignment to District values to further the District's ability to provide services. This strategy shall include actively seeking like-valued organizations to create synergy in providing responsive and appropriate services to the community.
3. Support local business growth and economic prosperity. This strategy shall include active engagement with the business community and promotion of District services as key components required for livable and prosperous communities.
4. Engage the Community as a partner in implementation of District and Department Strategic Plans. This strategy includes evaluating the Landscape and Lighting Advisory Committee to determine if other District functions could benefit from formal and Board appointed committees.

## **DIVERSITY, EQUITY & ACCESS**

**We ensure diversity, equity, and inclusion in all aspects of District work.**

## **OBJECTIVE 13: PROVIDE EQUITABLE ACCESS TO DISTRICT SERVICES, EVENTS, AND ACTIVITIES THAT FURTHER DEVELOP DIVERSITY AND INCLUSION IN OUR COMMUNITY.**

### ***Strategic Initiatives:***

1. Diversify program offerings to meet the needs of, and foster unity with, the community. This strategy shall include a focus on strengthening programs for senior citizens, as well as historical and cultural experiences. A component of the strategy shall include building vibrant, arts and cultural recreation programs.
2. Develop scholarship programs to maximize benefit to underserved populations. This strategy shall include identifying opportunities to increase available funding, outside of the general fund, to expand scholarship offerings. Granting of scholarship funds shall be prioritized for programs focused on safety and health, such as swim lessons, lifeguard certifications, CPR classes, EMT training, Fire Internship Programs, Paramedic training, etc.
3. Ensure facilities are designed to provide access for all. This initiative includes implementing an ADA update study to identify accessibility challenges and make recommendations for any required corrections throughout the District.



**OBJECTIVE 14: DEVELOP AND SUPPORT POLICIES AND PROCEDURES THAT PROMOTE DIVERSITY, EQUITY, AND INCLUSION (DEI).**

***Strategic Initiatives:***

1. Support the Diversity, Equity, and Inclusion Committee in implementing initiatives and outcomes. This initiative shall include development of clear desired outcomes for the cross-Departmental DEI Committee to develop and implement.
2. Develop a District internal training plan that fosters the DEI goals of the District. This strategy shall include regular and ongoing training opportunities made available to all District employees.
3. Ensure equity and fairness within District-wide promotional processes. This strategy shall include equal opportunity for employees as they complete during promotional processes, such as including independent, diverse panels to be a part of the promotional process to prepare an equitable eligibility list for management to consider.
4. Implement updated employment practices that increase the diversity of District personnel. This initiative includes ensuring community involvement on all hiring panels and improving outreach to underserved communities.
5. Evaluate pre-employment programs to increase accessibility to District careers. This initiative shall include evaluation and alignment of internal resources, if deemed appropriate, to develop pre-employment training, education, and volunteer programs such as an Explorer program for fire service careers.

**OBJECTIVE 15: EXPAND THE VOICE OF ALL RESIDENTS IN SERVICE DELIVERY, THROUGH REGULAR COMMUNITY ENGAGEMENT AND OUTREACH.**

***Strategic Initiatives:***

1. Promote place-based community planning and strategies. This strategy shall include outreach and education about the District Services.
2. Diversify marketing and offerings to reflect the community. This initiative includes developing and producing marketing materials to a diverse audience of residents.
3. Use our influence to support community partners' actions, projects, and initiatives that improve our community's livability and prosperity. This strategy includes coordinating with other agencies on events and programs.

# MAJOR INFRASTRUCTURE

The Cosumnes Community Services District ("District") annually publishes a Capital Improvement Plan ("CIP") to plan for the upcoming five-years. The plan includes major capital outlays such as apparatus and development of District sites, which include, but are not limited to parks, facilities, and fire stations. The District developed its first all Department project plan in 2020 and will introduce an even more comprehensive plan in 2021.

The CIP is an important planning tool for future sites and the renovation of existing sites. The CIP also outlines project workload, identifies funding sources and establishes project priorities. The CIP is updated annually, coinciding with the budget process.

The CIP includes all currently identified projects for consideration within the upcoming five-year period, in addition to projects that span beyond the five-year period. The projects identified reflect the District's commitment to residents to continue to build new parks, facilities, and fire stations while renovating existing ones.

The CIP includes individual project descriptions, cost estimates and summaries that outline overall project costs and funding sources. As part of the annual budget process, the Board will determine funding and prioritization of projects. A CIP project is not included in the Fiscal Year budget until approved by the Board.

The 2020, five-year CIP includes 62 projects totaling \$115.6 million, with 15 projects proposed for future years at \$43.5 million, resulting in a total CIP of 77 projects at \$159.2 million (Table 1). Projects are funded through a variety of sources including, but not limited to, Fire Impact Fees, Park Impact Fees, Quimby Fees, Landscape and Lighting Assessments, Mello-Roos Special Taxes, Grants, Reserve Funds, General Funds, and Other Funds. Full funding is not available for all projects identified in the 2020-2025 CIP. In these instances, the project is listed as unfunded.

**Table 1: Total CIP Projects**

PROJECTS	2020-2025 CIP		FUTURE YEARS		TOTAL	
Administrative Facilities	2	\$1,530,000	0	\$0	2	\$1,530,000
Fire Facilities	15	\$28,114,000	5	\$24,620,000	20	\$52,734,000
New Parks	12	\$29,962,482	0	\$0	12	\$29,962,482
Park Facilities	16	\$45,534,071	2	\$11,045,000	18	\$56,579,071
Park Revitalization Projects	17	\$10,520,937	8	\$7,914,910	25	\$18,435,847
<b>TOTAL</b>	<b>62</b>	<b>\$115,661,490</b>	<b>15</b>	<b>\$43,579,910</b>	<b>77</b>	<b>\$159,241,400</b>

## NEW GROWTH AREAS

In 2019, the Elk Grove City Council and the District Board approved a new Memorandum of Understanding ("MOU") which outlines a process for park development in future growth areas.

## LAGUNA RIDGE SPECIFIC PLAN



**Figure 2: Laguna Ridge Specific Plan**

Source: City of Elk Grove Laguna Ridge Specific Plan December 11, 2019

There are 9 parks remaining to be developed within the specific plan (Figure 2).

The District will be responsible for developing all of these park facilities with funding provided by the Laguna Ridge Supplemental Park Impact Fee (LRSPIF) which is administered by the City of Elk Grove ("City").

The parks will be owned and operated by the District with all funding for both the development and maintenance of the parks to be provided by the City. The Civic Center park site will be developed and maintained solely by the City.

## SOUTH EAST POLICY AREA SPECIAL PLANNING AREA (SEPA)

There are 14 new parks planned for this planning area. The District will be responsible for developing these park facilities with funding provided by a SEPA Park Impact Fee which will be administered by the City. The parks will be owned and operated by the District with all funding for both the development and the maintenance of the parks to be provided by the City.

Most of this area is developed. The District owns acreage for Fire Station #77 (Figure 3) on the south side of Poppy Ridge Road between Bruceville Road and Highway 99.

**Figure 3: Fire Station 77**



## STERLING MEADOWS SUBDIVISION

The Sterling Meadows development is currently under construction and sits slightly outside the generally developed Elk Grove boundary.

There are two parks planned for this development, Kammerer Park (Figure 4) and Entrican Park. Kammerer Park (14 acres) was completed in June 2019 while Entrican Park is scheduled for construction in 2021. The developer is responsible for providing both park facilities as turnkey deliveries in compliance with the revised 2018 Development Agreement. The master plans for both park sites were approved by the Board in April 2014. The parks will be owned and operated by the District with all maintenance funding provided by the City.

The District owns a 2.5-acre site in this development intended for the construction of Fire Station # 78 to provide fire service to the Mall and Casino area.

**Figure 4: Kammerer Park**



Source: Landscape Structures

## ELLIOT SPRINGS DEVELOPMENT (FORMERLY KNOWN AS SILVERADO VILLAGE)

There are three parks planned for this development. The District will work with the Developer through a Developer Agreement which will include the formation of a Community Facilities District (CFD) to fund the development and maintenance of these parks.

## SOUTHEAST ELK GROVE

The District owns a 3-acre site on Bradshaw Road just north of Grantline Road intended to provide fire service to the development area that may occur to the northwest and southeast of Grantline Road. This area is designated for Fire Station #79. Most of the area to the northwest is in the City's boundaries, but the area to the southeast is not yet within the City's sphere of influence. This area is developing more slowly than the areas of the west of Highway 99.

## CAPITAL IMPROVEMENT PLAN – FIVE YEAR PROJECT OUTLOOK

### IDENTIFIED PROJECTS ON DISTRICT OWNED PROPERTIES:

#### **UNFUNDED PROJECTS**

- Administrative Building Foundation Drainage
- Beeman Playground Revitalization
- Castello Playground Revitalization
- Elk Grove Park Jerry Fox Swim Center
- Elk Grove Park Traffic Speed Bumps
- Elk Grove Rec. Center Playground Revitalization
- Elk Grove Rec. Center Playground Revitalization #2 (Montessori)
- Elk Grove Recreation Center Roof and Dry Rot Repair
- Emerald Lakes Golf Course Offices
- Emerald Lakes Golf Course Patio Cover
- Feickert Playground Revitalization
- Jones Park Revitalization
- Laguna Town Hall Roof Repair
- Mendoza Playground Revitalization
- Park & Golf Operations Corp Yard
- Smedberg Playground Revitalization
- Station 78
- WCAC Waterslide Stairway Replacement
- Youth Development Modular Building Demo

#### **FUNDED PROJECTS**

- Albiani Recreation Center
- Emerald Lakes Sonitrol System Upgrade
- Emerald Lakes Pro Shop Counter Replacement
- Fite and Zehnder Playground Revitalization
- Hill Playground Revitalization
- Johnson Recreation Center HVAC Replacement
- Jungkeit Park Revitalization
- Lawson Playground Revitalization
- Lichtenberger and Pederson Playground Revitalization
- Morse Park Community Center
- Morse Park Dog Park Upgrade
- Oasis Preschool Facility
- Simpson Park Revitalization
- Station 77
- Town Square Park Playground Revitalization
- Zimbelman Playground Revitalization

#### **PARTIALLY FUNDED PROJECTS**

(w/ partial funding source)

- Elk Grove Park Veterans Memorial Garden (Foundation)
- Nature Park Site (Prop 68, SMUD, & NRPA)



#### IDENTIFIED PROJECTS ON DISTRICT MANAGED PROPERTY:

These Properties are owned by other public agencies and all projects are unfunded

- Elk Grove Park Dog Park Upgrade
- Elk Grove Park Information Area
- Elk Grove Park Kloss Softball Complex Renovation
- Elk Grove Park Pavilion Paving and Patio Upgrades
- Elk Grove Park Pavilion Security Lighting
- Elk Grove Park Pirate's Island
- Elk Grove Park Rotary Grove Shade / Trellis Improvements
- Elk Grove Park Traffic Speed Bumps Playground

# RESOURCE ALIGNMENT

In an effort to maintain a balanced approach to resource and personnel allocation, District executive management have undertaken an effort to realign, redistribute, and evaluate appropriate resource allocation and enhance organizational structure.

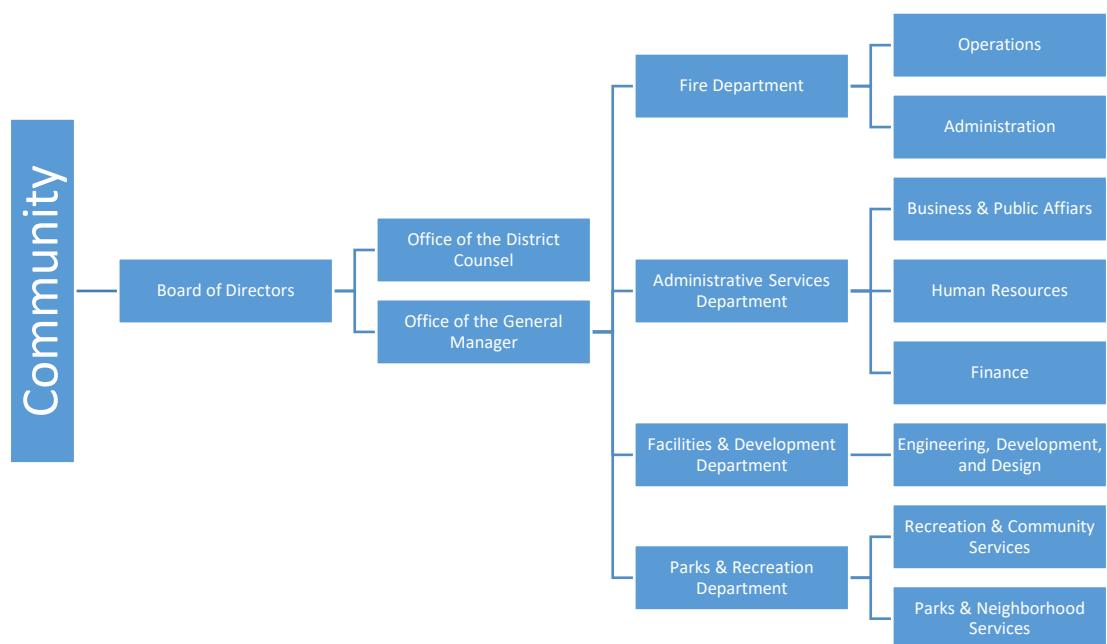
The District actively and often evaluates position alignment and makes attempts to limit realignment and subsequent organizational restructuring until certain triggers occur. These triggers include, but are not limited to, when policy direction is provided to prioritize specific components of the District's work (such as within this strategic plan), when vacancies exist within current allocations, and when significant growth is occurring.

In an effort to accomplish the objectives set forth within this plan, the District will make a series of organizational alignments. In anticipation of the work to be completed, some of these measures have already been undertaken as vacancies have occurred.

## DEVELOPMENT DEPARTMENT

Establish a District Department, Facilities and Development, under the leadership of the Chief of Planning, Design & Construction.

With over \$150,000,000 in upcoming development and revitalization projects it is critical to assign direct oversite and control to an executive employee for the authority to implement and complete the major infrastructure planned. Development of this Department separates the project-based work (largely funded outside of the General Fund) from the Administrative Services Department. This will contribute to the success in objectives within Financial Responsibility, High-Quality Workforce, Service to the Community, and Diversity, Equity & Access.



## REALLOCATE PERSONNEL

The District has taken the opportunity to break down silos and increase efficiency in everyday work by aligning like-functions centrally that were once isolated organizationally, such as budget development, accounts receivable/payable, and communication.

One component to gaining the required resources to implement the policy direction of the strategic plan is through the reallocation of funding from vacant FTE to administrative support, creating efficiency by insourcing processes that were once outsourced, and decentralizing specific functions into a more appropriate Department-level decision making chain, where there is capacity and expertise.

This can be achieved without any new resources by:

Amending position control to reduce the following position authority (currently vacant):

- Recreation Supervisor (Administrative Services) 1.0 FTE
- Budget Analyst, Senior (Administrative Services) 1.0 FTE \*
- Facility Technician (Administrative Services) 1.0 FTE
- Accounting Specialist (Administrative Services) 1.0 FTE

Reducing the following part-time positions:

- Office Specialist II (Office of the General Manager) 0.5 FTE
- Office Specialist II (Office of the General Manager) 0.3 FTE
- Office Specialist II (Fire Prevention) 0.76 FTE
- Office Specialist II (Fire Administration) 0.73 FTE
- Assistant Recreation Coordinator (Parks and Recreation) 0.67 FTE
- Recreation Leader (Parks and Recreation) 0.62 FTE
- Recreation Leader (Parks and Recreation) 0.60 FTE

Insource the following:

- Retiree Health Payments (\$30,000 per year)
- Engineering and Project Management (\$250,000 per year)
- Agenda Management (\$12,000 per year)
- Irrigation Maintenance for Streetscapes (\$328,507 per year)\*\*

Reduce Program Budget:

- Utilize savings from ImageTrend contract updates (\$20,000 per year)

Increasing position authority:

- Engineering Director (Facilities & Development) 1.0 FTE \*
- Financial Controller (Administrative Services) 1.0 FTE \*
- Administrative Specialist (Administrative Services) 1.0 FTE

- Administrative Specialist (Parks and Recreation) 1.0 FTE \*\*\*
- Administrative Specialist (Facilities & Development) 1.0 FTE
- Administrative Assistant (Fire Prevention) 1.0 FTE
- Accountant (Administrative Services) 1.0 FTE
- Recreation Coordinator (Parks and Recreation) 1.0 FTE
- Park Maintenance Worker, Senior (Parks and Recreation) 1.0 FTE \*\*
- Park Maintenance Worker (Parks and Recreation) 1.0 FTE \*\*
- Park Maintenance Worker (Parks and Recreation) 1.0 FTE \*\*
- Office Specialist I / Intern (Office of the General Manager) 0.72 FTE

Increase Program Budget:

- Risk Management (\$25,000 per year)

In accordance with the Fiscal Contingency Plan, General Fund positions identified above will be held vacant until Quarter 1 of Fiscal year 2021/22. These positions will be updated and included in the upcoming budget development process.

\* Previously adopted by the Board of Directors

\*\* Landscape & Lighting funded

\*\*\* Proportionately funded by Landscape & Lighting funds

## BALANCING PORTFOLIO & WORKLOAD

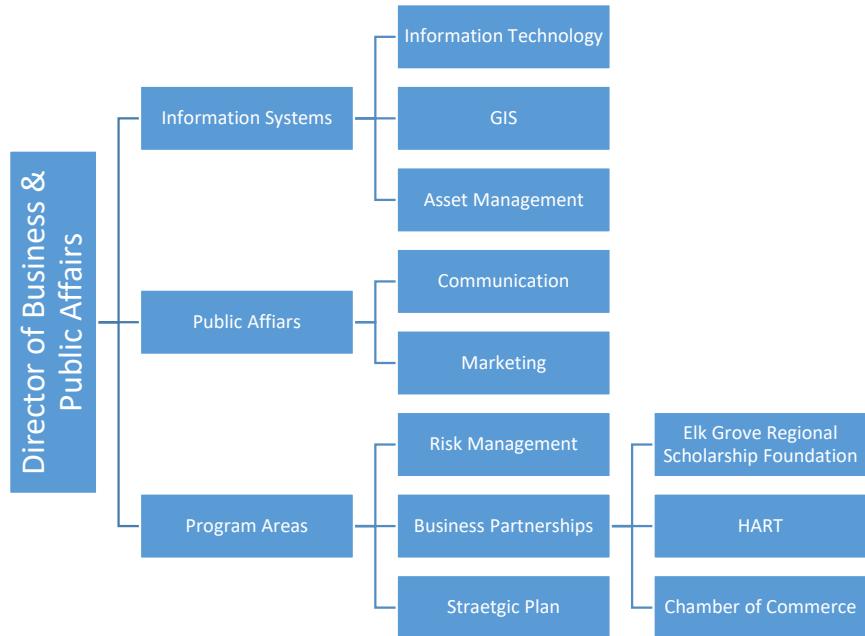
Another component is to realign responsibility for strategic plan key objectives to available and appropriate personnel for appropriate oversite and management. District management has already exercised organizational alignments to be ready to address the policy objectives directed within this plan. Each Branch (Fire Department) and Division (other Departments) of the District are detailed below:

### ADMINISTRATIVE SERVICES DEPARTMENT

#### **Business & Public Affairs Division**

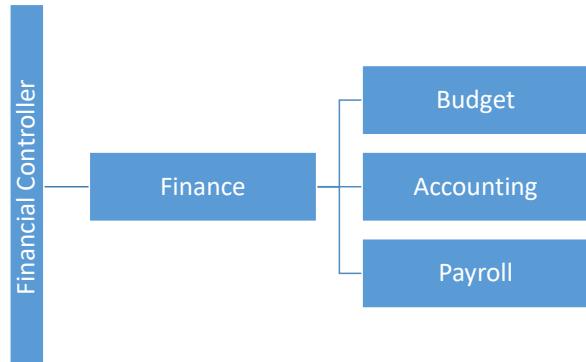
Under general administrative direction, the Director of Business & Public Affairs plans, directs, and oversees the activities and operations of the Public Affairs Section, IT Section, including Geographic Information Systems and Asset Management, and numerous program areas including Risk Management, Business Partnerships and is responsible for implementation of the District Strategic Plan; coordinates assigned activities with other District divisions and departments and outside agencies; provides highly responsible and complex administrative support to the Chief Administrative Officer; and serves as a member of the District's Senior Leadership Team.

## Business & Public Affairs Division



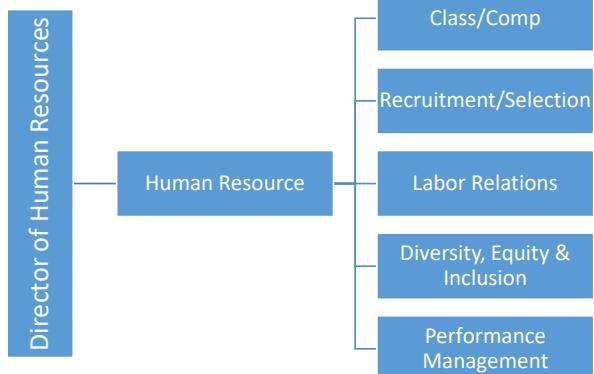
## Finance Division

Under general administrative direction, the Financial Controller plans, directs, and oversees the activities and operations of the Finance Division, including the District's operating budget, capital improvement program financing, accounting, revenue collection, and payroll; coordinates assigned activities with other District divisions and departments and outside agencies; provides highly responsible and complex administrative support to the Chief Administrative Officer; and serves as a member of the District's Senior Leadership Team.



## Human Resources Division

Under general administrative direction, the Director of Human Resources is responsible for managing, directing and integrating broad, comprehensive human resources management programs and services to meet District business and operational needs, including but not

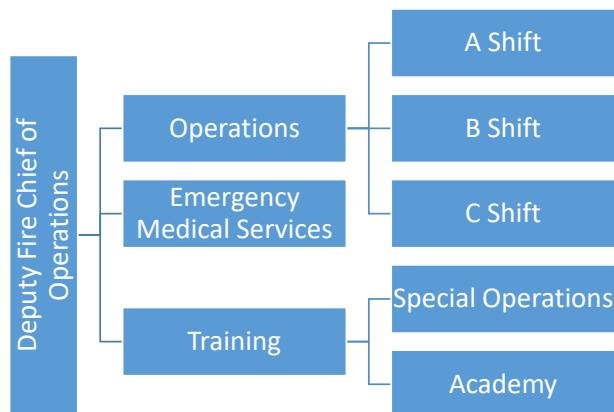


limited to classification and compensation, recruitment and selection, employee relations, labor relations, disability compliance, diversity and equity initiatives, employee training and development, performance management, employee benefits and human resource administrative systems and processing including records retention and human resources information systems; provides highly responsible and complex administrative support to the Chief Administrative Officer; and serves as a member of the District's Senior Leadership Team.

## FIRE DEPARTMENT

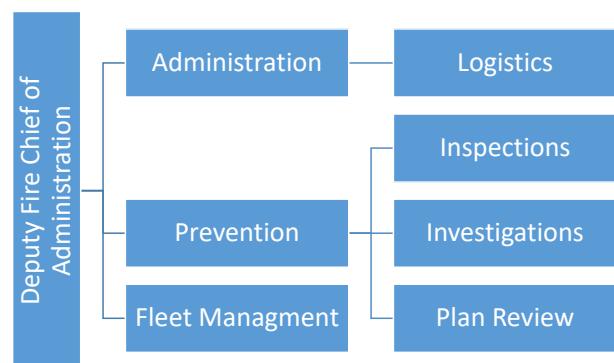
### **Operations Branch**

Under general administrative direction, the Deputy Fire Chief of Operations provides leadership and direction for the Operations, Emergency Medical Services, and Training Divisions; coordinates assigned activities with other District divisions and departments and outside agencies; provides highly responsible and complex support to the Fire Chief; and serves as a member of the District's Senior Leadership Team.



### **Administration Branch**

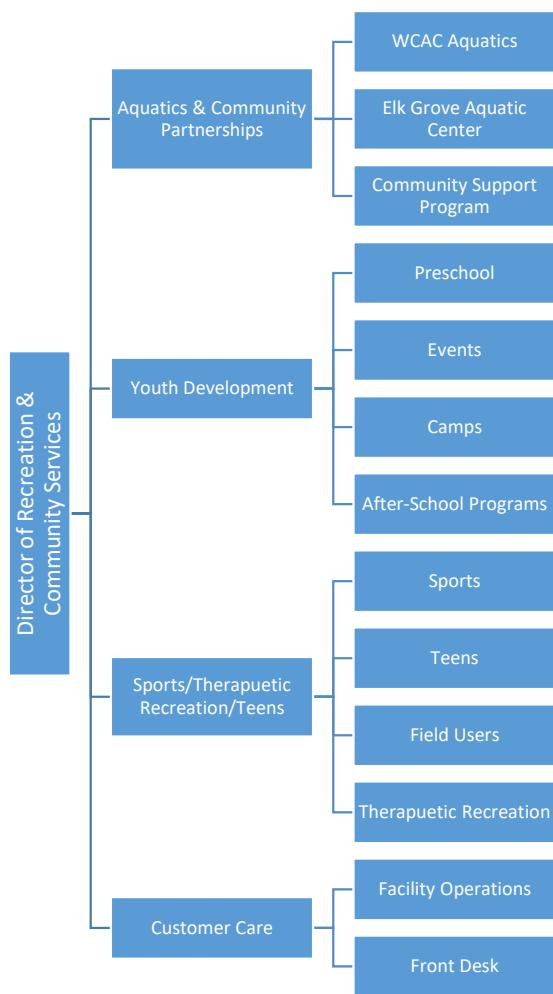
Under general administrative direction, the Deputy Fire Chief of Administration provides leadership and direction for the Administration Division, Prevention Division, and Fleet Division; coordinates assigned activities with other District divisions and departments and outside agencies; provides highly responsible and complex support to the Fire Chief; and serves as a member of the District's Senior Leadership Team.



## PARKS AND RECREATION DEPARTMENT

### Recreation & Community Services

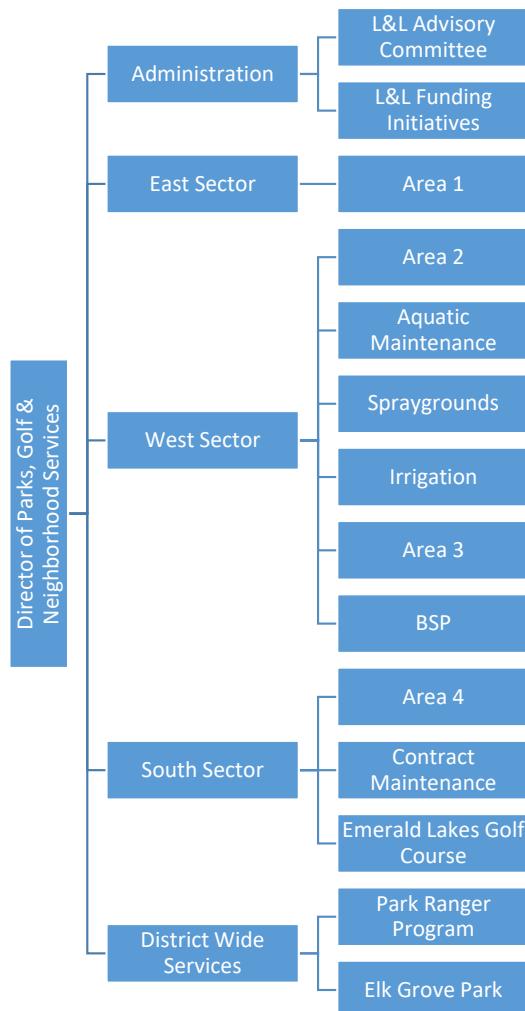
Under general administrative direction, the Director of Recreation and Community Services provides leadership and direction for Sports & Aquatics Section, Youth Development Section, Community Partnership Section, and Customer Care Section; provides highly responsible and complex support to the Parks and Recreation Administrator; and serves as a member of the District's Senior Leadership Team.



### Parks, Golf & Neighborhood Services

#### Division

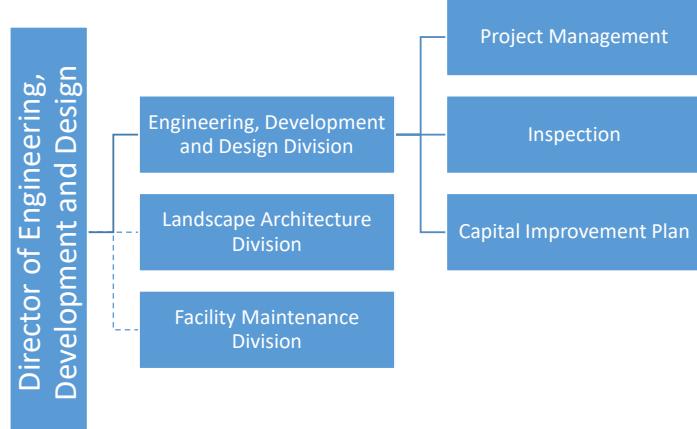
Under general administrative direction, the Director of Parks, Golf & Neighborhood Services provides leadership and direction for the Administration Division, Operations Division, including irrigation, park rangers and the Emerald Lakes Golf Course program areas; provides highly responsible and complex support to the Parks and Recreation Administrator; and serves as a member of the District's Senior Leadership Team.



## FACILITIES & DEVELOPMENT DEPARTMENT

### Engineering, Development, and Design

Under general administrative direction, the Engineering, Development & Design Director directs and reviews the planning, funding, design, construction, and inspection of capital projects; reviews and approves infrastructure for new developments; provides technical expertise to the Chief of Planning, Design & Construction; and serves as a member of the District's Senior Leadership Team.



Landscape Architecture and Facility Maintenance Division transitions to occur in FY22.

## DISTRICT COMMITTEES

Cross-functional District committees have been developed in a variety of areas that benefit from cross-functional perspective. These committees are chaired by a member of the Leadership Team giving Managers an opportunity to demonstrate leadership over cross-functional activities. This will also aid in succession planning as employees are exposed to various parts of the organization that they may not otherwise be aware of. The 2021 committees are listed below with current projects underway:

### COMMUNITY ENGAGEMENT

Enhance community connections by fostering collaborative partnerships and relationships that leverage strengths and resources to increase connections in the community.

- Supporting listening/healing circles and community dialog.
- Supporting potential partnerships.
- Engage the Community as a partner in implementation of District and Department Strategic Plans (Objective 12.4).
- Promote place-based community planning and strategies (Objective 15.1).

### EQUITY, DIVERSITY & INCLUSION

The Diversity, Equity, and Inclusion (DEI) Committee exists to seek ways to educate on best practices teaching cultural humility and creating a welcome and inclusive environment. The committee provides authentic leadership and strives to identify inequalities within policies, systems, programs, and services that may interfere with inclusiveness. Committee members challenge assumptions and cultivate respectful communication and cooperation in all

interactions. The committee engages in initiatives that foster community and advocate for diversity, equity, and inclusion.

- Diversity Pledge
- Anti-Racism Resolution
- Celebrations
- Proclamations
- Trainings

#### GIANT PUMPKIN FESTIVAL

The Giant Pumpkin Festival (GPF) Committee works throughout the year preparing for this annual event which takes place the first weekend of October. The GPF has taken place at Elk Grove Park since 1994. Committee members work on the planning and implementation of the event which includes, but is not limited to, logistics, personnel assignments, marketing and logo design, specific operations of each area of the event (weigh off, regatta, contests, etc.) to ensure the festival is a success. Committee members also participate in the planning and implementation of Area Lead meetings, the Event Kick Off meeting and event Recap. Members of the Committee are assigned Sub-Committees to work on assignments from planning through to implementation.

- 2021 Giant Pumpkin Festival

#### HEALTH, WELLNESS, NATURE & OUTDOOR

- Establish what the committee description, goals, etc.
- Identify committee member's interests and apply them to the committee.
- Reinstate a monthly blog.

#### INNOVATION & WEBSITE

The Innovation & Website Committee is charged with helping to empower the District to move deeply, strategically, and successfully in pursuit of new opportunities that positively impact the community we serve. The Committee not only helps in the update of the District's website and intranet, it explores emerging innovations and effective practices, helps to incubate ideas and has a vision to enhance the quality of life for those residing, doing business in and visiting our community.

- Maintain Website and Intranet
- Implement innovative practices and techniques to ensure transparency and accountability (Objective 6.1)
- Onboarding new personnel process.
- Virtual tours of rental space.
- Implement innovative practices and techniques to ensure transparency and accountability (Objective 6.1)

## PLANNING

The Planning Committee is composed of employees from different sectors of the Departments to meet and discuss various capital improvement projects throughout the District. The committee provides an opportunity to offer input and suggestions for future projects, critique projects in the design phase, understand the needs of various users and the public, and is a forum for bringing other district-wide planning issues to the table for discussion. The committee also participates in periodic field trips to District project sites to understand and experience the construction phase of projects.

- Climate Action Plan Review
- Make forward-thinking investments in core physical infrastructure (Objective 11.2).

## RECOGNITION AND MORALE

The Recognition & Morale Committee aligns the District's mission, vision, and goals in recognizing, honoring, and celebrating District personnel. The committee strives to create a positive work environment for employees, increase employee performance, engage employees, and improve employee morale.

- Years of Service Awards
- Administrative Professionals Day
- Teacher Appreciation Day
- Employee of the Quarter Recognition
- Custodial Appreciation Month
- GPF Recognition

## SAFETY

The purpose of the Safety Committee is to help make Cosumnes CSD a safe and healthy workplace. The committee achieves this goal by helping to promote and maintain the interest of employees in healthy and safety issues and to educate personnel through awareness and training activities.

- Develop an employee safety matrix that outlines what trainings personnel should complete and what frequency are the trainings required.
- Implement a monthly safety topic email to distribute to personnel.
- Document and account for compliance with all safety regulations (Objective 2.1)

## TRAINING

The Training Committee assesses the training needs of the District while encouraging, developing, and coordinating trainings and learning opportunities to personnel. The committee focuses on six categories of professional development: Leadership, Personal Growth, Diversity, Equity & Inclusion, Management/Supervision, Business Skills, and Operations/Internal Procedures.

- Online Training opportunities due to social distancing.
- Provide personnel with supportive help as they work in a new virtual workplace, with a focus on mental and physical health and stress reduction.

- 
- Increase safety training and employee awareness (Objective 2.2)
  - Develop a strategy for internal promotion and career development (Objective 7.2)
  - Develop a District Leadership Academy (Objective 7.4)
  - Develop a District internal training plan that fosters the DEI goals of the District (Objective 14.2).

The former budget committee has been reassigned to the Senior Leadership Team who, as Division Heads, are responsible for their respective budgetary areas.

The committee work has also been updated on the District personnel intranet, Cosumnes Connect. From that internal webpage, personnel can visit individual pages for each District committee.

## **TIMELINE**

In order to strategically implement the policy direction of the Board of Directors, the strategic plan will be reviewed at regular intervals, including:

- Values – Next Review 2030
- Objectives – Next Review 2025
- Strategic Initiatives – Next Review 2023

The District management team collaborated to develop the review/update timelines to strategically schedule projects and work programs, understanding that some initiatives can be marked completed, while others will require regular on-going work once they are implemented.

## **BUDGET PROCESS**

The budget is the District's primary policy document. It serves as an operations guide and sets forth a financial plan to allocate resources in a manner consistent with the District's goals and priorities.

In 2020, the Board of Directors adopted a biennial budgeting process to begin in the following budget cycle. A rolling biennial budget is a single, two-year spending document with an annual adoption of appropriations and an adjustment process (mid-cycle review) between years one and two. The first year's appropriations (year 1) will be formally adopted, and the subsequent year's appropriations (year 2) is the tentative plan for the non-budget development year. This system allows for a safety net in the event of substantial unforeseen impacts to the budget prior to the start of the second year; if nothing drastic occurs within that first year, then the budget for the following year is already completed and only needs to be formally adopted.

In response to the priorities of the Board as addressed within this strategic plan a handful of modernizations were conducted within the budget process.

## TRAINING FUNDS

To better account for training funds focused on succession planning, and the equitable distribution of such funds the following updates have been made to the budget process:

Ongoing trainings or conferences required by law or as an essential job function shall be listed in a separate line item than training/travel/conferences for professional development and continued education.

In addition, the trainings and conferences should be categorized as follows:

- Training, Travel and Meals (account 2035): this line item shall be used to account for all trainings including meals and registration that do not require an overnight travel. Training expenses related to the mileage reimbursement, toll fees, ride-share fees, parking fees, and incidental expenses.
- Conferences, Travel and Meals (account 2029): This line item shall account for the regional and national conferences, seminars and professional development opportunities. Each budget unit shall list the type of conference/seminar the employee will be attending and the line-item cost. This line item shall be used for department-specific professional development opportunities.
- Training/Conferences/Travel and Meals (account 2029 or 2035; allocated in Office of GM account); this shall be for all District wide trainings, including ERP. This line item will be budgeted by the CAO in coordination with the SMT.

## STRATEGIC PLANNING INITIATIVES

The CAO will prepare and present a budget to implement the Board's strategic goals for the General Manager's consideration. For example, a budget for revenue diversification work.

- Board Contingency Fund: An allocation of \$10,000 per Board Member will be included in this cost category to account for the Board initiatives or cost not budgeted in the regular Maintenance and Operations budget. This account will not carry over from year to year. A new fund will be allocated at the beginning of each year. The expenses for the Board shall comply w/ the District's purchasing policy.
- General Manager Contingency Fund: the CAO will develop an appropriation for the General Manager contingency fund. The goal of this account is to provide some funding for the General Manager to conduct District business that is not part of the ongoing appropriation. The expenses may be related to professional development, miscellaneous District-wide expenses, and participation in social and other events of importance to the District's goals.
- SMT Contingency Account: Under the general guidance from the General Manager, the CAO will establish an SMT contingency fund to account for expenses related to the strategic goals of the department, professional and training opportunities, or expenses related to the District.

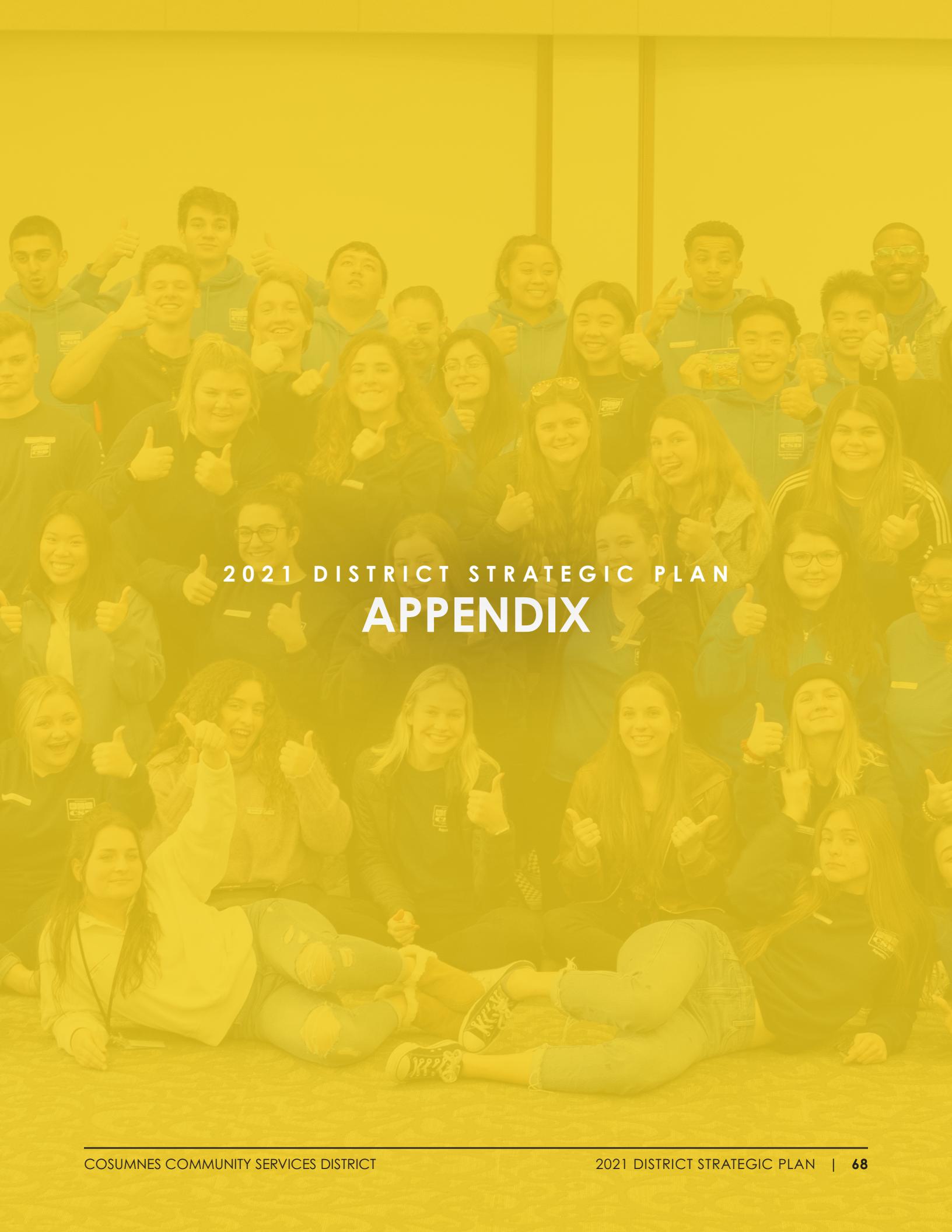


### CAPITAL OUTLAY

Capital outlay shall not be part of the Department Materials & Supplies budget but will instead be included within the Capital Improvement budget. These requests shall be vetted by the Chief of Planning, Design, and Construction for inclusion in the CIP budget.

### PROFESSIONAL SERVICES

Professional Services shall be submitted as line-itemed and approved by the Department Head on an annual basis prior to being recommended to the Board of Directors in the budget process. Ongoing professional services required by law shall be in a separate line item than contractual services for special one-time projects.



## 2021 DISTRICT STRATEGIC PLAN APPENDIX

# REFERENCES

- 2009 - Fire Department Five Year Strategic Plan and Headquarters Service Assessment - CityGate Associates, LLC
- 2015 - Fire Department Standards of Cover - CityGate Associates, LLC
- 2016 - Enterprise Resource Planning RFQ/RFP - Tyler Technologies, Inc.
- 2017 - Fire Department SWOT Analysis
- 2017 - Emergency Medical Services Master Plan
- 2017 - Fire Department Training Plan
- 2018 - Three Year Fire Department Strategic Plan
- 2018 - Ten year: Plan for Play: Parks and Recreation and Facilities Master Plan
- 2019 - Administrative Services Strategic Communications Plan - Integrated Communications Strategies, LLC
- 2019 - Three Year Parks & Recreation Strategic Plan
- 2020 - Cosumnes CSD Capital Improvement Plan
- 2020 - Information technology Strategic Plan
- 2021 - Branding RFQ
- Brent Ives - BHI Consulting
- City of Elk Grove Economic Development
- City of Elk Grove Building Safety, Inspections & Permits
- City of Elk Grove Finance
- FM3 Research
- Policy # 1010 - Organizational Mission, Vision and Values
- Policy # 1015 - Commitment to Diversity, Equity and Inclusion
- Policy # 2470 - Climate Action Plan Sustainability Action Plan
- Yourcsd.com
- Injury and Illness Prevention Program
- Continuity of Operations Plan