



Orlando Fuentes, President
Jim Luttrell, Vice President
Gil Albiaini, Director
Rod Brewer, Director
Jaclyn Moreno, Director

Joshua Green, General Manager
Michael McLaughlin, Fire Chief
Sigrid Asmundson, District Counsel
Nitish Sharma, Chief Administrative Officer
Paul Mewton, Chief of Planning,
Design and Construction

**REGULAR BOARD OF DIRECTORS MEETING
WEDNESDAY, MAY 6, 2020**

**EXECUTIVE SESSION – 5:30 P.M.
REGULAR MEETING – 6:30 P.M.**

**Video Conference
Zoom Meeting**

<https://zoom.us/j/93756380236>

Meeting ID: 937 5638 0236

One tap mobile

+16699009128,,93756380236# US (San Jose)
12532158782,,93756380236# US +(Tacoma)

Dial by your location

+1 669 900 9128 US (San Jose)
+1 253 215 8782 US (Tacoma)
+1 346 248 7799 US (Houston)

AGENDA

Note: All items submitted for the Agenda must be in writing. The deadline for submitting these items is 4:00 P.M. on the Monday one week prior to the meeting. The Secretary of the Board receives all such items.

CORONAVIRUS DISEASE (COVID-19) ADVISORY

To protect our constituents, District officials request all members of the public to follow the California Department of Health Services' guidance and the County of Sacramento Public Health Officer Order for the Control of COVID-19 restricting group events and gatherings and maintaining social distancing. Consistent with Executive Order N-29-20, the meeting will be held via zoom teleconference. In-person participation by the public will not be permitted and no physical location from which the public may observe the meeting will be available. Remote public participation is available in the following ways: 1) Video Conference Zoom Meeting <https://zoom.us/j/93756380236>, Meeting ID: 937 5638 0236 2) Email public comments to clerkoftheboard@yourcsd.com by 5:30 pm, Wednesday, May 6. The District Clerk will read the comments out loud during public comment, subject to the customary 3-minute time limitation. If your comment concerns a specific agenda item, please note the item in the subject line of your email. If you have issues submitting a public comment via email, please contact the Clerk's Office at 916-405-7169 by the 5:30 p.m. deadline and leave a message, your comment will be played during the meeting.

EXECUTIVE SESSION – 5:30 P.M.

1. CALL TO ORDER
2. COMMUNICATIONS FROM THE PUBLIC
3. RECESS TO EXECUTIVE SESSION
 - a. PUBLIC EMPLOYMENT
Pursuant to Government Code Section 54957
Title: Fire Chief

REGULAR BOARD MEETING – 6:30 P.M.

A. CALL TO ORDER

1. Report Out of Executive Session
2. Session Roll Call
3. Pledge of Allegiance
4. Moment of Silence

B. ANNOUNCEMENTS/PRESENTATIONS

None

C. COMMUNICATIONS FROM THE PUBLIC (Non-agendized items)

This is the time and place for the general public to address the Board of Directors. State law prohibits the Board from addressing any items not previously included on the Agenda. The Board of Directors may receive testimony and set the matter for a subsequent meeting. Comments are to be limited to three minutes per individual at the discretion of the President. Individuals representing a group or an organization shall be permitted five minutes. Comments relating to similar issues should be brief, concise and non-repetitious. Speakers should state their home or business address when commenting to the Board.

Note: Under the provisions of the California Government Code, the Board is prohibited from discussing or taking immediate action on any non-agendized item unless it can be demonstrated to be of an emergency nature or the need to take immediate action arose after the posting of the agenda.

D. CONSENT CALENDAR

The following Consent Calendar items are expected to be routine and non-controversial. They may be acted upon by the Board at one time without discussion. Any item may be removed by a Board Member for discussion or clarification. Members of the public wishing to comment on any Consent Calendar item may do so before Board action.

5. Approve the April 15, Regular Board Meeting Minutes.
6. Receive and File the District Strategic Communication Plan.
7. Adopt May is Water Safety Month Proclamation.
8. Receive and File Report on Virtual and Outdoor Recreation Programs.
9. Retire Acting Assistant Chief Brett Shurr Firearm.

RECOMMENDATION: Approve the consent calendar as presented.

E. PUBLIC HEARINGS

None

F. STAFF REPORTS

The President will open the meeting for public input if the Board desires to take action on any item(s).

10. **SUBJECT:** Budget Update Quarter 3 (N. Sharma)

RECOMMENDATIONS:

1. Receives the Chief Administrative Officer's report on the Quarter 3 Budget to Actuals for the District; and
2. Approves the budget amendments as outlined in this report and further described in the budget decision packages in Attachment 1.

G. INFORMATIONAL ITEMS

None

H. BOARD OF DIRECTOR'S BUSINESS

1. City of Elk Grove Liaison
2. City of Elk Grove Two by Two
3. City of Galt Liaison
4. City of Galt Two by Two
5. Elk Grove Cosumnes Cemetery District Two by Two
6. Elk Grove USD Two by Two
7. Senior Center Board
8. Elk Grove Historical Society
9. Elk Grove Chamber of Commerce
10. Galt Chamber of Commerce
11. Diversity Work Group
12. Northern California Special Districts Insurance Authority
13. Fire Communications Center
14. Sacramento County Treasury Oversight Committee
15. Miscellaneous Reports
16. Meeting/Event Approval
17. Meeting/Event Report

I. IDENTIFICATION OF ITEMS FOR FUTURE MEETING

This is the time for the Board of Directors to identify the items they wish to discuss at a future meeting. These items will not be discussed at this meeting, only identified for a future meeting. This is also the time for scheduling Board Workshops or special meetings.

J. ADJOURNMENT

Note: *Disabled Accommodations.*

The Cosumnes Community Services District will make reasonable accommodations for persons having special needs due to disabilities. Please contact Elenice Gomez, Assistant to the General Manager, at 8820 Elk Grove Blvd. Elk Grove, CA 95624, phone (916) 405-7169, at least 48 hours prior to the meeting, to allow time to provide for special accommodations.

Note: *Review and Copies of Agenda, Agenda Reports and Material.*

Prior to each Meeting, copies of the Agenda, Agenda Reports and other materials, as well as any public record relating to an open session agenda item that is distributed within 72 hours prior to the meeting, are available for public review at the Cosumnes Community Services District's Administrative Office during normal working hours. In addition, a limited supply will be available on a first come, first serve basis at the meeting.

Certificate of Posting of Agenda

I hereby declare that the foregoing Agenda for the May 6, 2020 Regular Meeting of the Cosumnes Community Services District Board of Directors was posted on May 1, 2020 at 8820 Elk Grove Blvd., Elk Grove, California, 95624, and was available for public review at that location.

Signed this 1st day of May 2020

A handwritten signature in blue ink, appearing to be "E. Gomez", written in a cursive style.

**COSUMNES COMMUNITY SERVICES DISTRICT
EXECUTIVE SESSION – 5:00 PM
REGULAR BOARD MEETING – 6:30 PM
WEDNESDAY, APRIL 15, 2020
MINUTES**

EXECUTIVE SESSION – 5:30 PM

1. CALL TO ORDER

President Fuentes called the meeting to order at 5:01 p.m.

2. COMMUNICATIONS FROM THE PUBLIC

None

3. RECESS TO EXECUTIVE SESSION

President Fuentes recessed to Executive Session at 5:01 p.m.

a. CONFERENCE WITH LABOR NEGOTIATORS

Pursuant to Government Code Section 54957.6

Agency designated representatives: General Manager Joshua Green

Unrepresented employees: all non-represented employees

b. THREAT TO PUBLIC SERVICES AND FACILITIES

Pursuant to Government Code Section 54957

Consultation with: General Manager Joshua Green, District Counsel Sigrid Asmundson, Fire Chief Mike McLaughlin, Chief Administrative Officer Nitish Sharma, Chief of Planning, Design and Construction Paul Mewton

c. CONFERENCE WITH LEGAL COUNSEL - ANTICIPATED LITIGATION

Pursuant to Government Code Section 54956.9(d)(2)

Significant Exposure to Litigation: 1 potential case

REGULAR BOARD MEETING – 6:30 PM

ATTENDANCE

Directors present included Gil Albiani, Rod Brewer, Orlando Fuentes, Jim Luttrell and Jaclyn Moreno.

General Manager Joshua Green, Fire Chief Michael McLaughlin, Chief Administrative Officer Nitish Sharma and CSD Legal Counsel Sigrid Asmundson were also present.

A. CALL TO ORDER/PLEDGE OF ALLEGIANCE

1. President Fuentes reported that the Executive Session Item c - Anticipated Litigation - was in regards to a former employee, and had nothing to report out on Items a, b or c.
2. President Fuentes called the meeting to order at 6:35 p.m.
3. Sr. Management Analyst John Ebner led the Pledge of Allegiance.

4. A moment of prayer and contemplation was held for reflecting on the challenges of the COVID-19 pandemic.

B. ANNOUNCEMENTS/PRESENTATION

5. District Long Term Financial Presentation

Chief Administrative Officer Nitish Sharma gave a presentation on the District long-term financial outlook.

C. DEPARTMENT REPORTS

These items were dismissed with no objections.

6. Administrative Services Department Report
7. Parks and Recreation Department Report
8. Fire Department Report

D. COMMUNICATIONS FROM THE PUBLIC

None

E. CONSENT CALENDAR

9. Approve the April 1, 2020 Regular Board Meeting Minutes.
10. Approve a Multi-year Agreement for Irrigation Network Support Services.
11. Adopt Resolution No. 2020-25 Authorizing the General Manager to Accept Real Property

Director Albiani moved to approve consent items 9 to 11; seconded by Director Luttrell, The Clerk did a roll call: vote was 5 ayes and 0 noes.

F. PUBLIC HEARINGS

12. SUBJECT: Annexation #26 – Community Facilities District No. 1 (Elk Grove Fire Protection) (CFD1).

Senior Management Analyst John Ebner reviewed the staff report.

President Fuentes opened the Public Hearing at 7:24 p.m.

There were no public comments.

President Fuentes closed the Public Hearing at 7:24 p.m.

Director Brewer moved to approve Resolution No. 2020-22 to Annex Territory to Community Facilities District No. 1 (Elk Grove Fire Protection) and authorize the Levy of Special Taxes Therein; seconded by Director Moreno. The Clerk did a roll call: vote was 5 ayes and 0 noes.

Director Brewer moved to approve Resolution No. 2020-23 calling a Special Election of the Qualified Electors of the Territory to be annexed to Community Facilities District No. 1; seconded by Director Luttrell. The Clerk did a roll call: vote was 5 ayes and 0 noes.

President Fuentes directed the Clerk to open the ballots. 3 ballots were cast with 24 votes: 24 ayes and 0 noes.

Director Brewer moved to approve Resolution No. 2020-24 Declaring Results of Special Tax Election, Determining Validity of Prior Proceedings, and Directing Recording of Amended Notice of Special Tax Lien on the properties within the annexation area; seconded by Director Albiani. The Clerk did a roll call: vote was 5 ayes and 0 noes.

G. STAFF REPORTS

13. SUBJECT: Full-Time Unrepresented Employee Classification and Compensation Study (Secondary) and Revised Full-Time Salary Schedule.

General Manager Joshua Green presented the report.

RECOMMENDATION:

- 1) Receives the Final Classification & Compensation Study by Koff and Associates, in Attachment A;
- 2) Approves revised classification descriptions in Attachment B;
- 3) Authorizes the General Manager to modify the Human Resources Director classification FLSA Status to "Full Time, Exempt"; and
- 4) Adopts resolution 2020-26 authorizing revisions to the 2020 Full-Time Employee Salary Schedules effective March 16, 2020, in Attachment C.

After brief discussion the Director Luttrell moved to accept recommendations 1 through 4, seconded by Director Brewer. The Clerk did a roll call: vote was 5 ayes and 0 noes.

H. INFORMATIONAL ITEMS

14. Note from Shriners Hospitals for Children thanking the Fire Department for donating toys, games, balls and puzzles for its Northern California location.

I. BOARD OF DIRECTORS BUSINESS

15. Miscellaneous Reports

President Fuentes reported that he was invited to join the Elk Grove Provisions Task Force. A group developed to help address the needs of the community, primarily those of the Elk Grove Food Bank.

16. Meeting/Event Approval

17. Meeting/Event Report

J. IDENTIFICATION OF ITEMS FOR FUTURE MEETING

Director Moreno asked for reports on efforts being made in the following:

- Essential staff child care during the pandemic
- Virtual/Distance learning recreation opportunities

Director Moreno gave a shout out to Public Education Officer Laurel Schamber and the Graphics department for supporting her with the diaper drive.

Director Albiaini asked District Legal Counsel which teleconference meetings would be eligible for reporting for Board stipend. Counsel replied that the same community groups and committees that each Director is currently assigned to are those that are still eligible for stipend, even if they are via teleconference.

Director Brewer asked staff to evaluate the possibility of opening Emerald Lakes Golf Course Driving Range to offer recreation opportunities to the community as well as a source of revenue for the District. Staff is working on the logistics and will report back on the progress of partially opening the golf course.

K. ADJOURNMENT

With no further business, the meeting was adjourned at 7:54 p.m.

Approved: _____
Board President

Attest: _____
Secretary to the Board

STAFF REPORT

DATE: May 6, 2020

TO: Board of Directors

FROM: Nitish Sharma, Chief Finance Administrator

BY: Kelly Gonzalez, Director of Business and Public Affairs

SUBJECT: STRATEGIC COMMUNICATIONS PLAN



RECOMMENDATION

The Board of Directors receives and files the Cosumnes Community Services District Strategic Communications Plan.

BACKGROUND/ANALYSIS

In June 2019, the Board of Directors approved an agreement with Hermocillo Azevedo Strategic Communications LLC, now named Integrated Communications Strategies, LLC (ICS), to develop a comprehensive Strategic Communications Plan (“Plan”). Staff from the Communications and Marketing section worked directly with ICS in developing the Plan. The Plan represents collaborative feedback from key staff 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.

Overall, the Plan provides a clear pathway to coordinate strategies to help the District build its profile, market its services, educate the community, and engage key stakeholders. A summary of findings and recommendations are listed in Appendix A of the Plan. The recommendations were grouped into seventeen topic areas. A few highlights of some of the key recommendations from the Plan are as follows:

1. **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.

2. **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.
3. **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 staff.
4. **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.
5. **Social Media**- The District is highly active on social media through 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.
6. **Community Feedback** – Develop community feedback systems, which enables multiple staff 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.
7. **Community Meetings** - Community meetings and special events are high-value communications opportunities for the public. Staff should coordinate on how to enhance opportunities for gathering contact information to follow-up with attendees.
8. **News Media** - News media engagement could be enhanced with periodic "media tours" of the District's facilities and programs.

The Plan will be a living document and will be revisited periodically. It is worth noting that during the development of the Plan, the District worked with its communications consultant to provide media and message training to District leadership and numerous staff. In addition, District staff worked with the consultant to adopt protocols for Crisis Communications, which are included in the Plan. Next steps for the Plan include prioritizing the recommendations of the Plan with the Strategic Leadership Team and developing a timeline for the key recommendations based on existing District priorities and available resources.

FINANCIAL ANALYSIS

The FY 2019-20 District budget includes funding for the development of this plan.

SUSTAINABILITY ANALYSIS

This request has no environmental impact.

Should you have any questions, please contact me prior to the Board meeting.

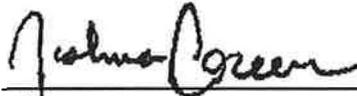
Respectfully submitted,



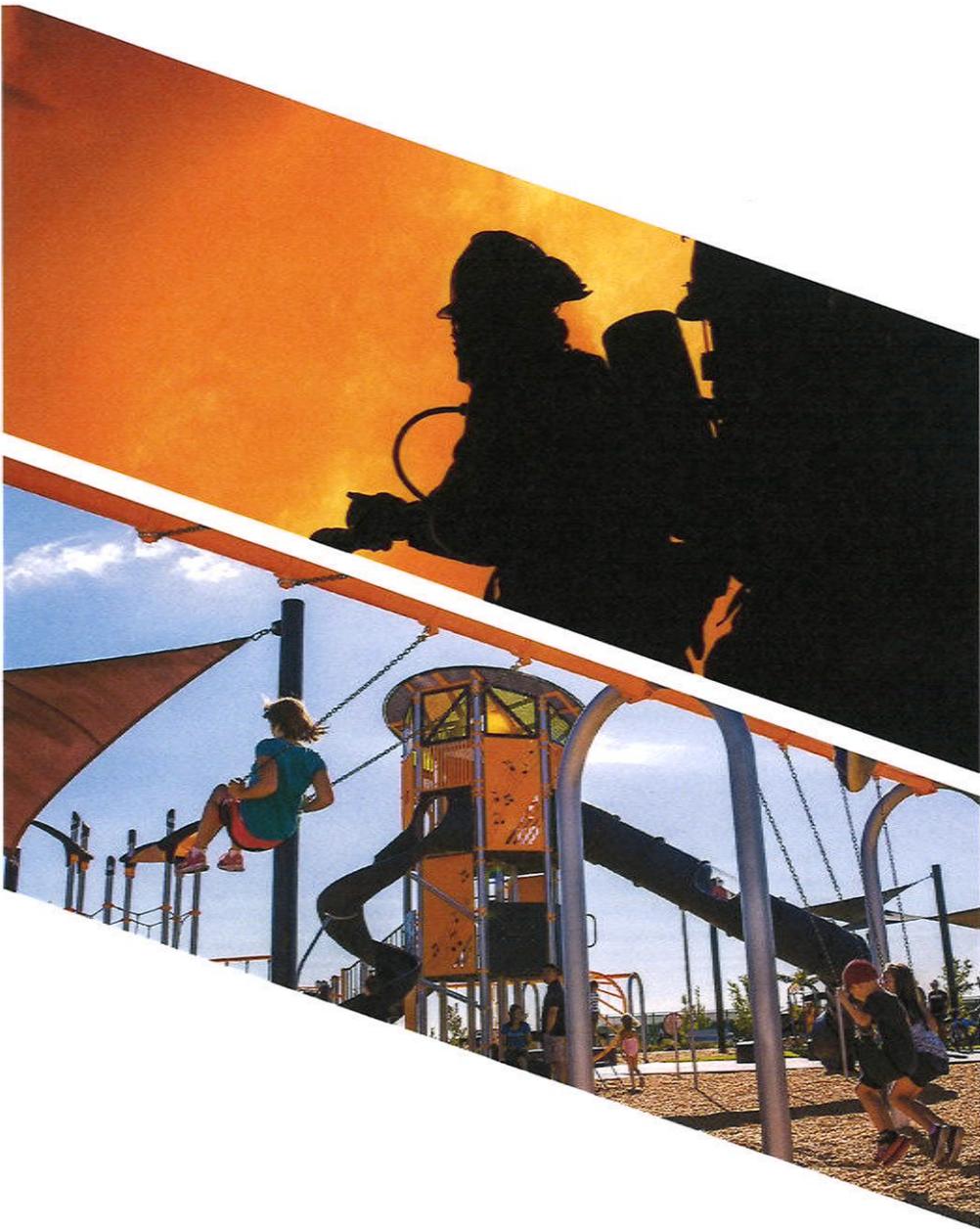
Nitish Sharma,
Chief Administrative Officer

Attachment A: Cosumnes Community Services District Strategic Communications Plan

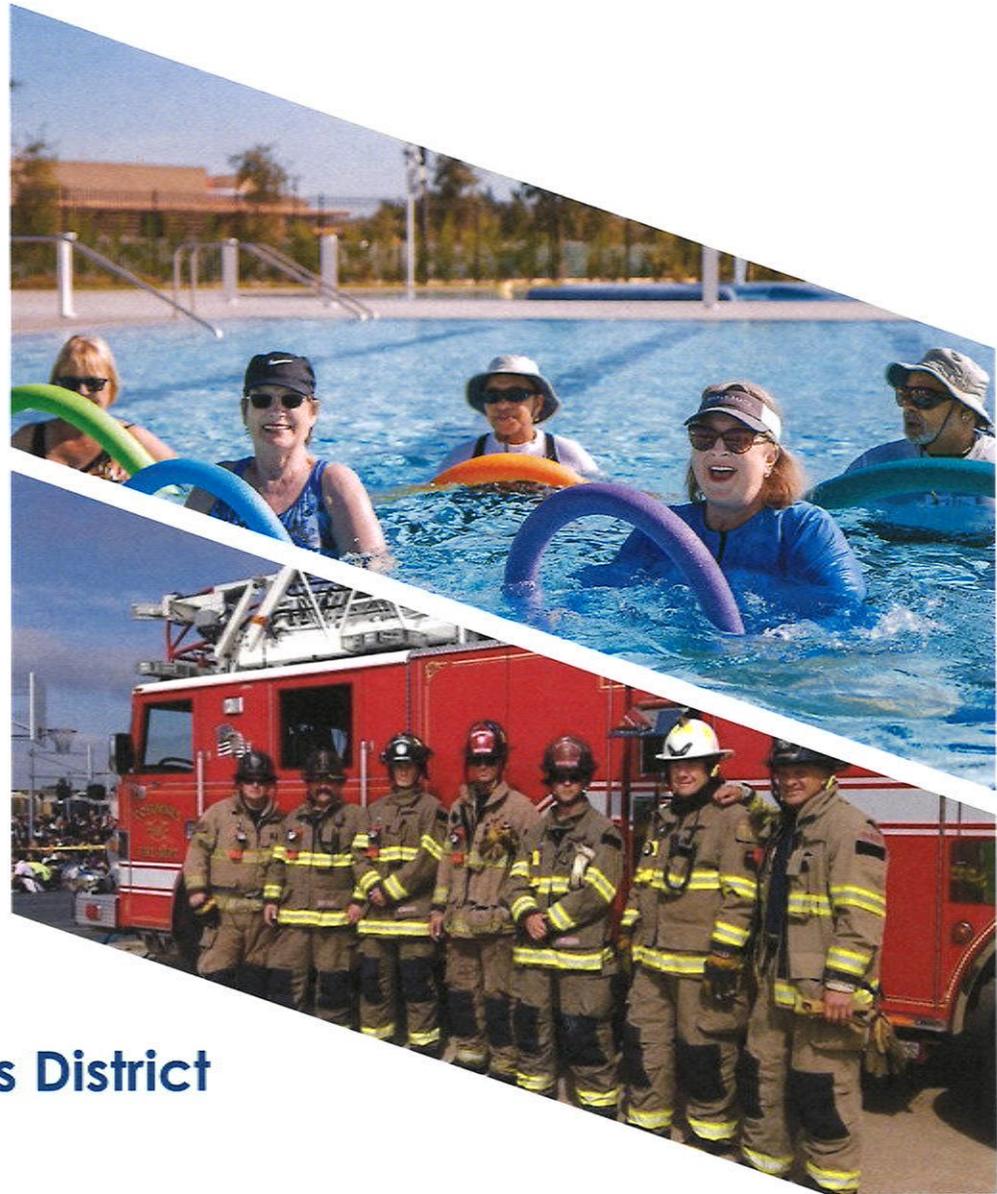
Staff Report recommendation authorized by:



General Manager




integrated
communications strategies, llc



Strategic Communications Plan for Cosumnes Community Services District

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EXECUTIVE SUMMARY

STRATEGIC COMMUNICATIONS PLAN

Executive Summary

The Strategic Communications Plan (Plan) establishes the objectives, messages and recommended strategies by which the Cosumnes Community Services District (Cosumnes CSD) 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 the internal stakeholders represents 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** (pg. 16), **Gap Analysis** (pg. 21), and **Recommended Communications Activities** (pg. 22), and summarized in Appendix A.



The Plan's findings set forth recommendations which address the following topics:

- Brand Identity
- Crisis Communications
- News Media
- Social Media
- Communications Resources
- Events
- Notifications
- Spokesperson Training
- Community Feedback
- Internal Communications
- Planning and Reporting
- Staffing
- Community Meetings
- Internal Website
- Program Communications
- Website
- Content Production



Plan Purpose

The purpose of the Strategic Communications Plan (Plan) is to assist Cosumnes CSD in establishing and refining the strategies, methods, tools, and resources needed to ensure Cosumnes CSD can meet its desired internal and external communications objectives. As population and service demands increase, the Plan is intended to help the District scale and systematize its communication efforts.

As a California local public agency, Cosumnes CSD meets its obligations to produce, publish and retain information about its operations for public review (either proactively or upon request).

Like many public service agencies, Cosumnes CSD desires to go beyond the minimum requirements in California law (Government Code Section 6250) for public information and transparency related to its services and operations in order to achieve meaningful engagement with community members related to its services and operations. Indeed, the District has long maintained an effective public information program which has matured and evolved over time to include highly successful outreach methods, including media relations, social media, community events, among others.

The Plan reflects a collaborative effort among Cosumnes CSD's internal stakeholders to catalogue current communications methods, identify key audiences, share what is working and discuss areas where there is a desire to expand or intensify activities. The Plan also

reflects an extensive review of current practices by Cosumnes CSD's communications consultants to identify gaps, review areas of strength and contrast strategies used by other local public agencies.

The Plan provides recommendations related to staff organization, communication protocols, audience awareness, methods, tools, and messaging which outline a unified, well-articulated vision for how Cosumnes CSD carries out its communications activities. In some areas, recommendations vary by department to account for communications objectives and resources specific to either Fire or Parks & Recreation.

The Plan also incorporates Digital Advocacy's findings and recommendations related to the District's social media communications.

The Plan is informed by the District's Strategic Plans (Fire, Parks and Information Technology), Standard Operating Procedures, guidance and protocol documents, as well as the Communications Matrix. It is intended to complement and unify, rather than supplant, these planning documents. Likewise, it is intended to help enhance and scale up the District's current communications activities.

Finally, the Plan should be viewed as a living document that should be revisited periodically to measure progress, assess tools and methods, and examine the District's capacity to implement activities based on available resources.



Communications Objectives

STRATEGIC COMMUNICATIONS PLAN

Cosumnes Community Services District Communications Objectives

The Cosumnes Community Services District (Cosumnes CSD) has established the following objectives to guide its communications activities, which represent the District's ultimate desired outcomes.

Objective 1: Build Trust in Cosumnes CSD

Communications activities will establish the Cosumnes CSD's commitment to transparency and accountability, while delivering on our mission to provide exceptional fire/EMS and parks and recreation services to our community and resolving problems when they arise.



Objective 2: Promote Awareness of Cosumnes CSD Services

As a service-delivery organization, Cosumnes CSD wants community residents to know where, when and how those services can be accessed, whether they are ongoing, 24-7 services, or one-time events. Communication channels, format and timing will be tailored to residents' needs and interests.



Objective 3: Deepen Understanding of Cosumnes CSD

In addition to knowing what the Cosumnes CSD does, residents should know "who is Cosumnes CSD," in order to deepen the connection between the District and the community. Communications activities should contribute to residents' recognition of CSD as their provider of fire/EMS protection and parks and recreation services. Residents should know how Cosumnes CSD is funded, how it is structured, and how it is governed.

Objective 4: Promote Diversity, Equity and Inclusion

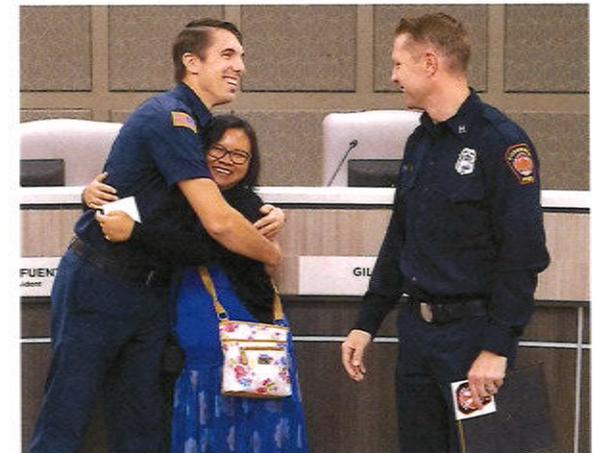
Communications will assist in the implementation of the District's equity goals, by ensuring service information reflects the values of our diverse community and sometimes underrepresented groups. Additionally, Cosumnes CSD will advocate removing internal and external systemic barriers to such goals.

Objective 5: Improve Customer Service

Proactive communications and timely responses to constituent questions and complaints are motivated by one goal: taking care of the customer. Thoughtful communication will help build awareness, answer questions, and resolve problems for Cosumnes CSD customers.

Objective 6: Keep Residents Safe

Timely alerts and notifications to help keep the public out of harm's way during an emergency and accelerate the delivery of service. Safety education to help change behavior, improve safety, prevent accidents, and minimize property damage.





Objective 7: Promote Community

Cosumnes CSD serves and builds the pillars of community by providing quality facilities, programs and events to help establish a sense of place and shared experience for residents, visitors and community partners. Communication supports this mission by telling people how to connect and by amplifying how Cosumnes CSD advocates for gathering and recreation spaces as vital pieces of social infrastructure.

Objective 8: Strengthen Partnerships

Cosumnes CSD partners with government agencies, businesses and community organizations to expand programs and services. Effective communication helps raise the visibility of Cosumnes CSD programs, deepening existing partnerships and fostering new ones.

Objective 9: Foster Community Engagement

All communications from Cosumnes CSD communication creates an opportunity for feedback and input from our residents, businesses, visitors and community partners. Communication will help Cosumnes CSD deliver exceptional service that best meets the needs of community members.

Objective 10: Create Internal Alignment Among Cosumnes CSD Team

Regular sharing of information about Cosumnes CSD operations, programs and services helps ensure that every Cosumnes CSD team member (current and future) is empowered to communicate a consistent message to audiences with whom they interact. Information sharing also helps identify issues throughout the organization, improving operations and resolving problems.



Key Messages

STRATEGIC COMMUNICATIONS PLAN

Key Messages: District-Wide Messages

Topline Message: *Cosumnes Community Services District is an independent special district dedicated to saving lives and enriching the community by providing award-winning parks and recreation facilities and programs to the residents of Elk Grove as well as superior fire and emergency medical services to the residents of Elk Grove, Galt, and unincorporated areas of southern Sacramento County.*

Proud Tradition

Cosumnes CSD was formed as an independent special District in 2006 through a merger of Elk Grove Community Services District and the Galt Fire Protection District. The Elk Grove CSD had provided services in the Elk Grove area since 1985, having formed through a merger of the Elk Grove Recreation and Park District (established in 1936) and the Elk Grove Fire Protection District (established in 1925). The Galt Fire Protection District was established in 1921. Today, Cosumnes CSD is proud to carry on the traditions of its predecessor agencies as it serves more than 200,000 residents with comprehensive fire protection, emergency medical response and parks and recreation services.

Creating Community

Cosumnes CSD's services are at the very core of the community – protecting the safety of our residents, maximizing the enjoyment of the natural environment and providing gathering spaces, diverse recreational programs and events that enrich individual lives and create opportunities for social connection. From special events like the Giant Pumpkin Festival to daily interaction with residents, Cosumnes CSD helps create and promote the fabric of our community.

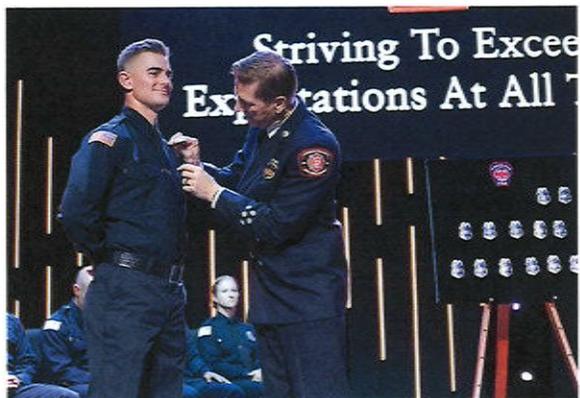
Commitment to Diversity

Cosumnes CSD is proud to serve a highly diverse community. From the way that we plan our parks, to the training we provide our staff, Cosumnes CSD is committed to ensuring that our facilities and services are inclusive and create opportunities for all residents. We are strengthening and expanding our commitment to equity, diversity, and inclusion in all Cosumnes CSD planning and operations.

Independent and Collaborative

Although governed by an independent, voter-elected Board of Directors, Cosumnes CSD is a regional leader that works closely with the county, cities, schools, and other special Districts. The professional team at Cosumnes CSD brings significant experience to these partnerships to help improve services and utilize resources efficiently. Our closest working partners are the City of Elk Grove, City of Galt, Elk Grove Unified School District, Florin Resource Conservation District, and the Elk Grove Cemetery District. Together, we work every day to deliver superior public safety, educational, and parks and recreation services.





District-Wide Messages *continued...*

Specialized Focus

Being an independent community services District means that Cosumnes CSD's funding and focus provide two core services: fire and emergency medical response, and parks and recreation. This specialization allows us to be innovative in our focused areas of service. We can engage in long-term planning to ensure these services are the highest quality and sustainable into the future without having to balance competing demands of other programs and services.

Accountable and Transparent

Being independent and specialized means that Cosumnes CSD is fully accountable to our residents for the quality and performance of two core services: fire and emergency medical response, and parks and recreation. As a local government entity, Cosumnes CSD is committed to transparency in our operations, responsiveness to the public, and openness in how we make policy and budgetary decisions.

People First

First and foremost, we serve people by providing services that protect their safety, help in an emergency, promote health and wellness, provide opportunities to experience nature, enhance neighborhoods, and create social connections. Cosumnes CSD puts the residents we serve at the core of our operations, planning, and decision-making. We strive to support over 300 full-time and hundreds of part-time employees and volunteers by providing a rewarding working experience. We are committed to innovation, improvement and personal well-being with the people we serve and the people we employ.

Focused on the Future

Cosumnes CSD is proud to serve a thriving and growing community. We are committed to sustaining our services into the future as our community grows and its needs change. We work to sustain our services by engaging in long-term planning for current and future facilities, reviewing program offerings to ensure they meet the needs of our community, and using best practices to project our funding needs and available resources in the future.



Key Messages: Cosumnes CSD Parks & Recreation Department

Topline Message: *Cosumnes CSD Parks & Recreation Department (Cosumnes CSD) plans, develops and maintains an inclusive and connected park, recreation, and trails system that delivers opportunities for health and wellness, social interaction, and delight to the Elk Grove community.*

Comprehensive Programming

Cosumnes CSD maintains an extensive system of recreational facilities to meet the diverse recreational needs of the Elk Grove community. Our 98 parks range from small quarter-acre neighborhood parks to the 127-acre Elk Grove Park and are connected to a system of natural trails and streetscapes throughout the community. Cosumnes CSD operates community and teen centers, aquatic complexes, a golf course, and sports fields. Our recreational programming serves residents of all ages, from toddlers to senior citizens, with a full range of social activities including events, fitness and athletic training, sports leagues, before- and after-school programs, and enrichment programs such as music, dance and cooking.

Community Vitality

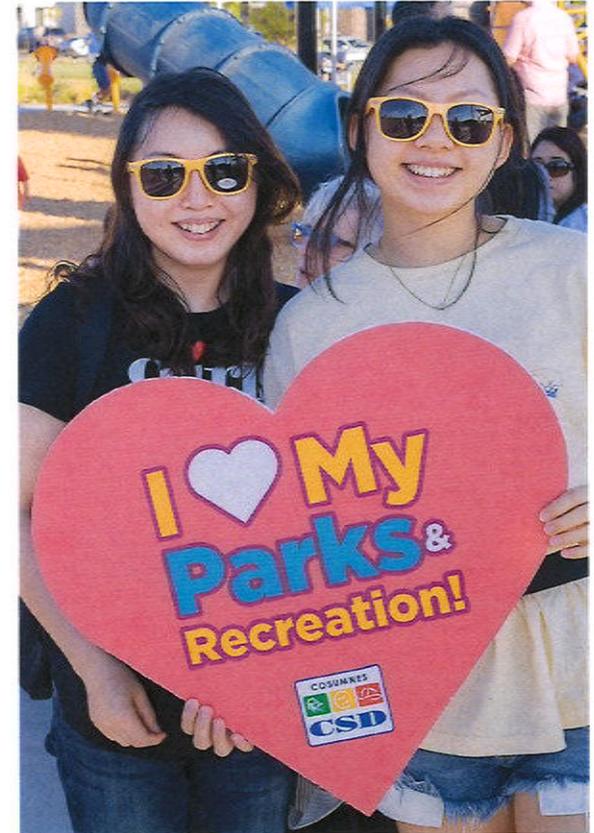
Parks and recreational programs not only provide physical, mental and social benefits to individual residents, they provide significant benefits to the community, including its visual beauty, economic development, crime reduction, environmental and wildlife conservation, and community unity. Cosumnes CSD develops and revitalizes many of Elk Grove's essential gathering spaces and supports the annual programs and events that bring our community together.

Thoughtful Planning

Cosumnes CSD employs industry best practices and innovative steps to ensure that our current and future facilities and programs meet the needs of our residents. Because Elk Grove is a growing community, Cosumnes CSD plays an integral role in community planning and land development decisions, ensuring that new park and recreational assets are prioritized and planned responsibly. We work closely with the City of Elk Grove to help plan, build and maintain new facilities in the community. In the past 10 years, we have added 13 parks and more than 100 acres of new parklands. As Elk Grove continues to grow, Cosumnes CSD is focused on ensuring sustainable funding to maintain, replace and revitalize our recreational spaces.

Inclusive, Adaptive and Responsive

Cosumnes CSD prioritizes recreational facilities and programs that are inclusive to ensure that all members of our community can access the benefits of local parks and recreation. We plan and construct parks, open spaces and play areas that can adapt to the diverse use by our community members. We take every opportunity to solicit feedback from our residents to ensure we continue to expand the diversity of future facilities and programs.



Innovative and Sustainable

Cosumnes CSD Parks & Recreation is committed to efficient and sustainable service delivery and exploring new models and partnerships to maximize our available resources. We are transparent and engage our community on topics such as funding sources, including fees for park construction, annual property owner assessments for maintenance, and user fees to ensure we are able to sustain our residents' desired level of service.

Cosumnes Fire Department

Topline Message: *Cosumnes Fire Department (Cosumnes Fire) saves lives and protects the health and safety of the residents of Elk Grove, Galt and the unincorporated areas of southern Sacramento County by providing superior fire and emergency medical response, fire prevention and life safety education, inspections, code enforcement, and investigation services.*

Comprehensive Services

Cosumnes Fire provides comprehensive fire and emergency medical response services, as well as education and prevention services to reduce risks to our community from fires, urgent medical issues, and other natural and man-made emergencies. We protect vital community infrastructure, natural resources and private and public property. In 2018, the department responded to nearly 20,000 incidents, conducted 18,000 hours of staff training, and completed 150 inspections at schools and other facilities.

Community Coverage

Cosumnes Fire carries on a tradition of fire protection that dates back to the late 1800s. Today, our department covers a growing, diverse, and dynamic area of south Sacramento County, including the cities of Elk Grove and Galt. We operate eight fire stations, a training facility, and a fire headquarters. We also staff eight advanced life support fire engines, seven medic units, and a ladder truck. A ninth fire station (Station 77) is in development.

Highly-Trained First Responders:

Cosumnes Fire employs nearly 200 highly trained personnel. We provide state of the art training to firefighters from throughout the state through open enrollment courses and other specialized training events. Our firefighters are cross trained

as paramedics or EMTs. This ensures that all Fire Department engines, trucks and medic units can provide advanced life support services. In addition, our personnel receive specialized training for water rescues, urban search and rescue, mass casualty incidents, and other emergency situations. Our personnel work to the highest standards of accountability and our department provides the training, staffing and tools needed to ensure the safety of our first responders.

Innovative Delivery

Cosumnes Fire actively pursues innovative service delivery models to meet the safety needs of our community efficiently and sustainably. For instance, our use and teaching of high-performance CPR has increased the return of spontaneous circulation in patients at a rate that triples the national average. In addition, we are helping to solve challenges in the health care system by seeking innovative programs such as Mobile Integrated Healthcare. Programs such as these enable our emergency medical personnel to use their skills in the field to improve patient outcomes and lower costs by relieving pressure on public services and hospital emergency departments.

Partnering with Emergency Agencies

Cosumnes Fire partners with the other fire agencies in Sacramento County to support an integrated dispatch system in which the closest-



available units respond, regardless of jurisdiction. We provide – and receive – assistance from these other fire agencies for larger incidents in our region. We work daily with the Sacramento County Sheriff, and Elk Grove and Galt police departments to provide comprehensive public safety services. Outside of our region, Cosumnes Fire participates in California’s Mutual Aid System, dispatching our apparatus and personnel throughout the State of California when the need arises. More than a dozen Cosumnes Firefighters are members of FEMA’s urban search and rescue system and are often deployed to areas of the nation where large natural or man-made disasters have occurred.

Prevention and Education

Cosumnes Fire provides comprehensive services to reduce the risk of fires and other emergencies in our community. We review development plans to ensure adequate fire protection is included; we inspect schools, businesses and new buildings for fire safety, and enforce all applicable fire standards. We work closely with schools and our emergency partners in the community to educate residents about safety and prevention, such as maintaining smoke detectors, planning fire escape routes, and learning CPR.

Key Audiences

STRATEGIC COMMUNICATIONS PLAN

Key Audiences

Cosumnes CSD is responsible for communicating with a variety of external and internal audiences. To the right, Table 1 illustrates Cosumnes CSD's audiences. For purposes of this, each audience is assumed to be inclusive of all community members.

Appendix B (page 32) displays the topics/issues that each of Cosumnes CSD's key audiences care about, the communications tools that are used to engage with each audience, and which department is responsible for communication.



	Administration	Parks & Recreation	Fire
External	<ul style="list-style-type: none"> General Public Local agency partners Public record requests 	<ul style="list-style-type: none"> Elk Grove Unified School District Event attendees Local agency partners (ex: City of Elk Grove) Park/facility users (current and future) Program participants or parents Property owners Residents 	<ul style="list-style-type: none"> Businesses EMS patients and families/ caretakers Health care providers and facilities Local agency partners (ex: Elk Grove Police) Potential recruits Property owners/occupants Schools Residents State/federal agency partners (ex: Cal OES)
Internal	<ul style="list-style-type: none"> Board of Directors Contractors Employees 	<ul style="list-style-type: none"> Contractors Instructors Parks and Recreation personnel 	<ul style="list-style-type: none"> Board of Directors Contractors HQ personnel Line personnel

Table 1



Communications Asset Inventory and Observations

STRATEGIC COMMUNICATIONS PLAN

Communications Asset Inventory and Observations

Cosumnes CSD supports a wide variety of communication tools to engage with different audiences. These channels provide Cosumnes CSD with a comprehensive capability to deploy proactive and responsive communications among its many different external and internal audiences.

As part of the planning process, a survey was conducted among managers to determine which tools were utilized and in what proportion. Table 2 includes a summary of the survey results. The other observations noted in this section were informed by the survey findings, as well as individual and group discussions convened during the planning process.

Items in italics represent opportunities for two-way communication and community feedback.



External Communications Tools	Internal Communications Tools
<ul style="list-style-type: none"> • <i>Board meetings</i> • <i>Comment boxes at registration counters</i> • Community group meetings / Open Houses • <i>Community Open Houses</i> • <i>Customer Service desk</i> • <i>Email (Mad Mimi)</i> • Flyers/brochures (Ex: Activity Guide) • <i>In-person communication</i> • <i>Interpersonal interaction at events</i> • Newsletters • <i>Park Maintenance Hotline</i> • <i>Phone calls</i> • Press releases, advisories and media relations • Public service announcements • Registration and Management Software (ActiveNet & Teamsideline) • Site/station signage • <i>Social media channels</i> <ul style="list-style-type: none"> • <i>Facebook</i> • <i>Instagram</i> • <i>Twitter</i> • <i>YouTube</i> • <i>NextDoor</i> • Texting • Website (www.yourcsd.com) 	<ul style="list-style-type: none"> • Email • Flyers/hand-outs • In-person communications • Intranet (Internal Sites) <ul style="list-style-type: none"> • Civic Plus • Target Solutions • Mobile apps or software • Staff meetings <ul style="list-style-type: none"> • All Fire (Daily Conference Call) • All Parks Employees (Quarterly) • Executive Team (Weekly Call / Quarterly Meeting) • Text messaging (e.g., Group.me) • Workplace signage

Table 2



Survey Results

- People are heavily reliant on email for both internal and external communication, but it is viewed as an inefficient medium because of the high volume and low readership of emails. There is a desire for an alternative tool to email.
- For INTERNAL communication, besides email, District managers are highly reliant on staff meetings, other in-person interactions, phone calls and texting. They rely much less on flyers/handouts, workplace/facility signage, the Intranet and mobile apps or software.
- Comparing INTERNAL communication tools used by Fire with those used by Parks & Recreation, the Fire Department utilizes phone and text more heavily and the Parks & Recreation Department utilizes the Intranet and mobile apps more heavily, albeit still in low proportion to email.
- For EXTERNAL communication, besides email, District managers rely mostly on in-person communication and phone calls. They also rely on community meetings, flyers/brochures, Cosumnes CSD's website and social media.
- Comparing EXTERNAL communications tools used by Fire with those used by Parks & Recreation, there are substantial differences. The Fire Department utilizes community meetings, in-person communication, phone calls and texting much more than the Parks & Recreation Department. Conversely, Parks & Recreation utilizes Cosumnes CSD's website and social media more than Fire.



- The distinctions in how Fire and Parks & Recreation utilize different tools are understandable, given differences in their audiences. Although both Fire and Parks and Recreation employees have a high degree of personal interaction with customers, recreation programs more frequently utilize email and software tools to communicate with participants. In addition, Parks and Recreation Department employees report higher awareness and use of Cosumnes CSD's communications resources than Fire, as noted below.
 - Although District managers in both Fire and Parks & Recreation report that the majority of internal and external communications are division/program specific (rather than District-wide), Fire reports a greater proportion of their communications are division/program specific.
 - More than double the percentage of Parks & Recreation managers are more aware of Cosumnes CSD's communications resources, such as writing, graphic design and social media, than Fire managers.
- Fire utilizes Cosumnes CSD's communications staff primarily for graphic design but utilizes staff rarely for planning, general feedback, publicity, social media, website updates and writing. Parks & Recreation managers, on the other hand, rely heavily on communications staff for graphic design, social media, general input and planning, photography, publicity/media relations, templates/style guides, and website updates, among other support.
 - Fire managers would like to learn about Cosumnes CSD's communications resources via email updates or newsletters, whereas Parks & Recreation managers prefer a centralized location and presentations.
 - Respondents in both Fire and Parks & Recreation were very positive of Cosumnes CSD's communications staff.



Other Observations

- Cosumnes CSD's website was raised frequently as a concern during group discussions. Specifically, there is a concern that the website is outdated, not user-friendly and too difficult for internal and external users to find desired information. It was also observed that nobody appears to have ownership responsibility for the website, and it is unclear who has the responsibility (and requisite permission) to make website updates. Finally, staff articulated some confusion about whether the employee-only portion of the website (Intranet) is still supposed to be utilized for internal communication. (NOTE: A full review/refresh of the website is currently underway.)
- The confusion over what internal channels should be used for various purposes is further complicated by the fact that departments and individual programs have adopted their own communications tools for their distinct audiences, such as texting apps and email newsletters.



- Although there are many different tools utilized by District departments and programs, nobody suggested that any particular tool be eliminated. Likewise, nobody suggested that a particular communications tool should be added. Rather, there is a general desire that there be greater clarity around which internal, web-based tools should be used for various purposes, or that these various tools be consolidated.
- There is a desire to better understand how District departments and programs can access Cosumnes CSD's communications staff to support their communication needs, including planning, writing, graphic design, media relations and social media.
- Cosumnes CSD's employees are located at different worksites and maintain various work schedules. In addition, employees have varying degrees of interaction and access to information, which makes internal communications challenging. For example, not all employees have access to email. For this reason, internal communications require



a mix of in-person conversations, small group meetings, email and conference calls in order to communicate with all employees on a particular topic or within a specific period of time. Employees generally prefer one-on-one or small group conversations, but this is not always feasible and will become more difficult as Cosumnes CSD's workforce continues to grow.

- Cosumnes CSD's Executive Team has weekly calls and monthly meetings to discuss issues and share information. However, employees report lower awareness about what is happening on a District-wide level or in other departments/programs, compared to what is happening within their own department/program. Cosumnes CSD should evaluate how to share information with employees regarding activities outside their program/department, such as on internal websites/intranet, during meetings with managers or in the form of an employee newsletter.
- Cosumnes CSD's Strategic Management Team comprised with the District Senior Executive Members meet bi-weekly to discuss the challenges and opportunities of the District and its impact on the long-term success of the District. This team is led by the District Counsel and focuses on key issues facing the District.
- There is a desire to put standard protocols around how community feedback is processed internally and addressed. Community feedback is processed differently depending on whether it is received through the Front Desk, Park Maintenance Hotline, email, social media or some other method. In our conversations,

we perceived how emails to hotline@csdparks.com get routed to multiple people to coordinate response as a “best practice.” A single community feedback working group could be formalized to review all community questions/feedback, regardless of how it is received.

- There is a strong desire to have more communications materials and activities translated into different languages. We heard that Cosumnes CSD has a contract service available and several employees who can help with translation. We also heard that demographic information is available that could be used to prioritize languages. Managers should be informed how they can access these translation resources.
- The presence of many different tools across Administrative Services, Fire, Parks & Recreation, individual departments, programs, and facilities poses a significant challenge to the District in cultivating a clear “brand identity.” Cosumnes CSD is already challenged by the fact that it is often confused with the City of Elk Grove and the Elk Grove Unified School District, as well as the inherent challenge of providing very different core services (fire and parks) in different jurisdictional boundaries. Cultivating a single identity is further challenged by the fact that the District has multiple departments, dozens of programs, and many major events that have different naming conventions, design aesthetics, communications tools and communications processes (in varying degrees). See Appendix B for examples of these different design aesthetics and use of the CSD logo usage.

- Virtually all of the observations and comments shared with us were based on anecdotal experience. Cosumnes CSD lacks a statistically reliable measurement of community opinions of the District and its services. We would recommend fielding a community opinion survey sometime in 2020 to establish a benchmark against which to measure the progress of communications activities in the future.



Gap Analysis

As noted in the Asset Inventory, Cosumnes CSD maintains numerous communication tools and utilizes many different methods through which to engage with different audiences. As a result, we did not identify (nor did we hear) a specific communications tool or method that was lacking from Cosumnes CSD's arsenal. Nor did we identify a tool or method utilized by another public agency that we would propose for adoption by Cosumnes CSD.

What we did hear, however, is that certain tools need to be updated, other tools need to be better understood and staffing roles need to be clarified (or new staff added). We summarize these points below:

Updating and Better Leveraging External Tools

There is agreement that the website needs to be overhauled for both external and internal audiences. There is also consensus on how Cosumnes CSD can better leverage its social media channels (those managed by Fire and those managed by Parks & Recreation) to build followers and promote greater engagement. A website review is currently underway and expected to be complete sometime in 2020. A social media audit has been completed and social media managers are in the process of implementing its recommendations.

Clarifying the Purpose of Existing Internal Tools

Cosumnes CSD maintains a number of internal, web-based tools. However, there is poor understanding of whether certain tools should continue to be used (e.g., Intranet) and how other tools should be used, such as Civic Plus and Target Solutions. For example, staff indicated they did not know which of these tools they would use to retrieve employee forms or training documents and which tool houses general updates about what is happening at Cosumnes CSD. The purpose for each of these internal, web-based tools should be clarified for employees and one should be identified and used as the "go to" resource for internal information and updates.

Staffing

We heard that staffing that should be clarified or addressed in three respects.

- Staff, particularly those on the Fire side, are not aware of the communications resources that exist at Cosumnes CSD. We heard that past practices and the rules of the chain-of-command generally inhibit the willingness of fire personnel to reach out directly for communications support from Administrative or Parks & Recreation staff. However, new employee trainings, open enrollment fairs, resource guides and other methods should be used to inform all staff of communications resources.



- A single person needs to be identified (or hired) to serve as the role of "Website Administrator." Various people have the ability to update the website, but there is no clear, single owner of website performance, monitoring, measurement, security and updates. As a result, website updates are performed inconsistently by program.
- The Fire Department identified the current PIO staffing model as a challenge. The current restructure of the Communication Division to the Administration Department will help to mitigate some of the challenges as identified by the Fire Department. The Fire Department has established a process for rotating the PIO function to various Chiefs, based on who is on duty. The Fire Department identified that this PIO staffing model poses a challenge to maintaining consistency in all Fire Department related communications.



Recommended Communications Activities

STRATEGIC COMMUNICATIONS PLAN

Recommended Communications Activities

This section provides our recommendations to help enhance and scale up Cosumnes CSD's communications program. In some cases, we propose a continuation of current practices, while in others we recommend modifications or new processes, based on our assessment and internal stakeholder meetings.

Planning, Tracking and Reporting

Cosumnes CSD's communications team currently has a good planning template for annual communications planning and integrating activities around certain themes during the year (the "Communications Matrix"). We recommend that this document be shared widely within the organization, including program managers, to align stakeholders around Cosumnes CSD's core planned communications activities. Likewise, we believe the monthly tracking report of news media and social media (the "Communications Update") is straightforward and complete. We understand this report is already shared with the Executive Team and individual department and program managers, and we recommend continuing this practice.

As noted in the Asset Inventory, there appears to be less tracking of community interactions when responding to community questions/feedback and interactions that occur during events. We recommend creating a tool or process for people to report "community feedback" into a central location, such as the Director for Business and Public Affairs.

Finally, we recommend a community opinion survey be conducted in FY 2020-21 to establish some baseline understanding for what residents think about Cosumnes CSD and its services. In order to measure changes in community attitudes

over time, we recommend conducting follow-up (or "tracking") surveys every two-to-three years. For reference, a statistically representative community opinion survey conducted by a qualified research organization is likely to cost between \$35,000 and \$55,000, depending on the number of survey respondents and method utilized to reach them.

Content Production

There is staff dedicated to planning and producing content for Cosumnes CSD. We saw two areas in which the development of content (graphics, videos, fact sheets, brochures, etc.) could be improved.

First, staff could be better informed of the staff resources that are available to assist with content production, not only for design, but for planning and writing support as well. Providing more information about these resources could be particularly helpful among Fire personnel. We recommend marketing these content production resources more aggressively internally during new employee onboarding and other employee training opportunities (or presented during a dedicated meeting convened by the communications team). This effort should also include informing District personnel what resources are available to provide translation services for various forms of content.



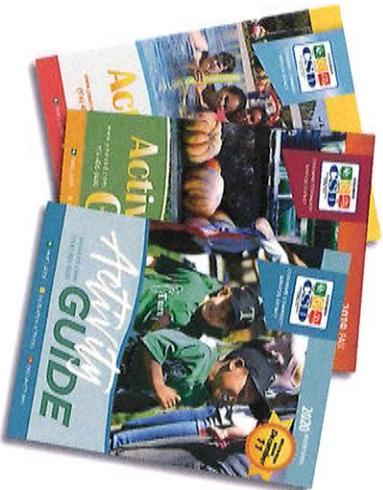
Second, there is a wide variety of design and branding across various programs and special events (as illustrated in the Activity Guide and other materials). This variety of "look and feel" may be desired to give each program or event its own identity. However, there should be a consistent method by which Cosumnes CSD is identified and featured visually in all graphic design to help build awareness of the District. We understand that Cosumnes CSD is currently in the process of refreshing and expanding its Design Guidelines to promote consistent branding. Once completed, we recommend this document be shared widely and presented to all District employees who do graphic design.



Community Notifications / Promotions

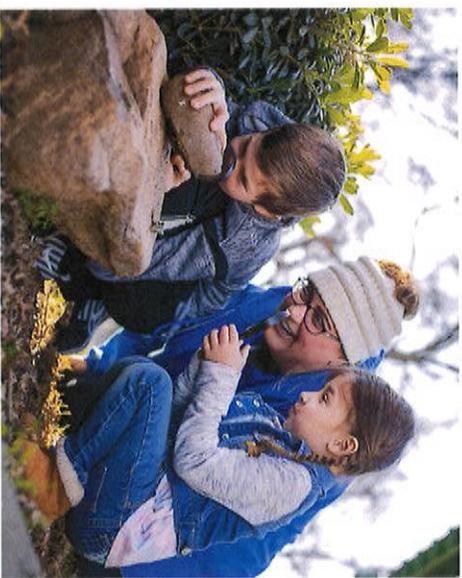
Aside from announcements posted to Cosumnes CSD's website and social media accounts, we understand there are two methods by which the District communicates in a broad-based fashion with residents. One is a quarterly email newsletter, which is sent to a general interest list of approximately 15,000 emails. This list is not necessarily limited to residents and could include interested individuals from outside the District. The topics are seasonal and geared toward public education or notifications of upcoming events.

We did not evaluate metrics regarding the email newsletter. However, during our conversations it did not appear that this tool was considered to be highly effective with residents. We would recommend convening a working group to determine whether this tool should be continued and, if so, how it can be best leveraged as a communications tool in concert with Cosumnes CSD's other channels (website, social media, news updates, and alerts).



The other method is the Activity Guide, which is distributed in April, August and December to align with seasonal program offerings. In addition to being available online, Cosumnes CSD prints and mails the Guide to all residents, which is consistent with current practices among local government-sponsored recreation programs. Mailing the Guide also ensures Cosumnes CSD is taking an inclusive approach toward public participation in its recreational programs, since not all community members have equal access to online resources.

During the website refresh, the team should evaluate the extent to which community members are utilizing the notifications subscriptions feature of the website and how many people have signed up to receive notifications when a "news flash" is posted to the website.



Program Communications

The relationship between program managers and program users is likely among the closest for Cosumnes CSD. As noted in the Asset Inventory, there is wide latitude and variance in the communications tools and branding utilized by the various programs. Although we do not recommend changing this dynamic, we do recommend convening the program managers one to two times per year to discuss communications methods, graphic design guidelines and to share concerns and best practices.

Events

Major events, such as the Giant Pumpkin Festival, are signature activities for Cosumnes CSD. The GPF-related communications in 2019 were successful in building attendance and securing news coverage of the event and branding for Cosumnes CSD as an event sponsor. GPF and other events should continue to be an essential component of annual communications activities.

Community Meetings

The Parks & Recreation team has received strong attendance at its “Park Maintenance 101” series, as well as smaller neighborhood meetings on L&L Assessments. Likewise, the Fire Department generates significant interest and attendance at its fall Open Houses. We understand that the Fire Department is working to increase CPR training events and looking at how to partner with the local business community to build attendance.

We recommend continuing these types of community convenings to build engagement with community members and looking at where events can be added. To fully leverage these events, significant advance lead time should be provided to promote the events via email, mail, social media, flyers and other tools. In addition, information should be captured at these events so that Cosumnes CSD can contact attendees directly via email or phone in the future.

News Media

Cosumnes CSD successfully generates local and regional news media coverage. We compared Cosumnes CSD’s press releases to news media coverage for each month and found that local news media (Citizen, Tribune and Herald) cover virtually all of the District’s news announcements. Regional broadcast media (ABC, CBS/CW, NBC and Fox) cover more breaking news (public safety incidents) and major, seasonal events. The Bee’s ability to report on news stories continues to be eroded. We also see good engagement on social media from local news outlets and journalists who follow Cosumnes CSD.

We believe Cosumnes CSD’s communications team successfully leverages news media coverage to promote the District’s events, services and engagement with the community. The communications team could consider conducting one or more “media tours” for local journalists to drive the District and understand the vast breadth of facilities and services offered by Cosumnes CSD. Such tactics are time-intensive and can be challenging to schedule, but they do help develop a far deeper understanding among journalists when the report on individual news events in the future.

Spokesperson Training

Selected District personnel are participating in a series of spokesperson trainings conducted by Integrated Communications Strategies. These trainings are intended to equip a broader set of District personnel with skills to participate in news media interviews. This initiative is consistent with Cosumnes CSD’s strategy of having the most appropriate department or program manager (or subject matter expert) conduct interviews on the particular topic being covered by the news media. A list of individuals who have participated in training should be maintained.

Social Media

Cosumnes CSD maintains a number of social media accounts for Fire, Parks & Recreation and dedicated accounts for the Giant Pumpkin Festival. Each of these accounts has built up significant followings. District personnel have been deeply involved in the audit and strategy recommendations provided by Digital Advocacy. This process was intended to delineate how and

when to best use each channel to connect with audiences on different topics. Our understanding is that social media account managers will be adopting Digital Advocacy’s recommendations in order to optimize the value of social media as a communications channel for Cosumnes CSD.

Internal Communication

As noted in the Asset Inventory, staff believe they have good awareness of activities in their department or program area, but low awareness of what is happening at a District-wide level or in other departments and programs. In addition, staff do not know where they should go (website, Intranet, etc.) for information about updates on these topics. Finally, although department managers convene regularly, we are unclear the extent to which information “trickles down” to employees.

We recommend establishing protocols for managers/supervisors to share information with their employees about District activities. In addition, Cosumnes CSD should continue its quarterly employee newsletter. The newsletter should be expanded to cover news/issues throughout Cosumnes CSD and incorporate information from the General Manager’s office (and GM’s Board Updates) and Administrative Services. Finally, we recommend the newsletters be archived in an easily accessible location for employees.

Crisis Communications

Cosumnes CSD has convened a team to develop communication protocols to be deployed during times of controversy or crisis (Appendix F).



APPENDIX A

SUMMARY OF FINDINGS AND RECOMMENDATIONS

APPENDIX A: Summary of Findings and Recommendations

Topic	Findings	Recommendation
Brand Identity	<ul style="list-style-type: none"> • A variety of factors pose a challenge to cultivating a clear “brand identity.” • Some of these factors are inherent to the structure of the District, whereas others are a result of the wide latitude provided to departments and programs to utilize different communications tools and visual design aesthetics. 	<ul style="list-style-type: none"> • Convene the District’s Executive Team for discussion around the naming conventions used for the District and its departments. Determine whether “Fire” and “Parks” need to use the same naming style (e.g., “Cosumnes Fire Department” and “Cosumnes Parks & Recreation Department”) or whether the current, variable naming styles are acceptable. • Determine whether “Cosumnes CSD” should be reserved only when referencing the entire District, rather than the current practice of using this name when referring to Parks & Recreation. Resolving this issue may require a separate, facilitated process internal to the District. The outcome of this discussion and review will inform other aspects of communications, such as logos and social media accounts. • In the interim, modify, expand and recirculate the brand design guidelines to promote a consistent method by which the District is identified and featured visually in all graphic design. • Convene the department, program and event managers and designers 1-2 times per year to discuss communications methods, graphic design guidelines and to share concerns and best practices.
Communications Resources	<ul style="list-style-type: none"> • Staff, particularly those on the Fire side, would like to better understand how District departments and programs can access the District’s communications staff to support their communications needs, including planning, writing, graphic design, media relations and social media. 	<ul style="list-style-type: none"> • Utilize employee trainings, open enrollment fairs, resource guides and other methods to inform all staff of communications resources. • Share the Communications Matrix among broader group of internal stakeholders, including the Executive Team and individual department and program managers, as appropriate. • Continue sharing the Communicates Update with these same audiences.

APPENDIX A: Summary of Findings and Recommendations

Topic	Findings	Recommendation
Community Feedback	<ul style="list-style-type: none"> Community feedback is processed differently depending on whether it is received through the Front Desk, Park Maintenance Hotline, email, social media or some other method. There is a desire to put standard protocols around how community feedback is processed internally and addressed. The crowd-sourcing of responses to emails to hotline@cspdarks.com is a “best practice.” Community interactions that occur during public meetings and events is not consistently tracked. The District lacks a statistically reliable measurement of community opinions of the District and its services. 	<ul style="list-style-type: none"> Create a tool or process for people to report “community feedback” consistently into a central location, such as the Director for Business and Public Affairs. Establish a tracking process for community feedback to create an archive of issues/responses. Formalize a community feedback working group to review all community questions/feedback, regardless of how it is received. (Could be same as Parks email group) Field a community opinion survey sometime in FY 2020-21 to establish some baseline understanding for what residents think about the District and its services. Measure changes over time by conducting follow-up opinion surveys every two-to-three years.
Community Meetings	<ul style="list-style-type: none"> The Parks & Recreation and Fire teams generate strong attendance and engagement at events, such as the “Park Maintenance 101” series and fire station Open Houses. 	<ul style="list-style-type: none"> Continue these types of community convenings to build engagement with community members and evaluate where events can be added (e.g., CPR trainings). To fully leverage these events, significant advance lead time should be provided to promote the events via email, mail, social media, flyers and other tools. In addition, information should be captured at these events so that the District can contact attendees directly via email or phone in the future.
Content Production	<ul style="list-style-type: none"> There is low awareness of the staff resources that are available to assist with content production, not only for design, but for planning and writing support as well. This low awareness is especially acute among Fire personnel, except for the PIO and Public Education team. There is a strong desire to have more communications materials translated into different languages. 	<ul style="list-style-type: none"> These content production resources should be marketed more aggressively internally during new employee onboarding and other employee training opportunities or presented during a dedicated meeting convened by the communications team. Inform District personnel what resources are available to assist with translation services (District staff and contract service).

APPENDIX A: Summary of Findings and Recommendations

Topic	Findings	Recommendation
Crisis Comms	<ul style="list-style-type: none"> The District has convened a team to develop communications protocols to be deployed during times of controversy or crisis. 	<ul style="list-style-type: none"> Incorporate the Crisis Protocols into the Plan, when complete.
Events	<ul style="list-style-type: none"> Major events, such as the Giant Pumpkin Festival, are signature activities for the District and are successful in connecting the community and raising the brand visibility for the District. 	<ul style="list-style-type: none"> GPF and other events should continue to be an essential component of annual communications activities.
Internal Comms	<ul style="list-style-type: none"> Internal communications is challenging because the District's employees are located at different worksites and maintain various work schedules. In addition, employees have varying degrees of interaction and access to information (e.g., email). The Fire Department convenes daily via conference call and intermittently via in-person meetings. Parks Supervisors convene weekly for a Logistics Call and regular/full-time Parks employees meet on a quarterly basis. There is a general desire that there be greater clarity around which internal, web-based tools should be used for various purposes or that these various tools be consolidated. Although the Executive Team convenes regularly to share information across departments. However, department/program staff report less awareness of what is occurring among other departments/programs. Administrative Services is in the early stages of enhancing its internal communications so that District personnel are aware of the expanded functions of this Division. 	<ul style="list-style-type: none"> For this reason, internal communications require a mix of in-person conversations, small group meetings, email and conference calls in order to communicate with all employees on a particular topic or within a specific period of time. The Parks team should look at adopting a conference call function that can be used to convene large groups of employees, when necessary. Establish protocols for managers/supervisors to share information with their employees about District activities. Continue and expand the quarterly employee newsletter to cover issues/updates throughout the District. Incorporate items from the General Manager's office and the GM's weekly reports that go to the Board and Executive Team. Incorporate news and updates from the Administrative Division. Archive these materials in an easily-accessible place for employees.

APPENDIX A: Summary of Findings and Recommendations

Topic	Findings	Recommendation
Internal Website (Intranet)	<ul style="list-style-type: none"> The District maintains a number of internal, web-based tools. However, there is poor understanding of whether certain tools should continue to be used (e.g., Intranet) and how other tools should be used, such as Civic Plus and Target Solutions. 	<ul style="list-style-type: none"> The purpose for each of these internal, web-based tools should be clarified for employees and one should be identified and used as the “go to” resource for internal information and updates. As part of the website refresh, clarify the intent to discontinue the old CSD Intranet and Blog and rely on the employee log-in function to Civics Plus for District news and employee resources.
News Media	<ul style="list-style-type: none"> The District’s communications team successfully leverages news media coverage to promote the District’s events, services and engagement with the community. 	<ul style="list-style-type: none"> Consider conducting one or more “media tours” for local journalists to drive the District and understand the vast breadth of facilities and services offered by the District.
Notifications	<ul style="list-style-type: none"> There is a lack of clarity around the purpose and impact of the email newsletter. In addition, there is a lack of clarity around the frequency and impact of community members’ use of the notification subscriptions through the website. 	<ul style="list-style-type: none"> Convene a working group to determine how the email newsletter can be best leveraged as a communications tool in concert with the District’s other channels (website, social media, news updates, and alerts). During the website refresh, the team should evaluate the extent to which community members are utilizing the notifications subscriptions feature of the website and how many people have signed up to receive notifications when a “news flash” is posted to the website.
Planning and Reporting	<ul style="list-style-type: none"> The Communications Matrix and Communications Update are quality planning and reporting tools that should be continued. 	<ul style="list-style-type: none"> Share the Communications Matrix and Communications Update documents among broader group of internal stakeholders, including the Executive Team and individual department and program managers, as appropriate.
Program Communications	<ul style="list-style-type: none"> There is wide latitude and variance in the communications tools and branding utilized by the various programs. 	<ul style="list-style-type: none"> Convene the program managers 1-2 times per year to discuss communications methods, graphic design guidelines and to share concerns and best practices.

APPENDIX A: Summary of Findings and Recommendations

Topic	Findings	Recommendation
<p>Social Media</p>	<ul style="list-style-type: none"> The District effectively utilizes a variety of social media tools and is in the process of implementing the recommendations of the recent social media audit to fully leverage these tools with different audiences. 	<ul style="list-style-type: none"> Implement the recommendations of the social media audit and review progress in mid-2020.
<p>Spokesperson Training</p>	<ul style="list-style-type: none"> The District is in the process of convening trainings for staff who may serve as media spokespersons. 	<ul style="list-style-type: none"> Continue the spokesperson training program. Maintain a list of individuals who have been trained.
<p>Staffing</p>	<ul style="list-style-type: none"> The Fire Department identified challenges with the current PIO staffing model. 	<ul style="list-style-type: none"> Continue to provide support to the Fire Department from the Business and Public Affairs staff. Evaluate how to modify the existing model to keep one or two PIOs on call to work outside of their shifts or create a full-time PIO position.
<p>Website</p>	<ul style="list-style-type: none"> There is agreement that the website needs to be overhauled for both external and internal audiences. There is no clear, single owner of website performance, monitoring, measurement, security and updates. As a result, website updates are performed inconsistently by program. 	<ul style="list-style-type: none"> Complete the website refresh. As part of the refresh, clarify the intent to discontinue the old CSD Intranet and Blog and rely on the employee log-in function to Civics Plus for District news and employee resources.

APPENDIX B

AUDIENCE AND CHANNEL MATRIX

APPENDIX B:

Audience and Channel Matrix (Parks and Recreation)

			Parks & Recreation Communication Tools and Methods																						
Audience	Issues of interest or Concern	Responsibility for Communications	Board Meetings	yourcsd.com	Facebook	Instagram	Twitter	YouTube	NextDoor	Email	Newsletters	Open House/Meetings	In-Person Interaction	Event Interactions	Phone Calls	Texting	Customer Service Desk	Park Maint. Hotline	Registration Counters	Press Releases	Public Service Announcements	Flyers/Brochures	Site Signage	Program Registration Software	
Park/Facility Users	<ul style="list-style-type: none"> Hours of Operation Fees Rules/Use Restrictions Condition of Facilities Parking Open/Closure Dates 	<ul style="list-style-type: none"> Parks & Neighborhood Services Facility Managers Facility Staff 	●	●	●	●	●	●	●	●	●	●	●	●			●	●	●	●	●	●	●	●	
Program Enrollees & Parents	<ul style="list-style-type: none"> Program Offerings Instructors Registration Dates/Fees 	<ul style="list-style-type: none"> Recreation & Community Services Program Managers Instructors 		●	●	●				●	●		●			●	●		●		●	●		●	
Event Attendees	<ul style="list-style-type: none"> Date/Location Start/End Times Amenities/Attractions Parking 	<ul style="list-style-type: none"> Recreation & Community Services Event Managers 		●	●	●	●		●	●	●			●			●		●	●	●	●	●	●	●
Property Owners	<ul style="list-style-type: none"> Assessment Amounts Construction/Maintenance Planned Facilities 	<ul style="list-style-type: none"> Parks & Neighborhood Services 	●	●	●	●		●	●	●	●	●	●	●	●		●	●						●	
Local Agency Partners	<ul style="list-style-type: none"> Events and Activities Construction/Maintenance Planned Facilities Fees and Budget 	<ul style="list-style-type: none"> Administrative Division 	●	●	●	●	●	●	●	●			●	●	●	●									
Businesses	<ul style="list-style-type: none"> Events and Activities Construction/Maintenance Planned Facilities Fees and Budget 	<ul style="list-style-type: none"> Parks & Neighborhood Services Recreation & Community Services Administrative Division 		●	●	●	●	●	●	●			●	●	●	●	●		●	●					
News Media	<ul style="list-style-type: none"> Major Events and Activities New Facility Construction Agency/Program Milestones 	<ul style="list-style-type: none"> Parks & Neighborhood Services Recreation & Community Services Administrative Division 	●	●	●	●	●	●	●	●					●	●			●	●					

APPENDIX B:
Audience and Channel Matrix
(Fire Department)

Fire Department Communication Tools and Methods

Audience	Issues of interest or Concern	Responsibility for Communications	Board Meetings	yourcsd.com	Facebook	Instagram	Twitter	YouTube	NextDoor	Email	Newsletters	Open House/Meetings	In-Person Interaction	Event Interactions	Phone Calls	Texting	Customer Service Desk	Park Maint. Hotline	Registration Counters	Press Releases	Public Service Announcements	Flyers/Brochures	Site Signage	Program Registration Software	
Residents	<ul style="list-style-type: none"> Public Safety • Emergencies Safety Training/Information Available Services Station Location/Staffing • Fee Information Source for Info/Updates 	<ul style="list-style-type: none"> Office of Fire Chief Operations Division EMS Division Public Education 	●	●	●	●	●	●			●	●	●	●							●	●	●		
Property Owner	<ul style="list-style-type: none"> Public Safety • Emergencies Station Location/Staffing Tax/Budget Information Fee Information • Source for Info/Updates 	<ul style="list-style-type: none"> Office of Fire Chief Operations Division 	●	●	●	●	●	●				●	●	●	●							●	●	●	
Patients/ Caregivers	<ul style="list-style-type: none"> Contact Information Source for Info/Updates • Fee Information 	<ul style="list-style-type: none"> Office of Fire Chief EMS Division 		●						●			●		●		●								
Health Care Providers	<ul style="list-style-type: none"> Public Safety Emergencies Safety Training/Information • Available Service Station Location/Staffing • Contact Information Source for Info/Updates • Fee Information 	<ul style="list-style-type: none"> Office of Fire Chief EMS Division 	●	●	●		●			●			●		●		●								
Businesses	<ul style="list-style-type: none"> Public Safety • Emergencies Safety Training/Information • Available Services Station Location/Staffing • Contact Information Source for Info/Updates • Fee Information 	<ul style="list-style-type: none"> Office of Fire Chief Fire Marshall Public Education 		●	●	●	●	●	●	●	●	●	●	●	●		●				●	●	●		
Schools	<ul style="list-style-type: none"> Inspection Schedule/Info, • Public Safety Emergencies • Safety Training/Information Available Services • Station Location/Staffing Contact Information • Source for Info/Updates 	<ul style="list-style-type: none"> Office of Fire Chief Fire Marshall Public Education 		●	●	●	●	●	●	●	●	●	●		●							●	●		
Local Agency Partners	<ul style="list-style-type: none"> Public Safety Emergencies Safety Training/Information Available Services • Station Location/Staffing Contact Information • Source for Info/Updates Fee Information 	<ul style="list-style-type: none"> Office of Fire Chief Operations Division 					●			●					●	●									
Regional/State Agency Partners	<ul style="list-style-type: none"> Public Safety • Emergencies Resource Availability 	<ul style="list-style-type: none"> Office of Fire Chief Operations Division 					●			●					●	●									
News Media	<ul style="list-style-type: none"> Public Safety • Emergencies, Major Incidents • New Stations/Apparatus Honors/Awards • Open Houses Training/Pub Ed Events 	<ul style="list-style-type: none"> Office of Fire Chief Operations Division EMS Division Public Education 	●	●	●	●	●	●	●	●	●		●	●	●	●					●	●			

APPENDIX C

BRAND DESIGN ASSESSMENT

APPENDIX C: Brand Design Assessment

Consistent Use of CSD Brand/Logo



Limited/Inconsistent Branding

CSD Named, But No Logo



Subtle Use of Modified Logo



APPENDIX C: Brand Design Assessment

Fire Branding Only, No CSD Logo

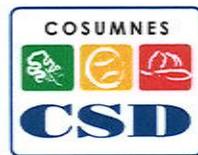


No CSD Logo



APPENDIX D

SUMMARY OF SOCIAL MEDIA STRATEGY: FIRE DEPARTMENT



Executive Summary

This document summarizes a comprehensive analysis and Social Media Strategy delivered to the Cosumnes Fire Department by Digital Advocacy. The complete findings and recommendations are contained in a PowerPoint presentation.

In summary, the Social Media Strategy establishes social media goals and objectives, identifies challenges and opportunities, highlights key initiatives, recommends specific changes to the current strategy, and provides an implementation plan to execute the recommendations. Digital Advocacy partnered with Cosumnes CSD to support development of the Social Media Strategy, including efforts to:

- Review the Fire Department’s social media presence
- Propose a revised strategy that will result in a more agile, informative and user-friendly digital presence
- Align the social media strategy with the Fire Department’s communication objectives on prevention & suppression, public education & safety awareness, and emergency incidents
- Recommend changes that result in increased brand awareness and higher social media engagement
- Recommend tactics that will help increase efficiency and productivity around submitting content for social media from the field

Purpose Statement

The purpose of using social media is to support the Cosumnes CSD’s mission, overall strategy, objectives and goals.

Social Media Marketing Goals & Objectives

Organizational Objectives	Social Media Goals	Data Tracking
Increase brand identity	Awareness (these metrics illuminate your current and potential audience)	Followers
Turn the community into advocates	Engagement (these metrics show how audiences are interacting with your content)	Comments, likes, shares, views, and mentions
Improve community trust	Sentiment (these metrics reflect how the community thinks and feels about your brand)	Comment response time, review rating, and social media sentiment

Methodology

In composing the Social Media Strategy for the Cosumnes Fire Department, Digital Advocacy took a collaborative approach. Our approach began with some initial discovery meetings, followed by thorough online research to help us in creating a custom plan for the department.

- **Discovery** – During this phase, our team conducted several face-to-face meetings and conference calls with key stakeholders to understand the current strategy, pain points, operational challenges, desires, and opportunities.
- **Research** – Once the initial discovery meetings concluded, our team conducted a thorough competitive analysis of peer organizations, some of which were provided by the District and some of which were discovered in the course of our research. Additionally, we

conducted an audit of the Cosumnes Fire Department’s existing social media properties and inventoried all unclaimed or unverified Google My Business listings for District locations.

- **Plan Creation** – Finally, once we had completed our discovery and research, we used the learnings to create a customized plan. The learnings and research were applied, with best practices in mind, to create a detailed and comprehensive social media plan that aligned with the District’s overall mission, values, goals, and objectives.



Target Audience

Cosumnes CSD Fire's audiences can be categorized into four main categories:

- The Community Member audience, who reside in the cities of Elk Grove and Galt
- The Internal audience, which consists of CSD employees, including line personnel and headquarters personnel
- News audience, which includes reporters
- Future firefighters



Strengths and Challenges (SWOT Analysis)

Strengths	Opportunities
<ul style="list-style-type: none"> • Good content mix • Social platforms have sizeable followings, which shows interest from the community • Frequent, up-to-date events on Facebook • Dedicated person assigned to social media updating • Dedicated graphic design resource 	<ul style="list-style-type: none"> • Creating a new, easy-to-implement incident update strategy that will inform the media and the public • Using video content to increase understanding around the Fire Department's services and value to the community • Obtaining real-time incident pictures from fire fighters in the field • Identify and claim Twitter as the official social channel for incident updates • Update social channels (art and bios) to create consistency in branding • Claim Google My Business listings
Weaknesses	Threats
<ul style="list-style-type: none"> • Local listing clean-up and verification of CSD Fire stations online is needed • No clear branding and uniform look online • There's hurdles to overcome regarding "appropriate" content for posting to social media • No content or strategy for providing reliable/consistent incident updates • No clear process to submit and receive content from fire fighters in the field • Actively managing Twitter and Instagram 	<ul style="list-style-type: none"> • No official update on incidents leaves possibility for someone else to communicate factually incorrect information • Misinformation around events that transpire / occur within the community • Inaccurate information online leads to frustration, detracts from our goals to educate the community and erodes trust • Media contact should be a defined contact person (PIO) to communicate with news personnel in emergencies

Recommendations

Make Adjustments to Content Strategy:

- Organize content into themes on YouTube and social media
- Experiment using new engaging post formats – Video on FB, or Stories on Instagram
- Add emergency incident content to the content strategy on Twitter – suggest dedicated graphics to accompany updates and a process
- Become more active on Nextdoor to build trusted relationships with the community
- Discontinue or reduce time allocated to content that has low engagement metrics, such as training, on FB, Instagram and Twitter
- Post content only where it performs best, such as only posting training videos on Vimeo for internal audiences

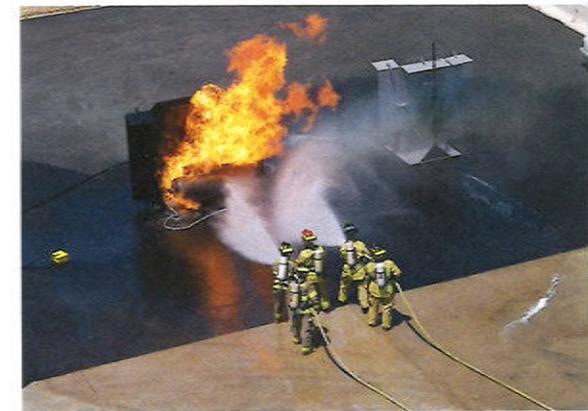
Create a Social Media Policy for Cosumnes CSD:

- Create an up-to-date social media policy that reflects how people interact with social media today (should include legal, HR, and key persons from Parks & Rec, and Fire Dept)
- Adopt best practices from other organizations, combined with the District’s values and desires
- Clarify what do we want people to do with social media and what we do not want people doing with social media
- Define proper uses while at work and off duty

Handling the Media:

CSD Fire has a need for someone to handle the media during an emergency, including providing photos and videos for public information and updates throughout the day / night.

- Ideally, identify a single point of contact and a back-up for emergency incident updates on social media
- Use Twitter and direct all news and media professionals to our account for updates, which will help reduce the need for individual phone conversations or return calls
- Update frequently to provide a thorough situation report (5W's) if they are to be useful to media personnel
- Tag each update with a #hashtag to identify the incident and allow for easy tracking
- Include a graphic to inform the reader of the type of update (e.g. New Incident, Incident Update, Incident Final)
- Take several pictures and videos to send upon request, but direct any questions pertaining to the incident to Twitter





Content Submissions from the Field:

- Implement an online social media submission form to increase the amount of content coming to the marketing department from the field and reduce time spent on creating content by the Marketing Team
 - Provide link to form to rescue workers in the field
 - Allow content to be submitted directly from a smart phone
 - Communicate with personnel about the new submission process and provide encouragement to share content
- Use of the form will streamline the delivery of content to the correct person(s) on the Marketing Team and ensure the user submits all of the necessary information to create a quality social media post

Twitter:

- Expand target audience to include the media
- Use Twitter only to communicate emergency incident updates to the community and the media; Twitter can be the trusted, reliable source that media can look to for real-time updates and information on emergency incidents in the community
- Do not repost the same content that is posted to Facebook and Instagram
- Post frequently as incidents occur and provide updates about when further information will be available

YouTube:

- Prioritize the Community audience for the YouTube platform
- Use Vimeo instead of YouTube for internal audiences
- Modify channel art so that text overlay is legible
- Organize homepage with a featured video that changes regularly
- Create playlists
- Use VidIQ to optimize videos for performance
- Modify content by identifying key themes and create engaging thumbnails for each playlist – [See Maybelline New York YouTube](#)
- Create video series based upon the most popular and engaging content from your other social platforms – [See CAL FIRE TV](#)

Implementation Plan:

- Address each recommendation, one-by-one, until changes are complete:
 - Make the highlighted adjustments to the current content strategy
 - Create a social media policy
 - Create a plan to handle the media
 - Implement the new process for content submissions from the field using the online form
 - Update and organize all social platforms (Nextdoor, Twitter, and YouTube) and including Google My Business
- **Track** data at the end of each month and put it into the reporting template (use SproutSocial, TrueSocialMetrics, HootSuite) to **measure** how the program is performing against the goals, business objectives, and metrics laid out in the plan
- **Improve** audience targeting and optimize content mix
- Repeat the process each month and analyze the data. Evaluating the Key Performance Indicators and looking at performance month-to-month will tell you what is working and what is not working.



APPENDIX E

SUMMARY OF SOCIAL MEDIA STRATEGY: PARKS & RECREATION



Executive Summary

This document summarizes a comprehensive analysis and Social Media Strategy delivered to the Cosumnes CSD Parks & Recreation Department by Digital Advocacy. The complete findings and recommendations are contained in a PowerPoint presentation.

In summary, the Social Media Strategy establishes social media goals and objectives, identifies challenges and opportunities, highlights key initiatives, recommends specific changes to the current strategy, and provides an implementation plan to execute the recommendations. Digital Advocacy partnered with Cosumnes CSD to support development of the Social Media Strategy, including efforts to:

- Review CSD’s social media presence, propose a revised strategy that will result in a more agile, informative and user-friendly digital presence
- Define key performance indicators (KPIs) specific to CSD’s social media goals
- Recommend goals and objectives that help CSD prioritize internal efforts around requests for content creation
- Recommend changes that result in increased productivity and higher social media engagement
- Create a social media strategy that increases brand awareness and social media engagement

Purpose Statement

The purpose of using social media is to support the Cosumnes CSD’s mission and its organizational strategy, objectives and goals.

Social Media Marketing Goals & Objectives

Organizational Objectives	Social Media Goals	Data Tracking
Grow the brand	Awareness (these metrics illuminate your current and potential audience)	Followers
Turn participants into advocates	Engagement (these metrics show how audiences are interacting with your content)	Comments, likes, shares, views, and mentions
Drive sign-ups, event participation, website visits	Sentiment (these metrics reflect how the community thinks and feels about your brand)	Comment response time, review rating, and social media sentiment
Improve customer trust	‘Consumer’ (these metrics reflect how active customers think and feel about your brand)	Comment response time, testimonials, review rating, and social media sentiment

Methodology

In composing the Social Media Strategy for Cosumnes CSD Parks & Recreation, Digital Advocacy took a collaborative approach, beginning with initial discovery meetings and followed by thorough online research to help us create a custom plan.

- **Discovery** – Once the initial discovery meetings concluded, our team conducted a thorough competitive analysis of peer organizations, some of which were provided by the District and some of which were discovered in the course of our research. Additionally, we conducted an audit of CSD Park & Recreation’s existing social media properties and inventoried all unclaimed or unverified Google My Business listings for District locations.

- **Research** – Once the initial discovery meetings concluded, our team conducted a thorough competitive analysis of peer organizations, some of which were provided by the District and some of which were discovered in the course of our research. Additionally, we conducted an audit of the Cosumnes Fire Department’s existing social media properties and inventoried all unclaimed or unverified Google My Business listings for District locations.
- **Plan Creation** – Finally, once we had completed our discovery and research, we used the learnings to create a customized plan. The learnings and research were applied, with best practices in mind, to create a detailed and comprehensive social media plan that aligned with the District’s overall mission, values, goals, and objectives.

Target Audience

Cosumnes CSD's audience can be categorized into three main categories:

- The Community audience, who reside in the cities of Elk Grove and Galt
- The Internal audience, which consists of CSD employees, including fire department personnel, park operations and maintenance, and office personnel
- The Business audience, made up of local business owners and partnership organizations



Strengths and Challenges (SWOT Analysis)

Strengths	Opportunities
<ul style="list-style-type: none"> • Clear branding and uniformed look online • Organized and strategic • Actively managing profiles / accounts • Content strategy tailored to platform and audience • Great content mix • Frequent, up-to-date events on Facebook and website 	<ul style="list-style-type: none"> • Utilize paid advertising to drive event sign-ups or raise awareness • Create local news pieces from National news (e.g. U.S. Women's Soccer team winning World Cup and Megan Rapinoe is from Elk Grove) • Optimize and increase YouTube video content to increase understanding of District services and value to the community • Create polls asking questions and feedback on District services • Promote user-generated content – this is some of the most engaging content available
Weaknesses	Threats
<ul style="list-style-type: none"> • Local listing clean-up and verification of CSD properties online required • Poor reputation on Google My Business • YouTube channel not optimized • Minimal user generated content being featured / reshared • No defined process to submit and receive content from employees in the field 	<ul style="list-style-type: none"> • Media – needs to be a defined contact method, or person to communicate with news personnel in emergencies • Inaccurate information online leads to frustration, detracts from our goals to educate the community and erodes trust • Misinformation around events that occur within the community

Recommendations

Make Adjustments to Content Strategy:

- Organize content into themes and experiment using new post formats – Live Stories on FB and YouTube
- Add seasonal content (e.g. photos of popular spots around the city)
- Implement an influencer strategy on Instagram and leveraging their followings to grow the District's audience.
- Consider paid advertising to grow followings more quickly (organic engagement growth is about 200-250 new followers combined on all platforms each month)
- Discontinue or reduce time allocated to content that has low engagement metrics, such as small events and health and wellness posts, on FB, Instagram and Twitter

Create a Social Media Policy for Cosumnes CSD:

- Create an up-to-date social media policy that reflects how people interact with social media today (should include legal, HR, and key persons from Parks & Rec, and Fire Dept)
- Adopt best practices from other organizations, combined with the District's values and desires
- Clarify what do we want people to do with social media and what we do not want people doing with social media
- Define proper uses while at work and off duty

Twitter:

- Consider paid advertising to grow following because organic engagement is low
- Redefine target audience for this platform because community members are not engaging with the content; consider focusing on media through Twitter
- Test a new content strategy for Twitter that is distinct from the content we post to Facebook and Instagram:
- Potentially narrow focus to community updates, announcements regarding open / closed status, maintenance-related issues, events, news, and time-sensitive information
- Change posting time to 12 p.m. or 1 p.m. from Monday to Wednesday.
- Supplement posting strategy with a ReTweeting strategy so that the District is engaging in content from other accounts and posting more frequently
- If change in strategy does not lead to increased engagement, consider exiting the Twitter platform

YouTube:

- Prioritize the Community audience for the YouTube platform
- Modify channel art so that text overlay is legible
- Organize homepage with a featured video that changes regularly
- Create playlists

- Use VidIQ to optimize videos for performance
- Modify content by identifying key themes and create engaging thumbnails for each playlist – [See Maybelline New York YouTube](#)
- Create video series based upon the most popular and engaging content from your other social platforms – [See NYC Parks YouTube Channel](#)
- Post weekly

Google My Business:

- Inventory, organize and verify Google My Business listings for CSD locations

Nextdoor:

- Monitor discussions on Nextdoor and provide information and responses, as appropriate

Content Submissions from the Field:

- Implement an online social media submission form to increase the amount of content coming to the marketing department from the field and reduce time spent on creating content by the Marketing Team
 - Provide link to form to employees in the field (Recreation Services, Facilities, Parks Administrative Services)
 - Allow content to be submitted directly from a smart phone
- Use of the form will streamline the delivery of content to the correct person(s) on the Marketing Team and ensure the user submits all of the necessary information to create a quality social media post



Event Promotion and Signup:

- Develop an overall strategy around events consisting of social posting, email marketing and print advertising
- Dedicate a modest budget to boost posts on Facebook to increase the amount of participation at community events
 - Set a \$50 budget per event to boost posts during a “best time” period on a “best day” prior to the event
 - Set a \$500 monthly budget per event, for larger annual events, towards an advertising campaign designed to generate signups (use custom audiences and look-a-like audiences on FB)

Implement an Influencer Strategy:

Influencer marketing is a strategy that identifies people who have a strong influence on a brand’s industry, geographic area or target audience. In an influencer marketing strategy, a brand forms a partnership with the influencer wherein the influencer agrees to expose their audience to the brand’s messaging or content. (e.g. @VisitSacramento)

There are many types of influencer strategies, such as:

- **Guest Posting:** Creating and contributing content for an influencer’s blog.
- **Co-Marketing Content:** Partnering with an influencer to create content that is featured on your website, their website, or a third-party website.
- **Influencer Takeover:** Allowing an influencer to take control of your social media accounts for a set amount of time, usually a weekend.

Tips:

- Provide some direction via Guest Instagrammer Intro doc in Dropbox
- Provide direction on how to post via Caption Formatting doc in Dropbox
- Two ways of managing:
 - provide login credentials to the guest Instagrammer, or
 - ask that they submit a brief 2 days before the weekend and upload all of their content to Dropbox

Implementation Plan:

- Address each recommendation, one-by-one, until changes are complete
 - Create a social media policy
 - Make highlighted adjustments to the current content strategy (YouTube and Twitter)
 - Implement the new process for content submissions from the field using the online form
 - Launch the influencer strategy
 - Update and organize all social platforms (Nextdoor, Twitter and YouTube), including Google My Business
 - Use paid advertising to drive desired user actions
- **Track** data at the end of each month and put it into the reporting template (use SproutSocial, TrueSocialMetrics, HootSuite) to **measure** how the program is performing against the goals, business objectives, and metrics
- **Improve** audience targeting and optimize content
- Repeat the process each month and analyze the data. Evaluating the KPIs and looking at performance month-to-month will tell you what is working and what is not working



APPENDIX F

CRISIS COMMUNICATION PROTOCOLS

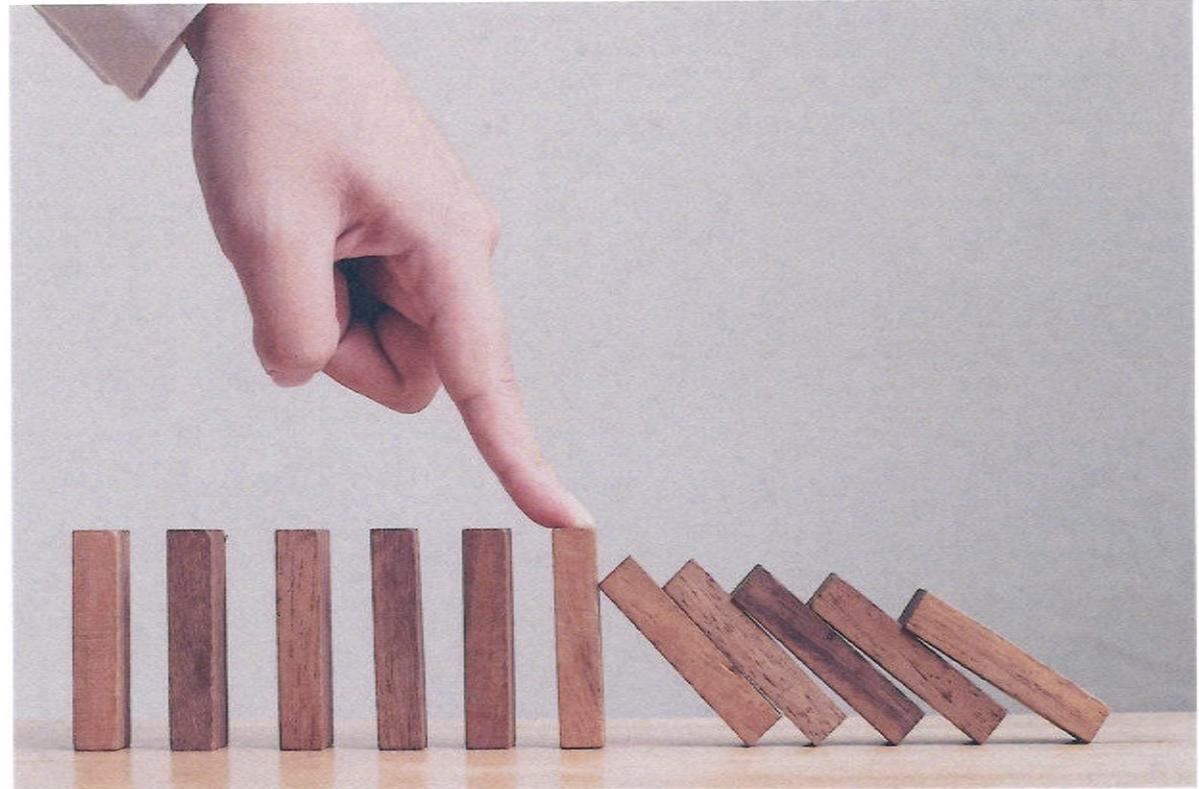
Purpose and Scope

Cosumnes CSD has established the following protocols for managing communications during emergencies and other urgent matters that require rapid communication to help protect public safety, ensure continuity of District operations or safeguard the District's reputation among members of the public.

For purposes of this document, "crisis" is defined as any event or issue that is sudden in nature, disrupts normal business operations, poses (or may pose) a risk to public safety, requires decisions by District leadership, and has the potential to trigger negative stakeholder reactions, government or media investigations, or claims against the District. Crises may be natural or man-made catastrophes, workplace issues, or operational issues involving the District, its leadership or employees.

The protocols provide guidance on external and internal communications activities as a complement to the District's existing Emergency Operations Plans (Parks & Fire) and Incident Management Plans (Fire) and should be utilized as the communications element of such plans.

Authority to utilize the protocols shall be provided by the General Manager, Fire Chief or Chief Administrative Officer.



Pre-Crisis

Crisis Management Team (CMT)

Members of the District's CMT will include the following executives:

- General Manager
- Fire Chief
- Chief Administrative Officer
- Chief of Planning, Design & Construction
- District Legal Counsel
- Director of Business & Public Affairs

The Director of Business & Public Affairs will play the lead role regarding development of a coordinated communications plan specific to the crisis for review by the CMT.

On a quarterly basis, the General Manager (or designee) will confirm that team members understand their respective roles and review the established protocols. The coordinator will also confirm current contact information and work schedule for team members.

CMT Coordinator

A CMT Coordinator is responsible for convening meetings and conference calls to ensure facts are verified, determine the level of urgency and confirm who the key decision makers will be in finalizing the overall strategy and tactics.

The following individuals will be responsible for fulfilling the role of the CMT Coordinator based on type of crisis:

- Director of Human Resources – employment and workplace issues
- District Legal Counsel – lawsuits and government investigations
- Director of Business & Public Affairs – business operations or media issues (traditional and social)
- Deputy Chief of Administration – business operations

Asset Management

- On a quarterly basis, the Director of Business & Public Affairs will ensure that all District-managed communications tools are operational and accessible (e.g., email distribution lists, cloud-based email services, social media accounts, and wire services for news releases), and that the username and passwords for all subscription or account-based methods are maintained in a single document available to the other members of the CMT.

Event Locations

On an annual basis, the Director of Business & Public Affairs will confirm one primary and 1-2 backup locations where press conferences may be held during a crisis. The District Headquarters Building (Board Chambers) shall serve as the primary location, with the Wackford Aquatic Complex and Fire Department Headquarters serving as backup locations. The annual review will include ensuring that each site has adequate public access and audio-visual technology and multiple staff members who are trained on utilizing any necessary A/V technology.

Crisis Notification/Escalation

District managers and supervisors will be reminded on a quarterly basis (via email or meetings) that they should alert all three CMT Coordinators of any issue they believe could give rise to a potential crisis. Managers and supervisors will be encouraged to over-report rather than under-report.



Crisis Onset

Identification

Upon learning of the potential for a crisis, the CMT Coordinator will immediately notify the General Manager. The CMT Coordinator will convene a meeting or conference call of the CMT as soon as possible and notify them via email and text message. Team members should minimize any substantive discussion of the crisis via email or text message until such time as the team is able to convene via meeting or conference call.

One person should be included to take notes and capture action items for the team. This role can be performed by the Board Clerk or an administrative support staff member.

Additional Team Members

Members of the CMT will determine whether additional staff is needed in the initial meeting or conference call to assess or address the crisis. The CMT may also determine during the initial meeting or conference call (or at a later time) to include additional staff in the CMT to effectively manage the crisis. Additional staff may include other members of the executive team, program managers or subject matter experts (internal staff or contractors).

Initial Action Steps

- During the first meeting or conference call, the CMT will devise action steps to:
 - Address any immediate health and safety risk to employees or the public by working with law enforcement and other public safety agencies
 - Categorize the crisis by type (catastrophe, workplace or organizational) and severity (significant, moderate or low reputational risk)
 - Gather and confirm facts
 - If District personnel or property are not directly involved, assess whether the District should lead communications activities or act as a primary spokesperson
 - Determine other agencies that need to be alerted or serve as primary or secondary spokespersons
- Assess potential for news media and social media activity and the timeline for when public statements should be issued
 - Identify other staff members, subject matter experts or contractors who need to be included
 - Begin drafting language that can be used for media statements, social media posts, email communications and talking points
 - Establish a timeline to reconvene on a regular basis, such as every 24 hours or at the beginning and end of each business day until the crisis is resolved



Crisis Management

- **Availability:** Members of the CMT commit to being available to the extent needed to address the issue, including outside of normal business hours.
- **Information Sharing:** The CMT Coordinator (or designee) should be responsible for sharing information with the CMT as the crisis evolves. All written communications should be directed to (or copy) District Legal Counsel.
- **Communications Planning and Execution:** The Director of Business & Public Affairs will lead the development of a coordinated communications plan for review by the CMT and approval by the General Manager.
 - Known facts should be reviewed and written down.
 - Facts that can and cannot be released to the public need to be determined.
 - Internal and external audiences who should be notified need to be determined.

The Director of Business & Public Affairs will decide whether to engage in-house or outside communications specialists to draft key messages, talking points, media statements, social media posts, emails, and other communications.

- Key messages need to be developed for each audience; one of the key messages needs to address what the District is doing to ensure public safety or investigate the issue.
- All of the messages should evolve as circumstances change but will always aim to restore and maintain confidence, balancing a sense of concern with resolve and action.

- **Approvals:** All communication materials will be reviewed by members of the CMT and approved by the General Manager and District Legal Counsel.

- **Spokespersons:** The District's media spokesperson will be designated by the General Manager, in consultation with members of the CMT, and serve as the District's liaison with the media and maintain a detailed media contact log. No other District staff shall conduct news media interviews without approval of the General Manager.

For matters requiring comment from the Board of Directors, the Board President shall serve as spokesperson, per District policy.

- **Website and Social Media:** The Director of Business & Public Affairs (or designee) will manage monitoring and posting social media updates and replies on the District's social media accounts throughout the crisis.
- **Employee Communications:** Members of the CMT will evaluate the need for internal communications to District employees. Internal communications will be approved by the General Manager and District Legal Counsel and sent by the General Manager. Since employees work different schedules and have varying access to District email and technology, a combination of in-person meetings, emails and conference calls or webinars (i.e., "Zoom") shall be used to reach all employees. The Director of Human Resources will keep labor representatives apprised of the situation, as necessary.

- **Board Communications:** The General Manager will manage communications with the District's Board of Directors and provide updates and guidance on the District's response and public statements, as necessary. Board members should receive a copy of any external communication, such as news media releases, community-wide emails or other public notifications.

- **Other Public Notifications:** Front desk staff should be provided with talking points for incoming calls or walk-ins, if there is media coverage of the crisis. If needed, utilize a pre-recorded informational phone message regarding the situation. Members of the CMT should consider whether the General Manager or Board President should contact agency partners and vendors to provide an explanation of the events as they are unfolding.

Resolution

The General Manager or CMT Coordinator will notify members of the CMT when the crisis has been resolved or can be adequately managed through normal channels and protocols.

After the crisis has been resolved, the General Manager or CMT Coordinator will be responsible for reconvening the CMT and additional staff to conduct a review of the response actions taken during the crisis and adopt any lessons that could improve crisis communications in the future.

Guidelines Regarding Attorney-Client Privileged Internal Communications

The following information provides guidance on when “Attorney-Client Privilege” (ACP) applies to internal communications such that they are arguably exempt from the California Public Records Act (PRA).

ACP claims are strongest under the following circumstances:

- The written communication between staff and District Counsel includes District Counsel’s “work product,” which generally includes District Counsel’s thoughts, opinions or conclusions
- The written communication with District Counsel pertains to anticipated or pending litigation.
- The written communication between staff and District Counsel identifies the potential for litigation, requests guidance or a legal opinion on such issues as District policies and compliance with state or federal law related to an event or claim.

ACP claims will not be recognized for internal communications in which District Counsel is not included as a “cc” or that do not pertain to legal matters.



STAFF REPORT



DATE: May 06, 2020

TO: Board of Directors

FROM: Mike Dopson, Recreation Director
Parks and Recreation Department

BY: Traci Farris, Recreation Manager

SUBJECT: APPROVAL OF PROCLAMATION ENDORSING MAY AS NATIONAL WATER SAFETY MONTH

RECOMMENDATION

The Board of Directors approves a proclamation endorsing May as National Water Safety Month.

BACKGROUND/ANALYSIS

The month of May is designated as National Water Safety Month by the National Recreation and Park Association. The purpose of this designation is to highlight the need for ongoing public education on safe water practices.

May represents the beginning of the major swim season, which includes swim lessons and the opening of recreation swim at the Jerry Fox Swim Center, Wackford Community and Aquatics Complex, and the NEW Elk Grove Aquatics Center.

During May, the District will be sharing information on water safety and drowning prevention with aquatic program participants and parents, providing education to over 500 District preschool program children, and coordinating with other local preschools and daycare facilities by providing education to youth and parents. Aquatic staff will be teaching water safety education classes including: American Red Cross Lifeguard Training and Water Safety Instructor courses.

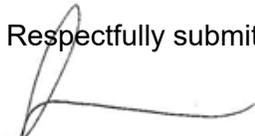
By approving this proclamation, the District will join the efforts of the National Recreation and Park Association, the Association of Pool and Spa Professionals, the World Water Park Association, the California Park and Recreation Society as well as many other nationally recognized organizations in bringing safe and enjoyable aquatic activities to the public.

IMPACT ON DISTRICT RESOURCES

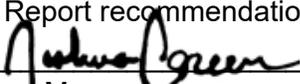
The approval of the proclamation will have no impact on District resources.

Should you have any questions, please contact me prior to the Board meeting.

Respectfully submitted,


Mike Dopson, Recreation Director
Parks and Recreation Department

Staff Report recommendation authorized by:



General Manager



COSUMNES COMMUNITY SERVICES DISTRICT

PROCLAMATION

ENDORISING MAY AS NATIONAL WATER SAFETY MONTH

WHEREAS, individual and organized forms of recreation and the creative use of free time are vital to the happy lives of District residents; and

WHEREAS, education, athletic and recreation programs throughout the District encompass a multitude of activities that can result in personal accomplishment, self-satisfaction and family unity for residents, regardless of background, athletic ability, skill level or age; and

WHEREAS, residents of the Cosumnes Community Services District are encouraged to recognize the vital role that safe swimming and aquatic-related activities play in good physical and mental health and enhance the quality of life; and

WHEREAS, the District is extremely proud of the District's aquatic facilities, programs and the valuable contribution each provides towards a safe, healthy place to recreate, a place to learn, grow, swim, build self-esteem, confidence and sense of self-worth all of which contribute to the quality of life in the community;

NOW, THEREFORE, let it be proclaimed that the Cosumnes Community Services District Board of Directors does hereby declare the Month of May as:

NATIONAL WATER SAFETY MONTH

DONE AND PROCLAIMED this 6th day of May 2020, in Elk Grove, California.

ATTEST:

Orlando Fuentes, President

Jim Luttrell, Vice President

Gil Albiani, Director

Rod Brewer, Director

Jaclyn Moreno, Director

STAFF REPORT

DATE: May 6, 2020

TO: Board of Directors

FROM: Mike Dopson, Director of Recreation Services
Parks and Recreation Department

SUBJECT: VIRTUAL AND OUTDOOR RECREATION



RECOMMENDATION

The Board of Directors receives and files this staff report on the current and future recreation programming the District is providing to the community.

BACKGROUND/ANALYSIS

The District Parks and Recreation Department serves to provide a wide array of recreation and community services programs. Since Mid-March, in conjunction with the County's and State's Public Health Order, the District had to cancel all programs, classes, and events.

In early April, the Youth Development staff started offering a virtual preschool in order to continue the program and serve the community. Staff also produced a variety of videos in coordination with April being National Youth Sports Safety Month. On April 17, 2020, Park and Golf Operations was able to open the golf course driving range.

Staff continues to evaluate and research options to offer more services to the community by working with our contracted instructors, as well as examining what other virtual classes we can offer including outdoor classes where we would still be in line with the public health order. Starting the week of May 4, 2020, we will begin to market a number of programs that we can offer either via virtual recreation on a secured zoom platform, or outdoors where we can still enforce the physical distancing standards. As the District receives more information on the relaxing of the public health order, we will adjust the recreation programs we can offer accordingly.

FINANCIAL ANALYSIS

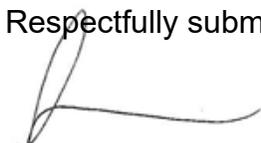
This is an informational report and therefore there is no financial impact to District Resources.

SUSTAINABILITY ANALYSIS

Currently, the District has the minimal standards available to maintain a large majority of our programs in this fashion for long period of time. The use of these virtual platforms have no long term sustainability impact.

Should you have any questions, please contact me prior to the Board meeting.

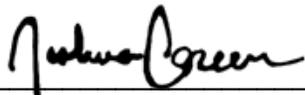
Respectfully submitted,



Mike Dopson
Director of Recreation Services

Attachment A: Virtual Recreation Classes

Staff Report recommendation authorized by:



General Manager

Virtual Recreation Classes

Current Virtual Programming:

- Virtual preschool classes – offered with seven different preschool teachers.
- National Youth Sports Safety Month videos
- CSD Sports Trick Shot Challenge

Upcoming Virtual Programming:

Recreation Contracted Classes (Marketing to start May 4, 2020 with classes set to start the week of May 11, 2020)

- Cooking
- Martial Arts and Tai Chi
- Kids Science
- Meditation and Yoga
- Fitness
- Dance
- Art and Music.

Physical Distancing Contracted Classes (Marketing to start May 4, 2020 with classes set to start the week of May 11, 2020)

- Tai Chi
- Yoga

STAFF REPORT



DATE: May 6, 2020
TO: Board of Directors
FROM: Michael W. McLaughlin, Fire Chief

SUBJECT: RETIRE ACTING ASSISTANT CHIEF SHURR'S ASSIGNED FIREARM

RECOMMENDATION

The Board of Directors authorizes the General Manager to retire and surplus Acting Assistant Chief Brett Shurr's assigned agency owned firearm, effective the month of his retirement.

BACKGROUND/ANALYSIS

As a sworn peace officer, Acting Assistant Chief Brett Shurr maintained possession of a firearm purchased and owned by the District. Under the Law Enforcement Officer Safety Act HR 218 / 18 U.S.C 926B, 926C Chief Shurr is a sworn peace officer in good standing with the Cosumnes Fire Department with full powers of arrest.

The Department is requesting that this firearm be retired from inventory with Chief Shurr's retirement and surplus at the fair market value, as appraised by LC Action of San Jose California, the most recent vendor utilized by the Cosumnes Fire Department.

FINANCIAL ANALYSIS

The fair market value is \$409.00, which will be considered revenue.

SUSTAINABILITY ANALYSIS

This is a one-time event and there are no additional sustainability issues.

Should you have any questions, please contact me prior to the Board meeting.

Respectfully submitted,

Michael W. McLaughlin
Fire Chief

Staff Report recommendation authorized by:

General Manager

Approved as to Form:

General Counsel

STAFF REPORT



DATE: May 6, 2020

TO: Board of Directors

FROM: Nitish Sharma, Chief Administrative Officer

BY: Nitish Sharma, Chief Administrative Officer
Joseph Ambrosini, Human Resources Director
Jeremy Edwards, Finance Manager

SUBJECT: QUARTER 3 BUDGET UPDATE AND PROPOSED AMENDMENTS TO THE FISCAL YEAR 2019/20 BUDGET

RECOMMENDATION

It is respectfully recommended that the Board of Directors:

1. Receives the Chief Administrative Officer's report on the Quarter 3 Budget to Actuals for the District; and
2. Approves the budget amendments as outlined in this report and further described in the budget decision packages in Attachment 1.

BACKGROUND

Emergence of the coronavirus (COVID-19) is a public health emergency and the economic uncertainty caused by COVID-19 will significantly affect California's near-term fiscal outlook. The state does enter this period on strong fiscal footing with significant budget reserves. These reserves will help the state respond to the emergency and, if necessary, help address budget shortfalls once the extent of fiscal fallout from the economic effect of the virus is known.

If there is any silver lining, it is found in the condition of the District's budget, which entered 2020 on strong fiscal footing. Throughout the recent economic expansion, the Board of Directors maintained a focus on enhancing fiscal resilience by adding significantly to the District's budget reserves. While the District's mid-year budget allocates a total emergency reserve level of around \$3.3 million for 2020, the underperformance of actuals to approved budget due to COVID-19, in the areas of recreation programming, facility rentals and emergency medical services may impact this balance. Nevertheless, with these reserves, the District is better prepared to weather the public health crisis and unfolding economic downturn.

In response to the District's potential budget problem, the District has prepared a fiscal contingency plan, which has identified several budgetary measures, and a long-term financial plan to adjust our business model as deemed appropriate. In addition to these plans, various recent actions by the federal government will mitigate some of the adverse budgetary effects that the COVID-19 pandemic is likely to cause. In particular, federal aid will support higher

District expenditures that have resulted directly from the public health emergency and ensuing economic effect. Although, the Long-Term Financial Plan does not account for any federal aid, the impact of the COVID-19 has been absorbed within the current budget and reconciliations of fund balances from prior year. District finance staff is continuing to seek reimbursement from the federal or state government to ensure the losses are somewhat mitigated and manageable.

ANALYSIS

This third quarter budget report summarizes the General Fund and All Funds revenue and expenditure results through March of FY 2019/20. The report also provides summary of the personnel and overtime expenditures.

General Fund Revenues and Expenditures

Table 1 and Table 2 below show a summary of FY 2019/20 General Fund revenues and expenditures through March of FY 2019/20.

Table 1: FY 2019/20 General Fund Revenues

Revenue Source	District Approved Appropriations*	Year-To-Date Actual	75%
Property Taxes	\$49,532,085	\$27,334,070	55%
Ambulance Revenue	\$13,124,761	\$8,193,817	62%
Recreation Service Charges	\$6,675,039	\$4,705,251	71%
Plan Review Fees/Fines/Permits	\$1,047,000	\$823,213	79%
Interest Income	\$350,000	\$201,345	58%
Building Rental Facilities/Cell Tower	\$1,119,784	\$798,897	71%
Aid From County Funds	\$621,398	\$83,873	14%
Galt RDA Funds	\$125,000	\$247,912	198%
Strike Team Revenue	\$400,000	\$874,615	219%
FEMA Grant	\$640,000	\$558,820	87%
Donations & Contributions	\$85,891	\$83,006	97%
Other Revenues	\$10,689,570	\$5,533,162	52%
Long Term Loan Proceeds	\$4,329,344	\$1,517,400	35%
Encumbered Funds	\$328,269	\$0	0%
Reserves	\$4,543,032	\$0	0%
Other Financing Sources	\$2,956,011	\$1,091,593	37%
Total	\$96,567,184	\$52,046,974	54%

**Note: District Approved Appropriations include the mid-year budget amendments, encumbrances and project carryover allocations from prior fiscal year approved by the District after mid-year budget update.*

Table 2: FY 2019/20 General Fund Expenditures by Department

Department	District Approved Appropriations	Year-To-Date Actual	75%
Fire	\$61,342,043	\$44,766,543	73%
Recreation	\$28,538,572	\$15,251,364	53%
Administrative Services	\$6,686,569	\$4,818,896	72%
Total	\$96,567,184	\$64,836,803	67%

General Fund Revenues – The District has collected the first installment of property tax revenues through March of FY 2019/20. As reported within the mid-year budget report, the District’s property tax revenue collections are tracking in accordance with the County’s estimates. Ambulance revenues are tracking at or near mid-year budget projections, when considering the IGT, GEMT, and QAF programs. The District is anticipating \$1.5 million in IGT revenues in the current fiscal year, resulting in ambulance revenues tracking closely to the budgeted amounts. Recreation revenues, on the other hand, have taken a substantial downturn with the COVID-19 pandemic, and depending on the length of shelter in place and social distancing practices, estimate revenue loss of nearly \$2 million dollars.

General Fund Expenditures – Through March of FY 2019/20, the General Fund expenditures were \$64.8 million, or 67% of the District Approved Appropriations of \$96.5 million. District expenditures are below 75% for the three quarters, and with the parameters set forth within the fiscal contingency plan, along with other measures, will continue to track downwards to assist and counteract the potential revenue loss. District fiscal contingency plan will likely result in a net savings of approximately \$700,000 to offset the potential losses of revenue primarily from Recreation.

All Funds Revenues and Expenditures

Table 3 and Table 4 below show a summary of the All Funds revenues and expenditures by fund source and by department through March of FY 2019/20.

Table 3: FY 2019/20 All Funds Revenues

Fund Source	District Approved Appropriations	Year-To-Date Actual	75%
General Fund	\$96,567,184	\$52,046,974	54%
Special Revenue Funds	\$24,911,775	\$9,748,379	39%
Debt Service	\$1,736,147	\$1,362,817	79%
Total	\$123,215,106	\$63,158,170	51%

Table 4: FY 2019/20 All Funds Expenditures

Fund Source	District Approved Appropriations	Year-To-Date Actual	75%
General Fund	\$96,567,184	\$64,836,802	67%
Special Revenue Funds	\$24,911,775	\$10,016,785	40%
Debt Service	\$1,736,147	\$1,362,817	79%
Total	\$123,215,106	\$76,216,404	62%

All Funds Revenues were at \$63.1 million, or 51% of the District Approved Appropriations of \$123.2 million.

All Funds Expenditures were at \$76.2 million or 62% of the District Approved Appropriations of \$123.2 million.

Table 5 below shows the All Funds personnel expenditures through March of FY 2019/20.

It is important to note that the COVID-19 will likely impact the Landscaping and Lighting Fund with loss of interest earnings and a potential decrease in revenues from other governmental entities as they face a mounting budget shortfalls as well. Finance staff will work with the management team of Parks Operations to ensure that any losses are mitigated through the fiscal contingency plan.

Table 5: FY 2019/20 All Funds Personnel Expenditures

Department	District Approved Appropriations	Year-To-Date Actual	75%
Fire	\$45,147,349	\$34,084,509	76%
Recreation	\$9,407,597	\$6,301,719	67%
Admin	\$4,524,545	\$3,167,300	70%
Park Operations	\$4,665,894	\$2,906,573	62%
Total	\$63,745,385	\$46,460,101	73%

FY 2019/20 personnel expenditures are currently tracking at 73%, which is consistent with the budgeted projections, when taking seasonality of personnel expenditures into consideration, as well as current position vacancies.

Overtime

Table 6 below summarizes FY 2019/20 overtime expenditures by department. It is important to note that overtime is only one component of total human resource costs.

Table 6: FY 2019/20 Fire Department Overtime Expense Summary

Department	District Approved Appropriations	Year-To-Date Actual	75%
Fire OT - Reimbursed	\$330,000	\$324,698	98%
Fire OT - Regular	\$325,000	\$238,336	73%
Fire OT – Station	\$4,479,227	\$3,822,555	85%
Total	\$5,134,227	\$4,385,589	85%

During the FY, the Fire Department experienced a number of vacancies due to attrition and workers compensation injuries that required backfilling with overtime in order to maintain shift minimum staffing. Since the graduation of Academy 19-01, overtime has considerably reduced. Strike team assignments also contributed to the use of Fire overtime; however, the majority of strike team assignments costs are reimbursed by the State and Federal agencies.

RECOMMENDED BOARD ACTION & FISCAL IMPACTS

1. Receives the Chief Administrative Officer's report on the Quarter 3 Budget to Actuals for the District; and
2. Approves the budget amendments as outlined in this report and further described as the budget add package in Attachment 1.
 - a. Package FY20Q3_01, (\$0 ongoing; \$0 one-time) authorizes the conversion of two part-time Geographic Information Systems Mapping Interns (0.675 FTE and 0.65 FTE) in the Park and Golf Operations Division to one (1) full-time Geographic Information Systems Mapping Specialist (1.0 FTE) in the Information Technology Division, consistent with the IT Master Plan in Attachment 2, and approves the job description in Attachment 3 and the classification to be placed into the Administrative Support/Board Clerk/Confidential Grade 1 salary schedule.
 - b. Package FY20Q3_02, (\$0 ongoing; \$0 one-time) authorizes the conversion of two regular part-time IS Technicians (0.76 FTE and 0.51 FTE) to one (1) full-time Senior Management Analyst (1.0 FTE) in the Information Technology Division, consistent with the IT Master Plan in Attachment 2. Additionally, this package authorizes the newly created part-time seasonal classification of Information Technology Helpdesk (IT Helpdesk) and approves the job description in Attachment 4 and salary to be placed on the part-time salary schedule at \$15-\$16.50 per hour.
 - c. Package FY20Q3_03, (\$8,700-\$12,000 ongoing; \$13,600 one-time) authorizes staff to purchase and implement the AMS software system. The AMS software will accelerate workflows and approval processes, automate preparation and distribution, and streamline the entire Board Agenda preparation process from beginning to end. The software will provide a platform for the Board and public to view agenda, and minutes. This software will enhance the community's experience in viewing the District's board agendas and staff reports. The commitment to purchase the AMS software is \$13,600 and funding for the software will be paid from the fund balance carryover from Fiscal Year 2018/19. The ongoing costs will be included in the Fiscal Year 2020/21 budget.
 - d. Package FY20Q3_04, (\$48,000 ongoing; \$313,191 one-time) authorizes District network improvement purchase: Staff is seeking Board approval to approve \$313,000 in commitments to purchase District network improvement equipment and installation from the funding set aside in the prior year fund balance carryover (\$102,500); Landscape and Lighting Fund (\$13,816); and from the Intergovernmental Transfer fund account (\$196,875). The ongoing cost (\$48,000) will be part of the internal cost allocation plan as part of the proposed budget for fiscal year 2020/21. This purchase is essential to provide various District facilities with the adequate network speed to conduct day to day operational business.

- e. Package FY20Q3_05, (\$44,148 ongoing; \$137,748 one-time) authorize Laserfiche Electronic Records Management System purchase: Staff is seeking Board approval for the electronic records management system. The Laserfiche system will enable the District to implement paperless, electronic records processes, electronic signatures, and would allow for the elimination of paper document storage. The timing of the implementation of the new system is important; due to the fact that the District does not have a system in place that will allow us to conduct the District's business remotely during a major crisis or national emergency. The Laserfiche system initial cost is \$138,000, with \$94,000 in one-time cost, and \$44,000 in ongoing cost. Funding for this system will come from the General Fund prior year fund balance carryover, and the ongoing cost will be included in the Fiscal year 2020/21 budget.

Next Steps

Staff have taken several steps to proactively adjust to COVID-19. Below are the items that will be executed in the fourth quarter of fiscal year 2019/20:

1. Financial: Fiscal Contingency Plan: Continue to monitor non-essential purchases, hiring, capital improvement projects and equipment, while matching expenditures with District resources (forecasted savings \$700 thousand).
2. Request Federal Aid Assistance: Seek expedited reimbursement for supplies and labor directly related to COVID-19 through FEMA (Stafford and Cares Act) and Cal OES.
3. Long-Term Financial Plan: An update of the framework components of the long-term financial forecast model, the assumptions used in the model, and the long-term financial stability of the District.
4. Unfunded Liabilities: An analysis of the current unfunded pension obligations and retiree health obligations (Other Post-Employment Benefits) combined with the overall financial condition and assumptions within Cal PERS and its affects to the District.

Revenue Enhancement

In an effort to further revenue diversification, in January 2020, the District began looking into additional tax revenue options. Working with political consultant David Townsend and polling consultant FM3, staff created a poll to determine if a sales tax measure (in collaboration with the cities of Elk Grove and Galt) and/or a parcel tax measure were feasible. FM3 polled 500 likely voters and presented the findings to staff in early April. FM3 originally planned to discuss these findings at the Board's May 6th meeting but staff tabled this presentation until the next in-person Board meeting. However, based on both the findings, which did not show sufficient support of a tax measure, and the potential economic impact of COVID-19, which occurred after polling was complete, staff does not believe that a new tax measure is a feasible option at this time

DISTRICT GOALS

This report addresses the District goal to ensure financial stability, accountability, and transparency. Staff has further expanded the District's financial sustainability, accountability and transparency goal into fiscal cornerstones that are consistent from year over year. The four fiscal cornerstones are described below:

1. Adequate funding to meet required service levels:
2. Cost Containment: Making efficient use of existing tax dollars
3. Build and maintain a prudent reserve fund balance
4. Foster a climate of sincerity, transparency, and accountability

SUSTAINABILITY ANALYSIS

The decision packages include various sustainability enhancements including:

- Increasing network speed at District locations, which will reduce fuel consumption in travel as employees would be able to utilize teleconference options; and
- Emphasis on implementing paperless through utilizing more electronic file storage; and
- GIS mapping allows administrative and operational staff to make decisions without having to travel to onsite locations for amenity and property validation; and
- Enhancements to Board Agenda packets, which will digitalize the approval process and enhance electronic versions of the material reducing the need for paper copies.

Should you have any questions, please contact me prior to the Board meeting.

Respectfully submitted,



Nitish Sharma
Chief Administrative Officer

Attachment 1- Budget Add Packages

Attachment 2- IT Strategic Plan

Attachment 3- Job Description for Geographic Information Systems Mapping Specialist

Attachment 4- Job Description for Information Technology Helpdesk

Staff Report recommendation authorized by:

Approved as to Form:



General Manager



District Counsel

Decision Package FYQ3_01



FISCAL YEAR: FY19-20
DEPARTMENT: Administrative Department
DIVISION: Information Technology
TITLE: PT to FT GIS Staffing Conversion

TYPE OF PACKAGE:
 ADD PACKAGE
 EFFICIENCY PACKAGE

FUNDING SOURCE:
 GENERAL FUND: ONE-TIME
 GENERAL FUND: ONGOING
 OTHER: L&L Assessments

DISTRICT GOALS:
 SAFETY PERSONNEL ACCESS/EQUITY SERVICE
 FINANCIAL ACCOUNTABILITY/SUSTAINABILITY/TRANSPARENCY

FUNDING REQUESTED: No additional funding required
NUMBER OF FTE REQUESTED: -0.32 FTE (Convert 1.32 part-time to 1.0 full-time)

BRIEF DESCRIPTION OF THE PROPOSED PACKAGE:
In March 2019, the Board authorized the inclusion of an IT Assessment and Strategic Plan for the FY 19-20 budget. In May 2019, the General Manager approved an agreement with SDI Presence to perform an IT Assessment and develop a 5-year IT Strategic Plan. The final IT Strategic Plan document is in Attachment 2. Among the highest priority recommendations was augmenting the current level of IT staffing to meet the current and future technology needs of the District. This package authorizes the conversion of two part-time Geographic Information Systems Mapping Interns (0.675 FTE and 0.65 FTE) in the Park and Golf Operations Division to one (1) full-time Geographic Information Systems Mapping Specialist (1.0 FTE) in the Information Technology Division, and approves the job description in Attachment 3 and the classification to be placed into the Administrative Support/Board Clerk/Confidential Grade 1 salary schedule.

BRIEF DESCRIPTION OF EXPECTED RESULTS AND OUTCOMES:
The IT Division currently have several key positions vacant due to attrition and promotions. These essential positions will require an immediate recruitment in order to maintain the District's continuity plan and not disrupt District operation, especially now during this time of additional reliance on remote technology. As an effort to also incorporate the recommendations made in the IT Master Plan, staff are requesting conversion of part-time positions into full-time positions to set staffing to an optimal level to execute on these essential functions, as well as, implement prior Board direction to identify opportunities to convert high regular part-time FTE to regular full-time FTE.

HOW DOES THE PACKAGE SUPPORT THE DISTRICT MISSION AND VISION?
This package supports the the IT Assessment & Strategic Plan, as well as, is consistent with prior board action to convert regular part-time positions to full-time positions.

CREATED BY: Jack Haddon, Information Technology Manager
REQUESTED BY: Nitish Sharma, Chief Administrative Officer

Decision Package FY20Q3_02



FISCAL YEAR: FY19-20

DEPARTMENT: Administrative Department

DIVISION: Information Technology

TITLE: PT to FT Information Technology Conversions

TYPE OF PACKAGE:

- ADD PACKAGE
 EFFICIENCY PACKAGE

FUNDING SOURCE:

- GENERAL FUND: ONE-TIME
 GENERAL FUND: ONGOING
 OTHER:

DISTRICT GOALS:

- SAFETY PERSONNEL ACCESS/EQUITY SERVICE
 FINANCIAL ACCOUNTABILITY/SUSTAINABILITY/TRANSPARENCY

FUNDING REQUESTED: No additional funding required

NUMBER OF FTE REQUESTED: -0.27 FTE (Convert 1.27 part-time to 1.0 full-time)

BRIEF DESCRIPTION OF THE PROPOSED PACKAGE:

In March 2019, the Board authorized the inclusion of an IT Assessment and Strategic Plan for the FY 19-20 budget. In May 2019, the General Manager approved an agreement with SDI Presence to perform an IT Assessment and develop a 5-year IT Strategic Plan. The final IT Strategic Plan document is in Attachment 2. Among the highest priority recommendations was augmenting the current level of IT staffing to meet the current and future technology needs of the District. This package authorizes the conversion of two regular part-time IS Technicians (0.76 FTE and 0.51 FTE) to one (1) full-time Senior Management Analyst (1.0 FTE) in the Information Technology Division. Additionally, this package authorizes the newly created part-time seasonal classification of Information Technology Helpdesk (IT Helpdesk) and approves the job description in Attachment 4 and salary to be placed on the part-time salary schedule at \$15-\$16.50 per hour.

BRIEF DESCRIPTION OF EXPECTED RESULTS AND OUTCOMES:

The IT Division currently have several key positions vacant due to attrition and promotions. These essential positions will require an immediate recruitment in order to maintain the District's continuity plan and not disrupt District operation, especially now during this time of additional reliance on remote technology. As an effort to also incorporate the recommendations made in the IT Master Plan, staff are requesting conversion of part-time positions into full-time positions to set staffing to an optimal level to execute on these essential functions, as well as, implement prior Board direction to identify opportunities to convert high regular part-time FTE to regular full-time FTE.

HOW DOES THE PACKAGE SUPPORT THE DISTRICT MISSION AND VISION?

This package supports the the IT Assessment & Strategic Plan, as well as, is consistent with prior board action to convert regular part-time positions to full-time positions.

CREATED BY: Jack Haddon, Information Technology Manager

REQUESTED BY: Nitish Sharma, Chief Administrative Officer

Decision Package FY20Q3_03

FISCAL YEAR: FY19-20

DEPARTMENT: Administrative Department

DIVISION: ALL

TITLE: BA – Agenda Management System (AMS)



TYPE OF PACKAGE:

- ADD PACKAGE
- EFFICIENCY PACKAGE

FUNDING SOURCE:

- GENERAL FUND: ONE-TIME
- GENERAL FUND: ONGOING
- OTHER:

DISTRICT GOALS:

- SAFETY PERSONNEL SERVICE ACCESS/EQUITY
- FINANCIAL ACCOUNTABILITY/SUSTAINABILITY/TRANSPARENCY

FUNDING REQUESTED: Year 1: \$13,600; Annual: \$8,700-\$12,000

NUMBER OF FTE REQUESTED: 0 FTE

BRIEF DESCRIPTION OF THE PROPOSED PACKAGE:

Purchase of an Agenda Management System (AMS) to increase productivity and staff efficiency during the bi-monthly Board agenda process. The AMS will be utilized by staff who write, review, approve, manage, compile and/or publish agendas, staff reports, and minutes, as a by the Board of Directors and community.

BRIEF DESCRIPTION OF EXPECTED RESULTS AND OUTCOMES:

The AMS software will accelerate workflows and approval processes, automate preparation and distribution, and streamline the entire preparation process from beginning to end. The software will provide a platform for the Board and public for viewing agenda, and minutes. This software will enhance the community's experience in viewing the District's board agendas and staff reports. The ongoing costs of this project will be included in the District internal cost allocation plan as part of the proposed budget for Fiscal Year 2020-21. The current one-time costs will be paid from the fund balance carryover from Fiscal Year 2018-19.

HOW DOES THE PACKAGE SUPPORT THE DISTRICT MISSION AND VISION?

This supports the District Mission and Vision of becoming a regional leader and enhancing the quality of life.

CREATED BY: Carolyn Baptista, Senior Management Analyst

REQUESTED BY: Nitish Sharma, Chief Administrative Officer

Decision Package FYQ3_04



FISCAL YEAR: FY19-20
DEPARTMENT: Administrative Department
DIVISION: Information Technology
TITLE: District Network Improvement RFP

TYPE OF PACKAGE:

- ADD PACKAGE
- EFFICIENCY PACKAGE

FUNDING SOURCE:

- GENERAL FUND: ONE-TIME
- GENERAL FUND: ONGOING
- OTHER: Fire Prevention revenue

DISTRICT GOALS:

- SAFETY PERSONNEL ACCESS/EQUITY SERVICE
- FINANCIAL ACCOUNTABILITY/SUSTAINABILITY/TRANSPARENCY

FUNDING REQUESTED: \$313,191 (one-time) and \$48,000 (ongoing)
NUMBER OF FTE REQUESTED: 0 FTE

BRIEF DESCRIPTION OF THE PROPOSED PACKAGE:

Based on the District's Network RFP, authorize the General Manager to enter into a 5 year agreement with Alpha Omega Wireless to increase the District's network speeds by up to 2,000% at these facilities: CSD Admin, Station 71, Station 72, Station 73, Station 74, Station 75, Station 76, Elk Grove Regional Park, Beeman Rec Center, Fire Headquarters, Wackford Center and Laguna Town Hall. This purchase is essential to provide various District facilities with the adequate network speed to conduct day to day operational business.

BRIEF DESCRIPTION OF EXPECTED RESULTS AND OUTCOMES:

The total proposal cost is \$313,191. \$313,191 in one-time costs for equipment, installation, and professional services plus \$48,000 of annual ongoing costs. Funding for this project will come from the General Fund prior year fund balance carryover (\$102,500); Landscaping and Lighting Fund (\$13,816); and \$196,875 (Fire Intergovernmental Transfer Fund Balance). The ongoing costs will be part of the internal cost allocation plan for Fiscal Year 2020/21 proposed budget.

The District has funds set aside to explore wireless options for Station 45 and 46. Staff will bring this item to the Board at a future meeting.

HOW DOES THE PACKAGE SUPPORT THE DISTRICT MISSION AND VISION:

This package supports the District Mission and Values.

CREATED BY: Jack Haddon, Information Technology Manager
REQUESTED BY: Nitish Sharma, Chief Administrative Officer

Decision Package FY20Q3_05



FISCAL YEAR: FY19-20

DEPARTMENT: Administrative Department

DIVISION: Information Technology

TITLE: Laserfiche Electronic Records Management System

TYPE OF PACKAGE:

- ADD PACKAGE
 EFFICIENCY PACKAGE

FUNDING SOURCE:

- GENERAL FUND: ONE-TIME
 GENERAL FUND: ONGOING
 OTHER: Specify

DISTRICT GOALS:

- SAFETY PERSONNEL ACCESS/EQUITY SERVICE
 FINANCIAL ACCOUNTABILITY/SUSTAINABILITY/TRANSPARENCY

FUNDING REQUESTED: \$137,748 one-time; \$44,148 ongoing

NUMBER OF FTE REQUESTED: 0 FTE

BRIEF DESCRIPTION OF THE PROPOSED PACKAGE:

The Laserfiche system is a trusted document management system approved by the California State Secretary of State. The current system, as configured, does not meet the regulatory requirements to be a trusted source for document retention nor does it have other opportunities to implement required features such as electronic signatures and electronic forms. The new Laserfiche system will enable the District to implement paperless, electronic records processes, electronic signatures and a Trusted System that would allow for the elimination of paper document storage. The timing of the implementation of the new system is important due to the fact that the District does not have a system in place that will allow us to conduct the District's business remotely and efficiently during the major crises or national emergency.

BRIEF DESCRIPTION OF EXPECTED RESULTS AND OUTCOMES:

The total initial cost is \$137,748: \$93,600 for implementation and professional services; The ongoing annual maintenance cost is \$44,148. The cost of Year 1 will be paid from the available fund balance from the Fiscal Year 2018/19 carryover. The ongoing costs will be included in the Fiscal Year 2020/21 budget.

HOW DOES THE PACKAGE SUPPORT THE DISTRICT MISSION AND VISION?

This package supports the District Mission and Values.

CREATED BY: Jack Haddon, Information Technology Manager

REQUESTED BY: Nitish Sharma, Chief Administrative Officer



Cosumnes Community Services District Information Technology Strategic Plan

March 2020

Final Report



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Section 1 – Introduction

1.1 – Scope and Objectives

This document, entitled, Information Technology Strategic Plan (IT Plan), was prepared for the Cosumnes Community Services District (CSD or District) by SDI Presence, LLC (SDI). The IT Plan will enable CSD to better allocate its information technology resources and to obtain greater benefits for its investments in information technology. Although the IT Plan provides a holistic view of the District’s information technology needs and priorities at the present time it does not attempt to predict the future; but rather, it provides a baseline that will enable CSD to allocate scarce resources based on operational priorities and to re-allocate them as needed in order to effectively respond to new and/or changing requirements.

The underlying purpose of the IT Plan is to provide the foundation to enable CSD 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 CSD’s ability to more effectively respond to future requirements.

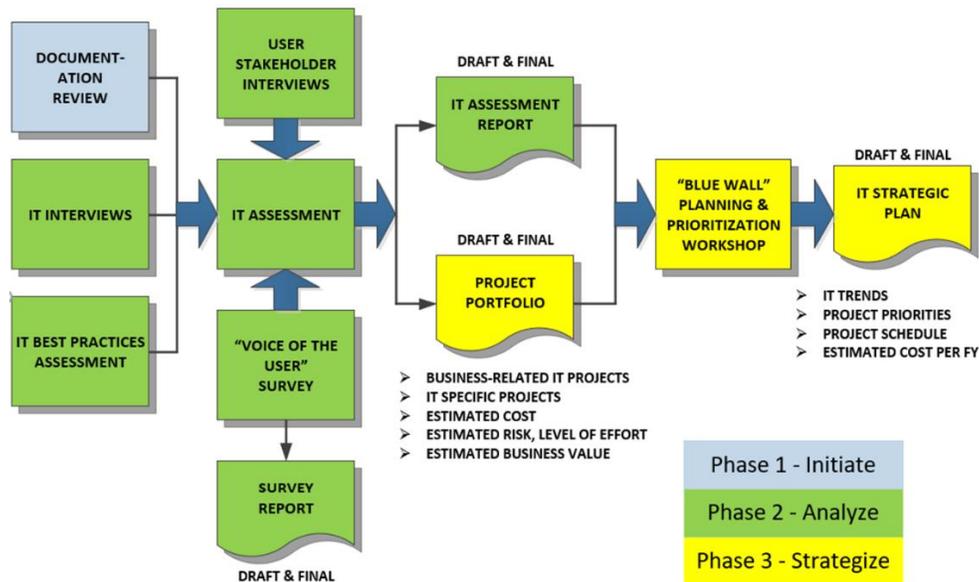


Figure 1.1 – Phases in Development of the IT Plan (Source: SDI)

As depicted in Figure 1.1, Phases in the Development of the IT Plan, the IT Plan is the culmination of a comprehensive effort that included:

- Obtaining input from all CSD employees through an online survey.
- Detailed interviews with directors, managers and staff to obtain additional information regarding information technology issues, needs, and priorities.

- Detailed interviews with the members of CSD’s ISD staff to gather information regarding issues and challenges in the delivery of IT services to the District’s user community.
- The identification and description of proposed information technology projects to support CSD’s business needs and priorities as well as the delivery of IT services.
- Review of the findings developed in the course of the project by CSD’s executive team and the refinement of the proposed projects.

Deliverables previously provided to CSD in the course of this project included:

- **The “Voice of the User” Survey Report:** Between August 7, 2019 and August 23, 2019, SDI conducted an on-line survey of CSD employees to assess their satisfaction with the support they receive from ISD. Of the approximately 350 full-time CSD employees sent the survey, 220 employees participated - a 63% response rate. The survey provides a broad perspective of how effectively ISD interacts with the District’s user community at the time that the survey was taken. Questions related to the level of satisfaction with ISD services
 - Exceeded both the client average and the best practice standard for three of the survey questions (Time it takes to address and solve/correct a problem, Communications on service, outages and maintenance, and Control of malware and prevention of viruses).
 - Are generally comparable to the best practice standard for three of the survey questions (Communications through troubleshooting process, Overall support from ISD, and Process used to report issues to IT).
 - Are less than both the best practice standard and the client average for four of the survey questions (Understanding of your department’s business processes, Planning technology projects, Ability to access the District’s Internet, and Follow-up on service provided).
- **The IT Assessment Report:** This report provided a baseline for District management regarding CSD’s current conformance to a set of IT Best Practices that identified what CSD does well and what could be improved, particularly with regard to the ability to sustainably deliver IT services to the user community, to respond to new requirements, and to respond to contingencies. The report also provided a series of actionable recommendations that are intended to enable the District to improve its ability to deliver IT services. Several of the recommendations are included in the proposed projects that comprise the foundation for the IT Strategic Plan.

1.2 – Document Organization and Contents

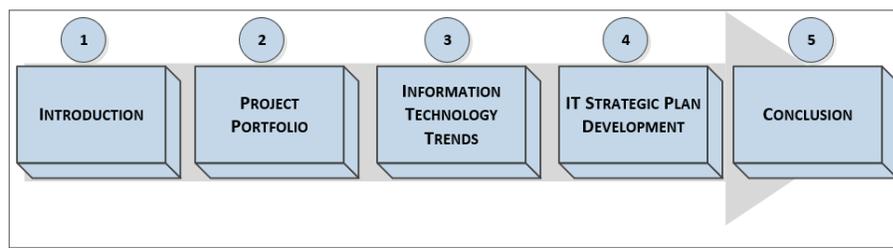


Figure 1.2 – Organization of IT Strategic Plan (Source: SDI)

As depicted in Figure 1.2, Organization of IT Plan, this document is organized as follows:

- **Section 1, Introduction (this section):** Provides information regarding the scope and objectives of the IT Plan and the organization and contents of the document.
- **Section 2, Project Portfolio:** Provides information regarding the development of the proposed business projects, the refinement of the projects by CSD’s Executive Team, and information regarding each of the projects including the scope, business value, level of difficulty, duration, and cost.
- **Section 3, Information Technology Trends:** Provides information on relevant information technology trends that could impact CSD’s business needs and priorities over the timeframe of the IT Plan.
- **Section 4, IT Strategic Plan Development:** Provides information regarding the development of the IT Plan including the project roadmap and schedule.
- **Section 5, Conclusion:** Provides information to help CSD successfully govern, maintain, and implement the IT Plan based on SDI’s experience in working with a wide range of public sector organizations in the State.

Numbering of Figures and Tables

Please note that figures and tables have been numbered consecutively within each section of the report.

Terminology

To avoid confusion, concepts and observations in this document regarding the use of information technology in general are spelled out (“information technology”) or abbreviated as “IT”, while “ISD” is used for references to the CSD’s Information Technology Services Division.

Section 2 - Project Portfolio

2.1 – Introduction

IT Strategic Plan projects were identified by SDI in the course of reviewing the results of the “Voice of the User” Survey and through the interviews with CSD’s managers and staff. These projects were documented in a project portfolio that was provided to the CSD Executive Team. SDI also provided an initial project roadmap for the District. CSD’s Executive Team then reviewed the projects and revised them to reflect the District’s priorities and available resources.

2.2 – Foundational Projects

SDI considers the following projects as foundational to the successful implementation of the IT Strategic Plan. They represent high priority activities that should be undertaken in order to provide the resources and infrastructure for the remaining IT Assessment recommendations and projects. Each project is outlined below including a description of the scope of the project, the business value, level of effort, duration, and estimated cost.

IT Governance	
Scope:	Define and create a formal IT governance structure which will assist in aligning the business needs with the technology support organization. Activities include creation of a charter for the IT Governance Committee and any needed sub-committees, member selection, meeting agendas and schedule. This project would provide established processes for the acquisition and implementation of technology, improve communication about technology projects, provide for organization-wide input into technology decisions, and establish the process for prioritization of technology needs. It would also include development of formal policies relating to information technology.
Business Value:	High
Level of Effort:	Low
Duration:	1 - 3 months
Cost:	\$0 (Existing District resources) \$5K - \$10K (Advisory and Facilitation Assistance)

Network performance improvement plan	
Scope:	Engage the services of an independent (i.e., not associated with any network services provider) network consultant to: <ul style="list-style-type: none"> ▪ Review CSD’s network issues. ▪ Assess current and future network performance requirements. ▪ Identify and review CSD’s implementation options. ▪ Identify the tools that ISD should have to effectively monitor and manage network performance.

	<ul style="list-style-type: none"> Identify and estimate the cost of a multi-phased, long-term plan to remediate the network performance problems.
Business Value:	High
Level of Effort:	Medium (Plan development).
Duration:	1 - 3 months
Cost:	\$25K - \$35K (One-time cost for the development of the Network Performance Improvement Plan).

IT staffing Augmentation

Scope:	<p>SDI recommends CSD consider increasing the level of ISD staffing as follows:</p> <ul style="list-style-type: none"> Expand the 2 part-time IS Technician positions to 2 full-time positions thereby increasing the total FTE allocated to desktop/laptop support to 2.5. Create a full-time position of Network Administrator within ISD thereby freeing the IS Manager from this responsibility and providing a dedicated resource to manage the complex communication network. Create a full-time position for a GIS Technician once the GIS Roadmap has been developed and approved. In conjunction with increasing the number of FTEs in ISD, the IS Business System Analyst assigned to Fire should be relocated to the Fire HQ facility. Expand the responsibilities of the IS Manager to: <ul style="list-style-type: none"> Manage the IT Strategic Plan and work directly with the IT Governance Committee on defining and prioritizing IT projects. Develop plans and to achieve departmental technology objectives and optimize the delivery of technology services. Increase the level of security oversight within the District by improving policy, procedures, and training. Provide IT consultation and guidance in the use of new application and/or services to all CSD departments.
Business Value:	High
Level of Effort:	Medium
Duration:	3 - 6 months
Cost:	TBA

Post-implementation review for New World

Scope:	<p>The District has made a substantial investment in the procurement and implementation of the New World ERP product suite but has not yet been able to fully realize the benefits for this investment. This project would provide for the development of a post-implementation review of New World with the objectives of identifying and documenting: lessons learned in the course of the implementation as well as any open items and issues; opportunities to improve the utilization of the product through re-engineering business processes and expanding the use of workflow; training</p>
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	requirements; specifications for the automated exchange of information between New World and other business applications; opportunities to use licensed modules that are either not being used or are under-utilized; and to develop a detailed implementation plan for these initiatives.
Business Value:	High
Level of Effort:	Medium
Duration:	3 - 6 months
Cost:	\$0 (Existing District resources) \$5K - \$10K (Outside New World Subject Matter Expert)

2.3 – Project Portfolio

The project list was developed based on information developed in the course of the interviews with the District’s key stakeholders, information provided by the IS Manager and staff, and on the findings and recommendations provided in the IT Assessment Report. The project list provides information for each of the projects including:

- The project’s title:
- Scope: Brief description of the scope of the proposed project.
- Business Value: The expected business value CSD should receive from a fully implemented project.
- Level of Effort: The cumulative level of effort to complete project.
- Duration: Estimated elapsed time to complete the project.
- Cost: Estimated low and high costs for the project where \$0 represents work that can be performed by existing CSD staff. Other cost estimates include outside resources, software, or other acquisition requirements.

ActiveNet to NWS Fund Transfer

Scope:	Parks staff indicated they would like to automate the transfer of funds from ActiveNet (Class/facility use) to New World finance rather than preparing manual journal entries.
Business Value:	Low
Level of Effort:	Low
Duration:	1 - 3 months
Cost:	\$5 - \$10

Business Application Portfolio

Scope:	The development of an application portfolio will enable CSD to effectively manage its core business applications by providing the foundation to: <ul style="list-style-type: none"> ■ Evaluate the impact of information technology changes and proposed changes in vendor support of the business applications.
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	<ul style="list-style-type: none"> ▪ Conduct more-frequent periodic reviews of the application portfolio. ▪ Develop and defend informed decisions as to the ultimate disposition of an application (retirement, replacement, technical renovation, functional enhancement). ▪ Define service levels based on the impact of the application on operations/departmental requirements. ▪ Optimize ISD staff resource allocation. ▪ Evaluate and prioritize decisions to source application support (such as to “cloud” or software-as-a- service (SaaS) solutions).
Business Value:	High
Level of Effort:	Medium
Duration:	3 - 6 months
Cost:	\$0 - \$25

Business Continuity and Disaster Recovery Plan

Scope:	Create a Business Continuity Plan that would help to ensure timely recovery of core applications in event of an unplanned event or outage based on business and operational imperatives. The plan should also define the implementation strategy and identify hardware, software, off-site services, and training required to meet business and operational recovery requirements. The project would also create a disaster recovery plan for the on-going operation of the technology infrastructure during a time of local or regional emergencies. The project would create a business impact analysis that identifies mission critical business applications and the potential impact if they are not available, the steps that can be taken to sustain operations without automation and the maximum amount of time that the department can sustain operations without the application being available.
Business Value:	High
Level of Effort:	High
Duration:	6 - 12 months
Cost:	\$25 - \$55

CAD System

Scope:	The Sacramento Regional Fire/EMS Communications Center will be installing Northrop Grumman's CommandPoint CAD system in the next 2-3 years as a replacement for the current CAD system. In the interim, they are upgrading hardware to provide a more reliable platform for the existing CAD system.
Business Value:	High
Level of Effort:	High
Duration:	6 - 12 months
Cost:	N/A

Communication and Collaboration

Scope:	<p>SDI recommends the development of a number of channels for communication and collaboration including:</p> <ul style="list-style-type: none"> ▪ An online forum where users can collaborate with each other and ISD regarding issues, questions, or pending upgrades, obtain information regarding the status of a request, or obtain immediate assistance from ISD without having to file a ticket and then wait for a response. ▪ A knowledge base and self-help features to enable users to diagnose and/or resolve common issues. ▪ Outreach to the user community to review issues and to discuss new, or different, ways that they can use information technology to meet their business needs. <p>This project would provide the development and implementation of a plan to provide improved communication and collaboration between ISD and the user community.</p>
Business Value:	High
Level of Effort:	Medium
Duration:	3 - 6 months
Cost:	\$0 (CSD Staff)

Cybersecurity Plan

Scope:	<p>Develop a plan generally conformant with the requirements of NIST (National Institute of Standards and Technology), or the International Organization for Standardization (IOS), or the SANS Institute that identifies the steps to be taken to prepare for a cybersecurity attack, the steps required to identify intrusions, to neutralize them, and to identify exposures that lead to intrusions. In addition, the cybersecurity plan should define the necessary steps to improve the security of physical facilities including server rooms, wiring closets, and remote facilities. This project would define a strategy to educate users, especially those using mobile devices, regarding security risks, safe networking practices, and their responsibility to protect information and assets.</p>
Business Value:	High
Level of Effort:	High
Duration:	6 - 12 months
Cost:	\$40 - \$50 (Outside contractor - annual fee)

Digital Plan Submission and Markup

Scope:	<p>Conduct a review and evaluation to determine the implementation strategy for the submission of digital planning documents in a format that would facilitate online retrieval and eventual archiving. In addition, review and evaluate the feasibility of automating the entire plan submittal process to allow the public to submit required information and receive feedback electronically. This project would define the field requirements, applicable application software, equipment, and workflow to access plans and redline changes at the source. This project would determine the appropriate use of GIS, CityWorks, Bluebeam, and MobileEyes for inspections.</p>
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Business Value:	High
Level of Effort:	High
Duration:	6 - 12 months
Cost:	\$150 - \$200

Enterprise Content and Document Management Strategy

Scope:	CSD is highly dependent on paper documents (for functions such as plan review, etc.) and on electronic documents and content (primarily video) that are stored in a variety of unstructured repositories that make it difficult to locate and manage. In addition, CSD has not implemented a District-wide process for records retention. This project would provide for the development of a District-wide strategy for the management of documents and content with the objectives of: enabling CSD to make better use of Laserfiche and/or Tyler’s Content Manager to reduce reliance on hard copy documents and to reduce the use of unstructured repositories for the storage of documents and content; to identify requirements for record retention; and to develop a plan for the implementation of the strategy including the potential upgrade of Laserfiche to a current version.
Business Value:	High
Level of Effort:	High
Duration:	6 - 12 months
Cost:	\$25 - \$50

Enterprise IT Budget

Scope:	SDI recommends that CSD establish a separate ISD budget which would include all District-wide technology expenses (hardware, software, personnel, contracts, supplies, etc.) in a manner that is clear and transparent with regard to the costs that are directly related to each department as well as those costs that are related to shared, District-wide assets (such as the IT infrastructure). CSD should also consider creating an Internal Service Fund (ISF) for IT expense charge-back to divisions/departments. This process would more accurately distribute IT costs based on division/department utilization rather than charging a disproportionate share to the Administrative Services Division as is done currently.
Business Value:	High
Level of Effort:	Medium
Duration:	3 - 6 months
Cost:	\$0 (CSD staff)

Fuel Master – In Progress

Scope:	Fire is currently implementing the Fuel Master application as a replacement for GasBoy (which relies on obsolescent hardware and an unsupported version of Windows). As part of the implementation, Fire would like to consider the development of an automated interface between Fuel Master and RTA (the fleet management application).
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Business Value:	Medium
Level of Effort:	Low
Duration:	1 - 3 months
Cost:	N/A

GIS Roadmap – In Progress

Scope:	<p>CSD has attempted to become more reliant on GIS data ensuring that the information is current, accurate, and accessible. In addition to its own GIS data, the District also consumes GIS data from other sources such as the Sacramento Regional EMS/Fire Communications Center. In some instances, an absence of accurate and current GIS data has led District staff members to use other tools, such as Google Maps and Google Earth, which provide some, but not all of the data that is needed. The District is also considering implementing CityWorks (an industry-leading asset and work order management system) which is highly GIS-centric. At present, the District does not have dedicated GIS staff resources.</p> <p>This project would provide for the development of a GIS roadmap for the District with the objectives of: identifying requirements for the day-to-day operation, support, and expansion of the ERSI GIS application; cataloging existing geospatial functions and identifying their strengths and weaknesses; reducing redundancies; identifying opportunities to use the GIS to provide mobile access to documents and contents (such as structure plans, etc.) and providing the foundation for expanding information sharing within the District, with neighboring communities, and the public.</p>
Business Value:	High
Level of Effort:	Medium
Duration:	3 - 6 months
Cost:	\$25 - \$30

Grandstream VoIP – In Progress

Scope:	<p>The District is currently moving its VoIP telephone system from Mitel to Grandstream. This project started about six months ago and should be complete by end of the calendar year. Grandstream Networks has been manufacturing IP voice and video telephony, video conferencing and video surveillance products since 2002.</p>
Business Value:	High
Level of Effort:	Medium
Duration:	End of 2019
Cost:	N/A

ImageTrend Post Implementation Review

Scope:	<p>Fire uses the web based ImageTrend Records Management System (RMS) for a variety of purposes. In the course of the interviews with Fire personnel there was some question as to whether ImageTrend could be used to manage and track fire inspections. SDI has recommended that Fire conduct a post-implementation review for ImageTrend</p>
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	with the objectives of identifying lessons learned in the course of the implementation, open items that need to be remediated, and any functionality provided that is not currently being used and that could benefit the operation of the Fire Department.
Business Value:	Medium
Level of Effort:	Medium
Duration:	3 - 6 months
Cost:	\$0 - \$25

Information Sharing Roadmap

Scope:	<p>CSD has a varied portfolio of business applications, each business application having its own user interface and database. Many of these business applications either store the same fields of information (which are redundantly maintained, sometime inconsistently by different staff members) or need to send information to other applications (such as In CSD’s financial system). In addition to data, many of these applications will eventually need to provide access to documents and content that are stored in separate repositories. For example, components of CSD assets will likely exist within the asset management system, GIS, and the financial system.</p> <p>This project would provide for the development and implementation of an Information Sharing Roadmap for the District to enable it to better manage information, reduce costs, and increase productivity.</p>
Business Value:	High
Level of Effort:	Medium
Duration:	3 - 6 months
Cost:	\$25 - \$35

IT Asset Inventory

Scope:	<p>The District has a substantial inventory of IT assets including servers, storage devices, desktop computers and supporting peripheral devices (scanners, printers, etc.), mobile devices (mobile digital computers, laptops, notebooks, iPads, Smartphones, etc.) and wired and wireless network components. While ISD has coordinated the acquisition of the majority of these devices, some have been acquired independently. ISD estimates that they are presently supporting over 400 devices, but the District does not have a current, complete, and accurate inventory of these devices which results in a number of difficulties which include:</p> <ul style="list-style-type: none"> ▪ Limiting the ability of the District to plan for the refreshment of these devices and identifying opportunities to reduce acquisition and support costs through consolidation and leveraging support agreements. ▪ Limiting the ability of ISD to provide support. ▪ Limiting the ability of the District to account for all IT assets. <p>This project would provide for the development of a current, complete, and accurate inventory of IT assets.</p>
Business Value:	High

Level of Effort:	Medium
Duration:	3 - 6 months
Cost:	\$0 - \$30

IT Asset Refreshment Plan

Scope:	<p>As a result of not having either a current IT Asset Inventory or an established budget for the periodic refreshment of IT Assets, the District does not have an enterprise plan for the equipment refreshment. The consequences of not replacing devices in a timely and consistent manner include lost productivity for staff members due to device failures, increased costs for the support of devices that fail in service, and reductions in service to staff and the public.</p> <p>This project would provide for the development and implementation of an IT Asset Refreshment Plan for CSD.</p>
Business Value:	High
Level of Effort:	Low
Duration:	1 - 3 months
Cost:	\$0 - \$10

IT Infrastructure Documentation

Scope:	<p>ISD does not have current and complete documentation for all components of the District’s IT Infrastructure that is readily available to all ISD staff members and that can be annotated as needed. In the absence of this documentation, the productivity of ISD staff members is reduced and ISD’s ability to sustain service delivery levels in the event that staff members leave or are not available is limited.</p> <p>This project would provide for updating and/or creating documentation for CSD’s IT infrastructure using a tool such as a Wiki to make the information more readily available to staff members.</p>
Business Value:	Medium
Level of Effort:	Medium
Duration:	3 - 6 months
Cost:	\$0 - \$5

IT Policies and Procedures

Scope:	<p>SDI recommends that CSD develop or update IT policies and procedures with the proposed IT Governance Committee being tasked with ensuring that all District employees are aware of the procedures and their responsibilities are reasonably compliant with them.</p> <p>This project would provide for the development and implementation of IT policies and procedures in a phased manner with the initial set of policies including:</p> <ul style="list-style-type: none"> ▪ Acceptable Use of Technology: Use of computers, telephones, cell phones, BYOD (Bring Your Own Device), portable storage devices, Internet, email, and voicemail.
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	<ul style="list-style-type: none"> ▪ Security: Passwords, levels of access to the network, virus/spyware protection, confidentiality, usage of data and data encryption. ▪ Technology Standards: Type of software, hardware, and systems that will be purchased and used within CSD, including those that are prohibited. <p>As time permits, develop additional technology policies such as: Document Retention, Equipment Sanitation/Disposal, Software License, Green IT, Administrative Rights, Change Control, Data Security, Archiving, Remote Access, etc.</p>
Business Value:	High
Level of Effort:	Medium
Duration:	3 - 6 months
Cost:	\$0 (CSD Staff)

IT Service Catalog

Scope:	<p>There seems to be some confusion between the District’s departments and ISD regarding the services provided by ISD and the service levels the user should expect. This has resulted in a gap between user expectations and the ability to ISD to deliver services (which is limited by funding by staffing).</p> <p>SDI recommends the development of a service catalog that is readily available to the user community. The service catalog would define the services provided by ISD, identify IT standards, and specify user responsibilities. Eventually, this could be expanded to include specific service level agreements between ISD and CSD departments.</p>
Business Value:	Medium
Level of Effort:	Medium
Duration:	3 - 6 months
Cost:	\$0 - \$10

Knox Box Tracking – In Progress

Scope:	<p>Fire personnel are tracking Knox key boxes on an Excel spreadsheet. Apparently, technology (software/hardware) was purchased four years ago but has not been implemented. This project would determine the steps necessary to implement the tracking technology in order to provide tools to authorize or remove users, provide an audit trail of key box activities, log events (date/time stamp), and manage passwords and PINS. If the technology cannot meet Fire’s requirements the project would identify an alternative such as the OperativeIQ application.</p>
Business Value:	Medium
Level of Effort:	Medium
Duration:	3 - 6 months
Cost:	N/A

NeoGOV On/Off Boarding

Scope:	Provide automated functionality to handle the on-boarding of new employees and the termination of existing employees including the automated generation of workflow items related to District-issued property, accounts, and logon-ids, and the elimination of paper forms where feasible. This process is important to Recreation to assist staff in managing its seasonal employee workload.
Business Value:	High
Level of Effort:	Medium
Duration:	3 - 6 months
Cost:	N/A

NWS Position-based Budgeting

Scope:	This NWS module has not been implemented. It would assist in tracking open, filled, and new positions. The module would track each position’s status and compare the budget verses the actual pay to provide budget forecasting.
Business Value:	High
Level of Effort:	Medium
Duration:	3 - 6 months
Cost:	N/A

NWS Benefits Enrollment

Scope:	The employee benefits enrollment remains a paper process. NWS provides an automated process, but the system appears to not be equipped to handle the State of California electronic security requirements for some employee benefits. To date, Tyler has not been able to resolve this issue. This project would continue the search for resolution so the NWS module can be implemented within the District.
Business Value:	High
Level of Effort:	Medium
Duration:	3 - 6 months
Cost:	N/A

NWS Personal Action Forms

Scope:	NWS Personal Action Form process and functionality did not meet the District’s requirements. As such, the District still uses paper and it requires additional work to enter information into NWS. The PAF doesn’t appear and print out the way the Fire Department requires it to appear. In addition, all employee incentives can’t be accommodated, so a summary is inputted to NWS. This prevents employees from seeing the detail so a manual PAF must be generated. This project would continue the resolution process with the NWS software or utilize another application such as Laserfiche’s workflow.
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Business Value:	High
Level of Effort:	Medium
Duration:	3 - 6 months
Cost:	N/A

On-going Application Training

Scope:	<p>This project would provide for the development and implementation of a plan for providing continuing training for the District’s staff members including:</p> <ul style="list-style-type: none"> ▪ The identification of training needs and the development of a training schedule. ▪ The development of subject matter experts within CSD. ▪ The use of on-demand, self-training materials provided by vendors for their products. ▪ The use of professional trainers. ▪ The use of ISD staff members to conduct periodic training for items such as Office Applications (Exchange, Excel, Word, etc.).
Business Value:	High
Level of Effort:	Medium
Duration:	3 - 6 months
Cost:	\$0 - \$25

Project Management Principles

Scope:	<p>Despite the District’s increased reliance on information technology (particularly business applications); CSD does not utilize a formal project management methodology. Since most projects are initiated today without a formal project charter and status reporting process, it is difficult to determine if projects have been completed on-schedule, on-budget, and whether they have met original expectations.</p> <p>This project would provide for the implementation of an industry-standard project management methodology – it is envisioned that an example methodology should be available to the District through MISAC or other professional organizations, as well as from a number of commercial providers.</p>
Business Value:	High
Level of Effort:	Medium
Duration:	3 - 6 months
Cost:	\$0 - \$10

Remote Access

Scope:	<p>The District does not have a formal, adopted policy relative to employee remote access. The IS Manager oversees this process and may grant access on a case-by-case basis. This project would create a District-wide remote access policy, define a process for</p>
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	access approval, and provide guidelines for termination of the rights once access is no longer needed.
Business Value:	Medium
Level of Effort:	Low
Duration:	1 - 3 months
Cost:	\$0 - \$5

Root-Cause Analysis

Scope:	SDI recommends that a more structured approach is needed to identify the underlying cause of common problems and remedy them so that they do not continue to needlessly consume IT resources. This project would provide for the development and implementation of a standardized, well-documented process for root-cause analysis.
Business Value:	Medium
Level of Effort:	Low
Duration:	1 - 3 months
Cost:	\$0 - \$5

Service Desk Management System

Scope:	<p>ISD uses a free version of the Manage Engine service desk management system to support the creation of work orders in response to user requests for service. SDI has recommended that ISD should:</p> <ul style="list-style-type: none"> ▪ Ensure that the information in the Manage Engine is complete, accurate, and timely. ▪ Take steps to ensure that all user requests for assistance are entered into Manage Engine as soon as possible and updated when completed. ▪ ISD should ensure that the implementation of Manage Engine is complete and enables ISD to make the fullest possible use of the functionality provided by the application.
Business Value:	Medium
Level of Effort:	Medium
Duration:	3 - 6 months
Cost:	\$25 - \$35

SharePoint

Scope:	CSD has installed SharePoint but has done so without a clear and shared vision for the implementation, use, and governance of the product across the District. SDI has found that SharePoint is extremely valuable as a collaboration tool and as a replacement for traditional Intranet sites for many organizations, but is not, by itself, a substitute for a fully functional document, records, and content management solution. This project would define the role of SharePoint within CSD in conjunction with the enterprise
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	content and records management solution and define the use, maintenance, training, and management of SharePoint for CSD.
Business Value:	Medium
Level of Effort:	High
Duration:	6 - 12 months
Cost:	\$0 - \$20

Single Sign-On Application

Scope:	SDI recommends that CSD consider implementing a single sign-on/identity management solution to allow users to log in once and gain access to all systems they are authorized to use without additional log in prompts. With a single login, employees can also gain simple one-click access to all their cloud applications from mobile devices such as Smartphones and tablets.
Business Value:	Medium
Level of Effort:	Medium
Duration:	3 - 6 months
Cost:	\$20 - \$40

Situational Awareness/Digital Mapping

Scope:	Fire Department staff stated that they need a situational awareness/digital mapping application. This project would define the department’s requirements, identify an application solution, and acquire the necessary hardware and software for situational awareness which may be supplemented by digital mapping technology. The objective is to assist Fire Department personnel in “knowing what is going on at an incident so they can figure out what to do safely and efficiently”.
Business Value:	High
Level of Effort:	Medium
Duration:	3 - 6 months
Cost:	N/A

Standard Device Configurations

Scope:	CSD does not have documented standards for IT Assets (whether ISD supported or user supported) including standard configurations for devices (including items such as mobile devices, wireless routers, etc.). SDI recommends that the District, through the IT Governance Committee, work with the user departments and ISD to develop and implement standard device configurations.
Business Value:	High
Level of Effort:	Medium
Duration:	3 - 6 months
Cost:	\$0 - \$5

Video Systems Upgrade Plan – In Progress

Scope:	Create a District-wide plan for the on-going expansion and maintenance of security cameras throughout the District. This project would leverage the wireless network and provide the ability to view assets via video for remote monitoring and to increase the level of security at these facilities. This project would identify the camera needs, hardware, and software tool to manage and monitor camera activity.
Business Value:	High
Level of Effort:	High
Duration:	6 - 12 months
Cost:	N/A (\$15 - \$25 outside contractor for Plan development)

Website Review

Scope:	Enhance the current website to improve its ease of use and increase information to the public (i.e. provide direct links to additional information; standardize calendars and other resources; improve site search capabilities; freshen the look and feel of the site; capability for public to provide email address for notifications regarding projects/programs; make it easier to author and publish content to the website).
Business Value:	Low
Level of Effort:	High
Duration:	6 - 12 months
Cost:	\$0 - \$10

Work Order System

Scope:	Determine the District’s strategy for the Implementation of a Computerized Maintenance Management System (CMMS) to consolidate the existing work order and asset management applications (Facility Dude, RTA, CityWorks) in use within the District. The scope of the project would be to select the most robust solution capable of tracking and managing asset activities (work orders), resource scheduling, preventative maintenance work orders, capital planning/budgeting, reporting, field/mobile access, inventory management, time keeping, etc. The solution should also be integrated to the finance, GIS, document management, and mobile applications.
Business Value:	High
Level of Effort:	High
Duration:	6 - 12 months
Cost:	\$100 - \$150

Section 3 – Information Technology Trends

Not only does information technology continually evolve but the pace of this evolution is continually accelerating. As a result, the ways in which organizations use information technology are changing as are the expectations of internal and external stakeholders for access to information and services. A key consideration in evaluating the potential impact of information technology trends is that they do not impact the operations and priorities of organizations in different sectors of government services to the same degree. Although predicting the future of information technology can be problematic, SDI has identified five key information technology trends that are relevant to the District, that have become mature (i.e., are stable, scalable, and that are effectively supported), and that will likely impact CSD's business objectives and priorities in the future and shape how the organization implements this IT Strategic Plan. Trends discussed in this section of the report include:

- Mobility and the Consumerization of IT.
- Analytics (Business Intelligence and Artificial Intelligence).
- Strategic Sourcing and Cloud Services.
- “Smart” Organizations / Digital Transformation.
- Transformation of IT Environments and Service Delivery.

Each of these is discussed below.

⇒ Mobility and the Consumerization of IT

“Customer-centric government means that agencies respond to customers’ needs and make it easy to find and share information and accomplish important tasks... The mantra of “anytime, anywhere, any device,” is increasingly setting the standard for how information and services are both delivered and received in a two-way exchange of information and ideas.” – Digital Government: Building a 21st Century Platform to Better Serve the American People, US Office of Management and Budget

The consumerization of information technology refers to the use of personal devices, most often mobile, to obtain access to organizational services and information (also sometimes referred to as BYOD – bring your own device). This is particularly relevant to the District staff who are increasingly using their own devices in the field to take pictures of installations and problems they encounter and to retrieve and share information. As CSD has seen consumerization and mobility are closely linked. Collectively, they represent a significant opportunity for government to become more customer-centric and to improve the effectiveness and timeliness of service to the public; however, they are also vexing for managers and IT planners since:

- The proliferation of devices is a challenge for support organizations as users attempt to obtain connectivity to secured wireless networks and utilize applications. It is estimated that the introduction of mobility in an organization can increase Help Desk Workload by as much as 10%.¹ Some organizations adopt a “bring your own device” policy as being preferential to attempting to limit the devices that users employ; often with the caveat that IT support for

¹ The Impact of Mobility on the IT Service Desk, Gartner, 2013

other than officially supported devices will be provided only as available and with no guarantees as to response time. The practicality of these policies tends to be limited since the priority of a service request tends to be driven more by the nature of the incident or request and the person reporting it than by the device involved.

- User access to enterprise information and services from mobile / wireless devices potentially exposes both the enterprise assets and the mobile device to cyber-attacks.
- Public-facing solutions need to be both open and adaptive to optimize user experience from a universe of devices, (each with different screens, browsers, and operating systems) that is continually evolving.
- “Follow me” mobility fundamentally changes the paradigm of the standard desktop computing model where the computer, the operating system, the applications, plus the user’s data and preferences are integrated into a single platform (either a desktop PC that remains in the same location or a laptop or notepad that moves with the user and then connects to the host network). Whereas desktop computing is device and location centric, mobility is user centric.

Despite these challenges, mobility is a “game changer” in the public sector, enabling users to move as needed and to enter or update information on a real time basis thus eliminating the need to capture information on paper or offline and then enter or upload the information in the office. In addition, mobility enables access to information where and when it is most needed (i.e., in responding to incidents and emergencies).

⇒ Analytics (Business Intelligence and Artificial Intelligence)

“One increasingly common way to get BI into the hands of ... decision makers more quickly and painlessly is by leveraging an existing implementation of another enterprise application such as Enterprise Resource Planning (ERP) or Customer Relationship Management (CRM).” – Analytical Execution for Today’s Mid-Sized Enterprise, Aberdeen Group

There has been considerable progress in the development of tools that enable organizations to consume a growing body of information for either tactical / reactive purposes (business intelligence) or for strategic / proactive purposes (business analytics). The collection, aggregation, and analysis of information from disparate business units and sources across an enterprise are often referred to as “Big Data,” by the information technology industry. Big Data provides the foundation for business intelligence and business analytics. Recent trends in this area have included making these tools more “user friendly” and available.

The development and maintenance of the “enterprise data architecture” required to support the use of BI/BA tools is one of the “hidden costs” of implementing business intelligence. The development of the enterprise business architecture includes:

- The development of processes (including processes for its governance, support, and evolution) and the allocation of staff resources to support the data architecture since both the data being collected and the organization’s use of the data will change over time.
- Standards and policies to ensure that business applications will be able to exchange information with other business applications and support the integration and compilation of information.

As noted by the Aberdeen Group (please see text box above), mid-sized organizations are often able to leverage the data stores within enterprise applications (such as ERP) and dashboard technology within the application to achieve an effective, but limited, implementation of BI. Nonetheless, organizations without an enterprise data architecture, supporting standards, and staff to support it, often attempt to support the information needs of decision-makers through a cumbersome combination of ad-hoc applications, databases, and spreadsheets. These tools often use data inconsistently, are seldom well documented or able to quickly meet new requirements, and eventually become a drain on organizational resources. This can quickly become a worst-case scenario as the total cost of ownership for these ad-hoc processes quickly mounts while the return on the organization's investment decreases.

Artificial Intelligence (AI)

One of the primary challenges being faced in the implementation of analytics is the ability to process masses of information including disparate forms of information including data and media content as well as to enable case workers to consistently maximize options and outcomes for clients. AI can also be used to analyze this mass of disparate data to optimize the delivery of services in real or near-real time with less human intervention. The AI environment is developing very rapidly, and for this reason as well as due to the cost and complexity of AI, many enterprises implement AI as a cloud-based service.

⇒ Strategic Sourcing and Cloud Services

"Unless very small, most enterprises will continue to have an on-premises (or hosted) data center capability... but enterprises... need to focus on managing and leveraging the hybrid combination of on-premises, off-premises, cloud and non-cloud architectures, with a focus on managing cloud-delivered capacity efficiently and effectively." - Thomas J. Bittman, Vice President, Gartner.

Strategic sourcing is based on the concepts of: (a) obtaining and using the most effective service provider to respond to user needs; and (b) enabling permanent IT staff members to focus on high-priority, high-value tasks and technologies while allocating functions such as the support of business applications (including support for the products and the system infrastructure supporting them as well as non-mission critical "utility" functions) to lower-cost service providers.

For many organizations in both the public and private sector who have aging IT facilities and infrastructures, the use of "cloud" based services including Platform as a Service (PaaS), Desktop as a Service (DaaS), and Software as a Service (SaaS) offer an alternative to initial capital expenditures, the recruitment of additional staff members, or the procurement of traditional staff-supplementation services (contractors). An additional benefit for many organizations is that using SaaS simplifies their disaster recovery and business continuity planning since they can quickly resume operations from a facility that has connection to the internet.

Firms supporting commercial-off-the-shelf business applications are also moving toward cloud-based models since they provide the opportunity to lower product development and support costs and to streamline the development and delivery of new releases and functionality by reducing the number of variations between client installations. Increasingly, a number of commercial-off-the-shelf business applications are now being offered only as cloud-based application services.

Common strategies for cloud-based services include:

- *Public Cloud* – Public Cloud services are generally shared (thus “public”) with other user organization and all users of the service sharing a common infrastructure and/or code base but with their data kept separately (but often located in the same database). The advantages of a public cloud service include reduced cost (as a result of the cost for the service being spread over a larger number of users), but organizations find that they have less flexibility (the code base generally changes for all users at the same time) and less control over the security of their information.
- *Private Cloud* – is similar to a public cloud, but in a COTS / SaaS environment the private cloud is based on a separate code base and database for each organization (although multiple organizations may share physical resources in a virtualized computing environment). Since the code base is not shared with other user organizations, users have more control over the timing of updates and the installation of new versions and more control over the security of their data, but at a higher cost than for Public Cloud services. Organizations can also host legacy, proprietary solutions in a private cloud.
- *Hybrid Cloud* – a combination of private and public cloud services, potentially from different service providers including both services that are hosted on-premises as well as cloud-based services. The deployment of hybrid cloud architectures (and the need to support them) is becoming a significant trend in both government and the private sector. An industry source noted that, ““The ability of hybrid cloud to function as an extension of an existing IT environment and processes allows IT to quickly deliver the agility benefits of cloud computing to the business. IT can use the same management tools and governance policies they have already adopted in their data centers and maintain security and visibility.”² Finally, hybrid cloud solutions also appeal to organizations that need to have their business applications continuously available, since in a “multi-cloud” environment (that could potentially include both locally hosted and remotely hosted services) access can failover to the backup service.

As noted above, commercial-off-the-shelf application providers are increasingly turning to SaaS as their preferred method of delivery. Compared to the traditional model where software was installed in multiple client sites, often with some variation in both the installation of the software and the supporting systems environment and with differing levels of technical currency, SaaS greatly simplifies the process of providing user support and helps limit the variety of releases and versions that the application provider must support. SaaS can be delivered either as private cloud or public cloud offering (with private cloud offering more flexibility and security and public cloud offering the opportunity to lower license / subscription and support costs through the economies of scale). For user IT organizations, SaaS dramatically reduces application management and support costs, particularly with regard to backup and disaster recovery.

² Mathew Lodge, vice president, Cloud Services Product Management and Marketing, VMware, cited in White Paper: Cloud Adoption - Hybrid Is the Future, VMware, 2016

⇒ “Smart” Organizations / Digital Transformation

“Smart Cities are, by design, municipalities that address these challenges via a process of digital transformation (DX); in fact, the mission of Smart Cities can be described as outcomes-based digital transformation.” This means using new methods of innovation and creativity, and new sources of information, to enhance experiences, increase sustainability and resilience, and improve financial and operational performance. IT that uses a combination of cloud, mobility, and data analytics has the power to provide new solutions to long-standing urban challenges and enable new experiences for residents and communities, visitors and tourists, and local businesses.” – Accelerating the Digital Transformation of Smart Cities and Smart Communities, IDC (Sponsored by Microsoft)

The implementation of “Smart” (internet-enabled) technologies is different in that this trend is not a single technology, per-se, but rather represents an integrated approach to the utilization of a variety of emerging information technologies that enable local governments and agencies to share information (such as planned growth or changing demographics) to respond to trends (such as incidents, workload, power demand and supply, etc.), and to proactively re-allocate or reprogram resources in response to these trends. Although SDI sees “Smart” technologies as an emerging trend; it is maturing rapidly as a result of the need for communities to maximize the use of assets and facilities as well as public expectations. For waste water treatment facilities in specific, “smart” assets enable agencies to monitor workload and performance and to proactively respond to devices whose performance has become marginal before they fail, as well as to use Wi-Fi enabled sensors to enable them to respond to overflow conditions and the presence of pollutants or contaminants (such as fats, oils, and grease) in the collection system and to identify the source.

The Internet of Things (IoT) provides the foundation for many “Smart” initiatives. For some time, devices have stored data so that it could be manually downloaded and accessed on demand. Combining this capability with the ability to access the internet (and thus the ability to both autonomously receive and transmit information) has brought us to the IoT. McKinsey has suggested six distinct types of applications to consume this information; tracking behavior, enhanced situational analysis, sensor-driven decisions analytics, process optimization, optimized resource consumption, and complex autonomous systems.

Although some agencies look at the implementation of “smart” technologies in very tactical and local terms (involving highly specialized and isolated IoT applications), industry research indicates that the effective implementation and continued use of “smart” technologies includes:

- The development and implementation of open and collaborative processes to develop the visions for the implementation of “smart” technologies both within the District and with other organizations it serves (such as City of Elk Grove, City of Galt). Governance should include the ability to prioritize initiatives, program funds, and take advantage of opportunities made possible by private / public partnerships, and to assess the reproducibility of interoperable solutions. The governance process will also need to provide leadership for the management of the changes in operations brought about by “smart” technologies.
- The implementation of secure, resilient, and ubiquitous wireless services that enable access to the data produced by “smart” services as needed (such as from remote and/or mobile devices) and that can scale to meet expected as well as unexpected surges in demand. Planning for the resilience, security, and performance of the wireless services is critical as is the development of

processes and agreements to support 24 x 7 operations. IBM has noted that “A resiliency plan should concentrate on both the business and IT processes that are most vital to the enterprise. Creating and sustaining processes that support resilient business operations and infrastructures requires identification of the minimum required process functionality during disruptive events, alternate processes and procedures that will allow operations to continue during times of stress, and redefinition of processes to achieve better workload balance.”³

- The development of a comprehensive plan for the implementation and continuing support of the “smart” services that leverages public / private partnerships as well as regional partnerships to facilitate collaboration and information exchange.
- The development and implementation of a plan and the processes that are required to support continuing communication and collaboration with external agencies to identify needs, priorities, and preferred delivery channels.
- The development and implementation of a plan to leverage the information produced by “smart” devices, including the use of business intelligence, business analytics, and artificial intelligence. A critical success factor for the effective use of these tools is surmounting separate silos of information through the development of an enterprise data architecture that provides a framework for the storage and aggregation of the information produced by “smart” devices.

⇒ Transformation of IT Environments and Service Delivery Models

Changes in information technology, particularly the move to Cloud-based services, mobility, and the increasing user dependence on IT services to effectively meet changes in public needs and expectations are, in turn, changing how organizations govern the use of information technology and manage the delivery of IT services. Services that were formerly delivered by internal IT departments are now being delivered by external (usually Cloud-based) service providers with the objectives of reducing costs, increasing scalability and sustainability, and freeing up valuable internal resources to focus on the organization’s key needs.

Figure 5.3, IT Service Delivery Options, depicts the impact of this transformation, illustrating how the services provided and the responsibilities of IT organizations are changing as organizations transform from current IT environments (the left side of the diagram) that are primarily based on services that are hosted on premises with some cloud-based applications to hybrid environments (the right side of the diagram) in which the IT organization supports a greater variety of services with a general shift from services that are based on-premises to services that are cloud-based.

³ “The Evolution of Business Resiliency Management,” IBM Global Technology Services, Thought Leadership White Paper, June, 2011

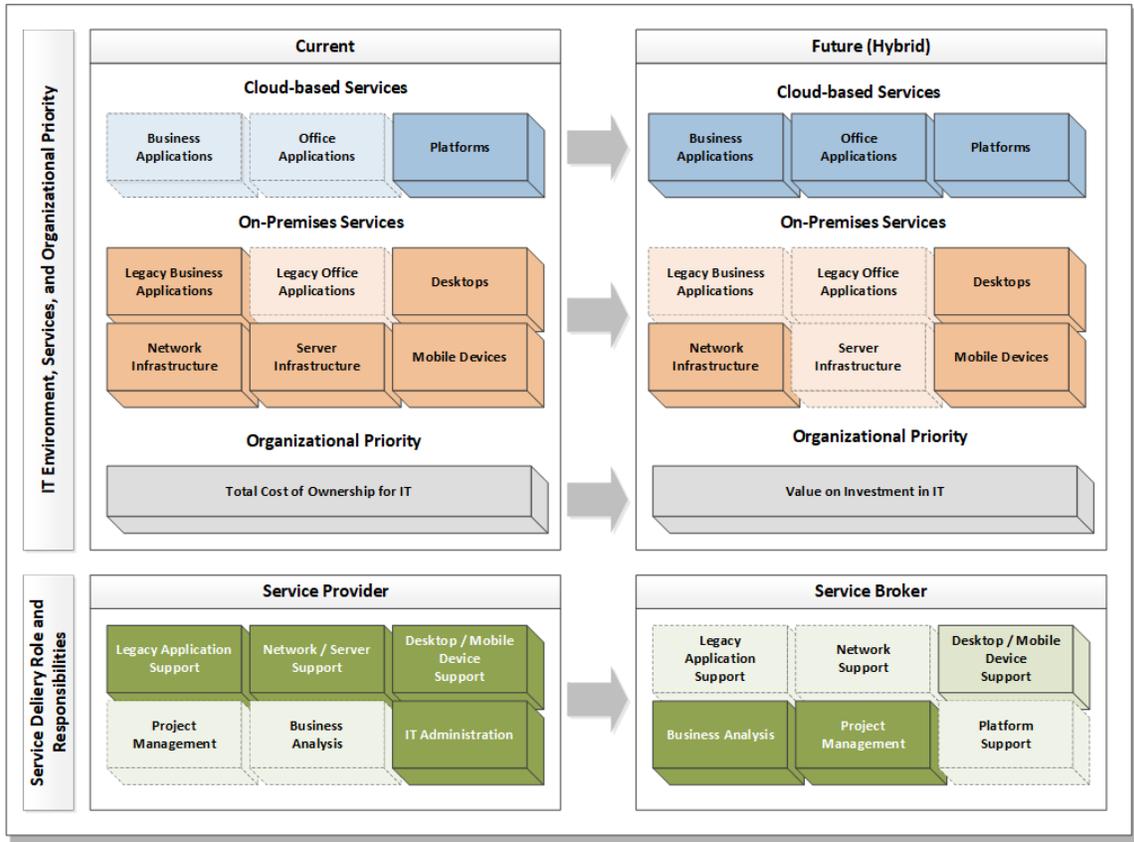


Figure 5.3 – IT Service Delivery Options

In this model, both the current and future IT environments (depicted in the two upper frames) consist of cloud-based services, on-premises services, and organizational priority for information technology. SDI anticipates that the following transformations in each of the areas will occur over the time frame of the District’s IT Strategic Plan:

- **Cloud-based Services:** The lighter blue boxes with dotted lines represent cloud-based services that are emerging today while the darker blue boxes with solid lines represent established services. The darker blue boxes with solid lines) over the time frame of the District’s IT Strategic Plan. Although, business applications and office applications (such as Microsoft Office 365) are available today, these are not as well developed (and thus competitive) as are platform services; however, in the next five years the former will be become just as ubiquitous.
- **On-Premises Services:** The support of on-premises infrastructure and the delivery of services based on this infrastructure such as legacy business applications and office applications are a traditional core competency of IT organizations. Of these services (depicted by the orange-shaded boxes), legacy office applications are already being gradually being phased out in the current IT environment and shifted to the cloud and SDI anticipates that the same will happen for legacy business applications and on-premises servers in the future.
- **Organizational Priority:** SDI is of the opinion that one of the most difficult transformations over the length of the IT Strategic Plan will be the shift in organizational priorities from minimizing IT investments (particularly in staffing) to using IT resources (both internal and external) in the

future to obtain greater value (such as operational efficiencies, etc.) for their investments in information technology. In the future IT environment, IT governance and planning will play critical roles in enabling organizations to respond to increased user and customer expectations by ensuring that IT and user resources are allocated (or reallocated as needed) based on organizational objectives and priorities. Absent governance, organizations can adopt cloud-based services without a complete understanding of the benefits, costs, risks, and support requirements, resulting in organizations incurring additional costs for the ownership of information technology without fully realizing the potential value that could be obtained.

The lower two frames in Figure 5.3, depict the impact that the transformation from the current IT environment to the future IT environment will have on the service delivery roles and responsibilities of IT organizations in general. As depicted above:

- **In the current IT environment** IT organizations are generally service providers who deliver services (including legacy application support, network / server support, desktop / mobile-device support, and IT administration) based on the on-premises IT infrastructure that they support. With the exception of some enterprise-level services such as office applications, the adoption of cloud-based in being generally driven by the user community (sometimes in collaboration with the IT organization) rather than being driven by the IT organization. Although some IT organizations provide project management services, few are staffed to provide support for business analysis activities such as requirements analysis and business process re-engineering (BPR) and thus rely on external service providers.
- **In the future IT environment** IT organizations will need to transform from being primarily service providers to service brokers, organizations that can continue to deliver legacy, on-premises services, while also being able to work with the user community to enable them to select and implement cloud-based services that are consistent with organizational priorities and standards and that can effectively exchange information with both legacy business applications and cloud-based business applications. SDI is of the opinion that the shift from on-premises IT infrastructure and business applications to web-based services will free up internal IT resources to perform higher-level functions such as planning for innovation, business analysis, business process re-engineering, and assisting the users in both optimizing IT services to meet their needs. As a result, the role of the IT organization in the future will be somewhat reversed compared with the current environment in that project management and business analysis will become core competencies, with other services either farmed out to external service providers (the light shaded boxes with dotted lines), or shared, such as desktop / mobile device support. As a result, IT organizations will need to reconsider how they are organized and staffed.

Section 4 – IT Strategic Plan Development

4.1 – Introduction

Change is a constant concern for public sector executives who must often respond to increased public expectations and new mandates with limited resources and information technology environments that are not agile. Without a plan to manage and respond to change, organizations tend to become reactive

rather than proactive and, as a result, obtain reduced benefits for their investments in information technology. Strategic planning enables organizations to find a balance between immediate and long-term needs. It follows that the process for the development of a strategic plan needs to take the same considerations into account.

This multi-year IT Strategic Plan sets forth a roadmap for CSD that identifies current technology projects and, to the extent possible, future technology needs. The plan lays out the strategy and steps to meet those needs and to make IT resources move effective in delivering high quality services to internal and external users.

4.2 – Development of the IT Roadmap and Project Schedule

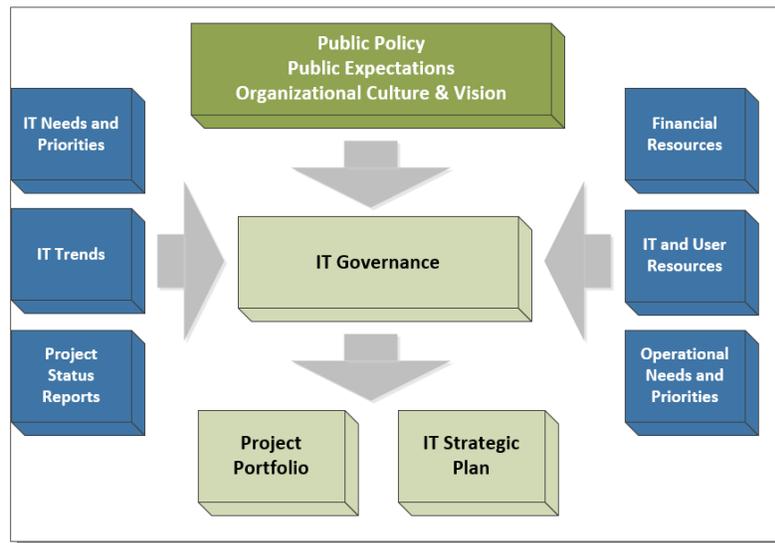


Figure 4.1 – IT Strategic Planning Process (Source: SDI)

As depicted in Figure 4.1, IT Strategic Planning Process, IT Governance plays a pivotal role in enabling organizations to effectively allocate their IT resources to respond to new and/or changed requirements (including public policy and public expectations), trends in information technology, organizational needs and priorities, and resources. The key deliverables for IT governance include the project portfolio (which defines what the organization needs to do) and the IT Strategic Plan (which defines how the organization proposes to implement the projects). The development of the IT Strategic Plan will provide CSD with a baseline for continued planning.

The details of the IT Strategic Plan are provided below including:

- Figure 4.2, Project Roadmap Following Executive Team Review: Provides an overview of the project roadmap that was developed by the Executive Team. Figure 4.2 provides the District’s vision for the IT Strategic Plan in terms of priorities and dependencies. Figure 4.2 includes:
 - A month by month review of projects that are in progress during the second quarter of FY 2019/20 (Oct., Nov., Dec.).
 - Proposed project schedule by remaining quarters of FY 2019/20.

- Proposed project schedule by half year intervals for FY 2020/21.
- Proposed project schedule by year for FYs 2021/22, 2022/23, and 2023/24.
- Figure 4.3, Project Roadmap Following SDI Review: Provides an updated overview of the IT Strategic Plan projects after adjustments were made to fit the timeline, plan for in-progress projects, and available resources. Therefore, while Figure 4.3, generally follows the priorities and dependencies established by the District; the project timelines can vary. The project implementation plan strives to set reasonable expectations as to when the projects will be initiated and completed. However, a project's eventual start date will be driven based on factors that cannot be predicted at this time including funding, budget approval, and contingencies. While the intent of the IT Strategic Plan is to support the District's budgeting process by providing direction and input necessary to justify expenditures; it is not meant to include detailed specifications, requirements, or recommended vendor solutions. The IT Strategic Plan assumes that CSD staff will follow appropriate planning and procurement processes for each project that include activities such as detailed requirements analysis, formal evaluation and selection, and implementation methods.
- Following the development of Figure 4.3, Project Roadmap Following SDI Review, SDI refined the information for each of the projects and the results of this process are depicted in Figure 4.4, Project Schedule, Part 1 of 2 and Part 2 of 2. Figure 4.4 provides a Gantt-format project schedule for the projects (reflecting the priorities and dependencies defined by CSD's Executive Team) and information for each project. It also provides an indication of the total number of projects concurrently scheduled by quarter. Please note that the resource requirements and/or the duration for each project may vary based on factors such as the eventual scope and objectives of the project (particularly if the project is divided into multiple phases) and the division of responsibilities between CSD and external service providers. The number of concurrent activities is a significant metric for planning purposes since the number of concurrent activities is indicative of the overall workload since even activities being performed by external service providers will need to be overseen by CSD staff.
- Figure 4.5, Summary of Project Attributes and Cost Per Fiscal Year, is similarly based on the refinement of the project information and provides a summary for each of the projects that includes:
 - The name of the project, the sponsor and the project's status (either in-progress or planned).
 - The estimated low and high range cost estimates for in \$000's. Project costs that cannot be estimated at this time are shown as "N/A". Some projects have a range of cost beginning with \$0 indicating that the project could be completed by internal staff. Please note that, in particular, the costs for augmenting the District's IT staff could not be estimated at this time pending a decision by CSD as to whether to utilize internal staff, external services, or some combination of them.
 - The estimated duration of the project in quarters.
 - The estimated level of risk associated with the project (High, Medium, Low).
 - The estimated business value of the project to the District, rated as High, Medium, Low.

- The estimated mid-range cost (the average of the low and high cost) for the project.
- The cost per fiscal year for each project. Please note that based on general public sector procurement practices the total cost for a project is considered to be encumbered at the time the project is initiated; however, the actual expenditure of funds occurs over the length of the project based on milestone and/or progress payments. Since the project's progress and payment schedule is not known at this time, the full cost of the project is allocated in the fiscal year in which it is initiated.
- Finally, please note that a large proportion of the projects have been scheduled for FY 2019/20 and FY 2020/21, and collectively they will likely require more resources than the District has at the present time and thus the creation of an enterprise IT budget and the development of a strategy to augment IT staff resources will be critical to the ability of the District to implement the IT Strategic Plan.



Figure 4.2 – Project Roadmap Following Executive Team Review

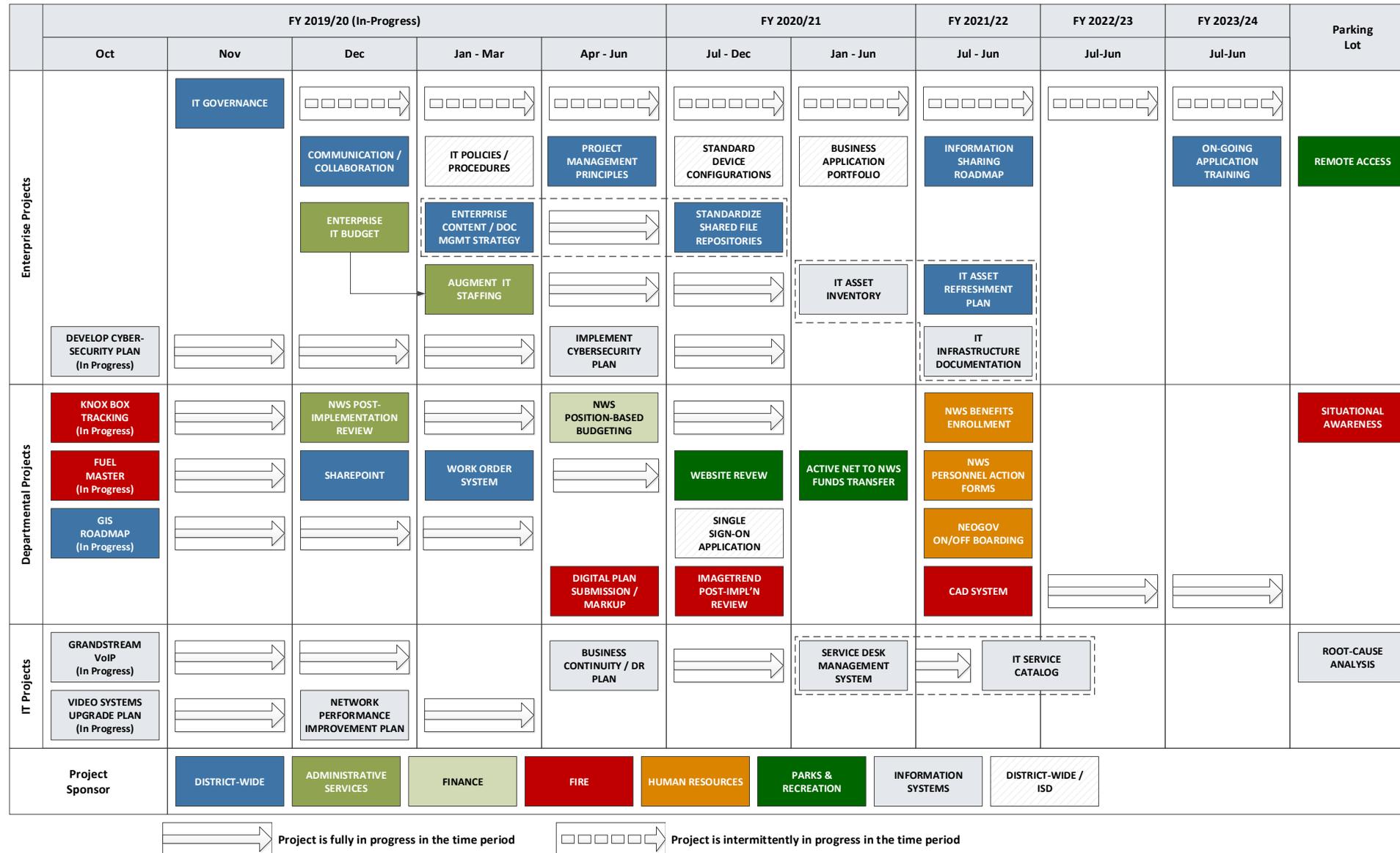


Figure 4.3 – Project Roadmap Following SDI Review

Project Name (Grouping Sequence)	Project Sponsor(s)	Status	Business Value	Level of Effort	Level of Risk	Initial Priority	Duration (Qtrs)	FY 2019/20			FY 2020/21				FY 2021/22				FY 2022/23				FY 2023/24				Parking Lot
								Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Enterprise Projects																											
IT Governance	District-wide	Recommendation	High	Low	Low	High	19	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Communication and Collaboration	District-wide	Recommendation	High	Medium	Low	Medium	2	■	■																		
IT Policies and Procedures	District-wide ISD	Recommendation	High	Medium	Medium	Medium	6		●	●	●	●	●	●													
Project Management Principles	District-wide	Recommendation	High	Medium	Low	Medium	2			■	■																
Standard Device Configurations	District-wide	Recommendation	High	Medium	Medium	High	2				■	■															
Business Application Portfolio	District-wide ISD	Recommendation	High	Medium	Low	Medium	2					■	■														
Information Sharing Roadmap	District-wide	Recommendation	High	Medium	Low	Medium	2							■	■												
On-going Application Training	District-wide	Recommendation	High	Medium	Low	Low	4																	●	●	●	●
Remote Access	Parks	Planned	Medium	Low	Low	Low	N/A																				■
Enterprise IT Budget	Administrative Services	Recommendation	High	Medium	Medium	High	2	■	■																		
Enterprise Content and Document Management Strategy	District-wide	Recommendation	High	High	Low	High	4		■	■	■	■															
Develop Plan																											
Reorganize Shared File Repositories																											
IT Staff Augmentation	Administrative Services	Recommendation	High	Medium	Low	High	4		●	●	●	●															
IT Asset Inventory	ISD	Recommendation	High	Medium	Low	High	2				■	■															
IT Asset Refreshment Plan	District-wide	Recommendation	High	Low	Low	High	1					■															
IT Infrastructure Documentation	ISD	Recommendation	Medium	Medium	Low	Medium	4					●	●	●	●												
Cybersecurity Plan	ISD	Recommendation	High	High	Medium	High	5	■	■	■	■	■															
Develop Plan																											
Implement Plan																											

Figure 4.4, Project Schedule, Part 1 of 2

Project Name (Grouping Sequence)	Project Sponsor(s)	Status	Business Value	Level of Effort	Level of Risk	Initial Priority	Duration (Qtrs)	FY 2019/20			FY 2020/21				FY 2021/22				FY 2022/23				FY 2023/24				Parking Lot
								Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Departmental Projects																											
Knox Box Tracking	Fire	In Progress	Medium	Medium	Low	Low	1	■																			
NWS Post-Implementation Review	Administrative Services	Recommendation	High	Medium	Low	High	2	■	■																		
NWS Position-Based Budgeting	Finance/	Planned	High	Medium	Low	Low	2			■	■																
NWS Benefits Enrollment	Human Resources	Planned	High	Medium	Low	Low	2							■	■												
Situational Awareness/Digital Mapping	Fire	Planned	High	Medium	High	Medium	N/A																	■			
Fuel Master	Fire	In Progress	Medium	Medium	Low	Medium	1	■																			
SharePoint	District-wide	Recommendation	Medium	High	Low	Medium	4	■	■	■	■																
Work Order System	District-wide	Recommendation	High	High	Medium	High	4		■	■	■	■															
Website Review	Parks & Rec.	Recommendation	Medium	High	Low	Medium	4				■	■	■	■													
ActiveNet to NWS Fund Transfer	Parks	Planned	Low	Low	Low	Low	1					■															
NWS Personal Action Forms	Human Resources	Planned	High	Medium	Low	Medium	2							■	■												
GIS Roadmap	District-wide	In Progress	High	Medium	Low	High	2	■	■																		
Single Sign-On Application	District-wide ISD	Recommendation	Medium	Medium	Medium	Medium	2				■	■															
NeoGOV On/Off Boarding	Human Resources	Planned	High	Medium	Medium	Medium	2								■	■											
Digital Plan Submission and Markup	Fire	Planned	High	High	Medium	High	4			■	■	■	■														
ImageTrend Post Implementation Review	Fire	Recommendation	Medium	Medium	Low	Medium	2				■	■															
CAD System	Fire	Planned	High	High	High	High	8								●	●	●	●	●	●	●	●	●	●	●		
IT Projects																											
Grandstream VoIP	ISD	In Progress	High	Medium	Low	High	1	■																			
Business Continuity and Disaster Recovery Plan	ISD	Recommendation	High	High	High	High	4			■	■	■	■														
Service Desk Management System	ISD	Recommendation	Medium	Medium	Low	Medium	2					■	■														
IT Service Catalog	ISD	Recommendation	Medium	Medium	Low	Medium	2							■	■												
Root-Cause Analysis	ISD	Recommendation	Medium	Low	Low	Medium	N/A																	■			
Video Systems Upgrade Plan	ISD	In Progress	High	High	Low	Medium	4	●	●	●	●																
Network Performance Improvement Plan	ISD	Recommendation	High	Medium	High	High	2	■	■																		
								Concurrent Projects by Quarter																			
								12	13	12	17	13	10	6	6	7	4	3	2	2	2	2	2	2	2	2	
<ul style="list-style-type: none"> ■ Project schedule based on full-time staffing ● Project schedule based on part-time staffing 																											

Figure 4.4, Project Schedule, Part 2 of 2



Project Name (Alpha Order)	Project Sponsor(s)	Status	Business Value	Level of Effort	Level of Risk	Initial Priority	Estimated Cost in \$000's		Notes	Est'd Mid-Range Cost	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Parking Lot
							Low	High								
ActiveNet to NWS Fund Transfer	Parks	Planned	Low	Low	Low	Low	\$5	\$10		\$8		\$8				
Business Application Portfolio	District-wide ISD	Recommendation	High	Medium	Low	Medium	\$0	\$25		\$13		\$13				
Business Continuity and Disaster Recovery Plan	ISD	Recommendation	High	High	High	High	\$25	\$55	No Cost in FY 2019 /20	\$40			\$40			
CAD System	Fire	Planned	High	High	High	High	N/A	N/A		N/A						
Communication and Collaboration	District-wide	Recommendation	High	Medium	Low	Medium	\$0	\$5		\$3	\$3					
Cybersecurity Plan	ISD	Recommendation	High	High	Medium	High	\$40	\$50		\$45						
Develop Plan							\$0	\$10		\$5	\$5					
Implement Plan							\$40	\$50	Cost is Annual	\$45	\$45	\$45	\$45	\$45	\$45	
Digital Plan Submission and Markup	Fire	Planned	High	High	Medium	High	\$150	\$200		\$175	\$175					
Enterprise Content and Document Management Strategy	District-wide	Recommendation	High	High	Low	High										
Develop Plan							\$25	\$50		\$38	\$38					
Reorganize Shared File Repositories							N/A	N/A		N/A						
Enterprise IT Budget	Administrative Services	Recommendation	High	Medium	Medium	High	\$0	\$0		\$0						
Fuel Master	Fire	In Progress	Medium	Medium	Low	Medium	N/A	N/A		N/A						
GIS Roadmap	District-wide	Recommendation	High	Medium	Low	High	\$25	\$30		\$28	\$28					
Grandstream VoIP	ISD	In Progress	High	Medium	Low	High	N/A	N/A		N/A						
ImageTrend Post Implementation Review	Fire	Recommendation	Medium	Medium	Low	Medium	\$0	\$25		\$13						
Information Sharing Roadmap	District-wide	Recommendation	High	Medium	Low	Medium	\$25	\$35		\$30			\$30			
IT Asset Inventory	ISD	Recommendation	High	Medium	Low	High	\$0	\$30		\$15		\$15				
IT Asset Refreshment Plan	District-wide	Recommendation	High	Low	Low	High	\$0	\$10		\$5			\$5			
IT Governance	District-wide	Recommendation	High	Low	Low	High	\$0	\$10		\$5	\$5					
IT Infrastructure Documentation	ISD	Recommendation	Medium	Medium	Low	Medium	\$0	\$5		\$3			\$3			
IT Policies and Procedures	District-wide ISD	Recommendation	High	Medium	Medium	Medium	\$0	\$25		\$13	\$13					
IT Service Catalog	ISD	Recommendation	Medium	Medium	Low	Medium	\$0	\$10		\$5			\$5			
IT Staff Augmentation	Administrative Services	Recommendation	High	Medium	Low	High	N/A	N/A	Per CSD	N/A						
Knox Box Tracking	Fire	In Progress	Medium	Medium	Low	Low	\$0	\$5		\$3	\$3					
NeoGOV On/Off Boarding	Human Resources	Planned	High	Medium	Medium	Medium	N/A	N/A		N/A						
Network Performance Improvement Plan	ISD	Recommendation	High	Medium	High	High	\$25	\$35		\$30						
New World Post-Implementation Review	Administrative Services	Recommendation	High	Medium	Low	High	\$0	\$10		\$5	\$5					

Figure 4.5 – Project Cost Per Fiscal Year, Part 1 of 2

Project Name (Alpha Order)	Project Sponsor(s)	Status	Business Value	Level of Effort	Level of Risk	Initial Priority	Estimated Cost in \$000's		Notes	Est'd Mid-Range Cost	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Parking Lot
							Low	High								
NWS Position-Based Budgeting	Finance/	Planned	High	Medium	Low	Low	N/A	N/A		N/A						
NWS Benefits Enrollment	Human Resources	Planned	High	Medium	Low	Low	N/A	N/A		N/A						
NWS Personal Action Forms	Human Resources	Planned	High	Medium	Low	Medium	N/A	N/A		N/A						
On-going Application Training	District-wide	Recommendation	High	Medium	Low	Low	\$0	\$25		\$13					\$13	
Project Management Principles	District-wide	Recommendation	High	Medium	Low	Medium	\$0	\$10		\$5	\$5					
Remote Access	Parks	Planned	Medium	Low	Low	Low	\$0	\$5	Parking Lot	\$3						\$3
Root-Cause Analysis	ISD	Recommendation	Medium	Low	Low	Medium	\$0	\$5		\$3						\$3
Service Desk Management System	ISD	Recommendation	Medium	Medium	Low	Medium	\$25	\$35		\$30	\$30					
SharePoint	District-wide	Recommendation	Medium	High	Low	Medium	\$0	\$20		\$10						
Single Sign-On Application	District-wide ISD	Recommendation	Medium	Medium	Medium	Medium	\$20	\$40		\$30		\$30				
Situational Awareness/Digital Mapping	Fire	Planned	High	Medium	High	Medium	N/A	N/A	Parking Lot	N/A						
Standard Device Configurations	District-wide	Recommendation	High	Medium	Medium	High	\$0	\$5		\$3	\$3					
Video Systems Upgrade Plan	ISD	In Progress	High	High	Low	Medium	\$15	\$25	No Cost in FY 2019 /20	\$20						
Website Review	Parks & Rec.	Recommendation	Medium	High	Low	Medium	\$0	\$10		\$5	\$5					
Work Order System	District-wide	Recommendation	High	High	Medium	High	\$100	\$150		\$125	\$125					
Total Cost Per Fiscal Year:										\$ 480	\$ 119	\$ 128	\$ 45	\$ 58		
Total Cost For Plan:										\$ 830						

Figure 4.5 – Cost Per Fiscal Year, Part 2 of 2

Section 5 – Conclusion

Public and private sector organizations find themselves in the midst of a significant transformation in the way that information technology services are delivered to user communities even as user expectations and requirements rapidly evolve. Organizations are also using information technology differently than they did in the past, with information technology becoming integral to the delivery of information and services to customers rather than a back-office productivity tool. In this environment, agility (the ability to sense change and effectively respond to it) has supplanted utility (doing things as economically as possible through standardization) as a core value.

Accomplishing this transformation is far more difficult than said, as it requires both the organization and IT to adopt and embrace significant changes. For the organization, the adoption of continuing processes for the governance of information technology is a challenge. Managers who were formally concerned primarily with operation of their business units must now also be concerned with how information technology supports the operation of their business units and its business processes as a whole. IT, on the other hand, must move to more agile environments wherein it can perform a number of activities including being a service provider, a service manager, and eventually, a service broker that assists the users in finding the service delivery option that is most appropriate for them. The ability of the IT organization to fulfill all of these roles is a critical component of agility and agility is critical to enabling organizations to thrive in an environment characterized by rapid change.

The IT Strategic Plan is a result of a comprehensive, District-wide planning effort that provided the opportunity for management and staff to review, discuss, and integrate their technology needs into a common framework. Hopefully, it provides an understanding of the District’s technology priorities and serves an overall picture of the information technology environment today, what has been accomplished, what needs to be addressed and how to meet those longer-term objectives.

IT plans are often likened to roadmaps in that they chart the optimal route for an organization to get from where they are today (“the current state”) to where they need to be (“the target state”); however, there are other similarities as well.



Figure 6.1 – ITMP Planning Process (Source: SDI)

As anyone who has embarked on a journey with friends or family knows, no matter how well planned the roadmap is, there are always unforeseen events, opportunities, and obstacles along the way. The participants on the journey may also change over time, resulting in questions from the travelers (both old and new) including:

- “Do we really have to go?”
- “Are we there yet?”
- “Can we get there faster?”

Rather than serving as a long-term roadmap, the IT Strategic Plan will serve more as a baseline against which CSD can assess the impact of change, reset priorities, and re-allocate resources. As a result, the discipline of planning and IT governance will become as important as the development of the baseline plan.

While the creation of the IT Strategic Plan represents the culmination of one step in the planning process, it also marks the beginning of another step – one through which CSD leaders must work together to create an environment that supports the Plan. IT must work closely with management, supervisors, and staff as they begin a journey to create an organizational sense of purpose that goes much deeper than any vision statement, mission statement, or plan can communicate.

Support for the IT Strategic Plan will need to come in terms of priorities, dollars, policies and practices. Successful implementation may mean making compromises, and it will mean exercising patience, taking a District-wide perspective, and maintaining a continued focus on revising the plan as events take place. Finally, it will take cooperation, communication and flexibility to adapt to changing needs, technologies and resources.

COSUMNES COMMUNITY SERVICES DISTRICT

GEOGRAPHIC INFORMATION SYSTEMS (GIS) SPECIALIST

DEFINITION

Under general direction, manages a comprehensive Geographic Information Systems (GIS) program. The duties include work in the areas of data maintenance and conversion, complex GIS analysis, GIS application development, GIS server/database administration and project management. The GIS Specialist is responsible for the overall coordination, development, implementation, operation and maintenance of the GIS program and serves as the District's GIS representative.

CLASS CHARACTERISTICS

The GIS Specialist is a single incumbent class. The incumbent is expected to have a broad background in the development and maintenance of Geographic Information Systems. Incumbents perform the full range of duties assigned with only occasional instruction or assistance as unusual or unique situations arise.

SUPERVISION RECEIVED AND EXERCISED

Receives general direction from the IT Manager or as assigned in the department organizational chart. The GIS Specialist position does not exercise any supervisory responsibilities but may provide lead direction to lower level IT staff.

ESSENTIAL DUTIES AND RESPONSIBILITIES

Note: The following duties are intended only as illustrations of the various types of work that may be performed. The omission of a specific statement on duties does not exclude them from the position if the work is similar, related or a logical assignment to the position. Each individual in the classification does not necessarily perform all the duties listed. Employees may perform other related duties at an equivalent level as required.

- Operates an array of GIS-related computer hardware, peripherals, and software applications;
- Creates and maintains geographic files using digitizers, plotters and computer aided software programs such as ArcMap, ArcGIS Pro and ArcGIS Online;
- Reads plans, diagrams, charts, and other source documents for updating records and data associated with GIS files;
- Prepares a variety of maps, data and geographic information, forecast models, feasibility studies and/or statistical reports for use by District personnel and management;
- Prepares charts, graphs, and other related GIS documents for community groups, the general public, and official governing bodies;
- Leads the development of web-based GIS data application and services;
- Manages or performs special GIS projects and participates on GIS-related committees, including geospatial database enhancements and further development of GIS applications, as needed to support the District's GIS operational needs;
- Creates, updates, modifies, reproduces and distributes geospatial databases;
- Manage geospatial database and develop maps and aerial photography;
- Maintain geospatial documentations for reference purposes; Collects, assembles, verifies and interprets legal land records, surveys, demographics and source documents to accurately maintain the GIS database;

FLSA Status: Non-Exempt

- Provides lead direction to lower level GIS employees; including selecting, training, and coordinating GIS work;
- Assists with the preparation of the annual GIS program budget; monitors approved budget; advises appropriate personnel on budget matters relating to the GIS program;
- Maintains a familiarity with activities and trends in the field of GIS and recommends actions to improve techniques, services and procedures;
- Attends training courses, professional organizational meetings, conferences and seminars as required;
- Attends meetings as required; may be required to attend after-hours Board of Directors meetings or other scheduled District meetings.
- Performs other related duties as assigned.

MINIMUM QUALIFICATIONS

Education and Training:

- Bachelor's degree from an accredited college or university in geographical information systems, computer science, engineering, planning or closely related field. ESRI certification strongly desired.

Experience:

- Four (4) years directly related professional experience involving the operation of an ESRI-based computerized mapping and/or geographical information systems.

Special Requirements:

- Must possess a valid California class "C" driver's license, with a clean driving record and maintain it throughout employment.

Knowledge of:

- Basic arithmetic, algebra and geometry including calculation of decimals, ratios, percentages and fractions;
- Basic drafting and mapping concepts, database programming;
- Basic operation of automated office machines including computers, scanners, printers/plotters, digital imagery, other peripherals and MFC copiers;
- Automated mapping tools and programs including ESRI-based GIS software programs such as ArcMap, ArcGIS Pro and ArcGIS Online; word processing and spreadsheets in currently used programs such as Microsoft Office;
- Standard Environmental Systems Research Institute (ESRI) data formats;
- Modern GIS scripting languages such as: Java, Javascript, Python, C#++ etc;
- Cartography, color theory and remote sensing methodologies;
- Global Positions System (GPS) data collection tools and GIS data management principles;
- Internet and website development; minor XML, Visual Basic and ArcGIS Online operations;
- Principles, symbols and terminology used in civil and architectural engineering;

Ability to:

- Use desktop GIS software applications to create, organize, maintain, retrieve and use maps and other geographical information;
- Work efficiently and effectively with various software, hardware, operating systems and databases; make the best use of available GIS applications and design constraints;
- Utilize and interpret basic technical computer and GIS terminology;
- Conduct research, analyze data and develop logical solutions to GIS application programming problems;
- Convert non-GIS formats into usable GIS data formats;
- Prioritize workload to handle multiple requests and meet project timelines;
- Effectively and tactfully communicate both orally and in writing with the General Manager, the Board of Directors, District personnel, other government agencies, outside vendors and the public;
- Edit and proof written copy;
- Create technical documents and user guides;
- Identify and conceptualize information needs, workflow sequences and data acquisition problems;
- Analyze problems, identify alternative solutions, project consequences of proposed actions and implement recommendations in support of goals;
- Comprehend and prepare reports and forms using a prescribed format and conforming to all rules of punctuation, grammar, diction and style;
- Gain cooperation through discussion and persuasion;
- Interpret and apply District and department policies, procedures rules and regulations;
- Manage, plan, assign, review and assess the work of a diverse staff in accomplishment of multiple projects;
- Prepare and implement training programs;
- Effectively and tactfully communicate both orally and in writing with their team, independent contractors, vendors, CSD personnel and the public;
- Comprehend and prepare reports and forms using a prescribed format and conforming to all rules of punctuation, grammar, diction and style.

Physical Requirements:

- Mobility: frequent use of keyboard; frequent sitting at desk for long periods of time; occasionally reaching and twisting to reach equipment surrounding desk; regular walking to collect environmental field data; occasional standing, bending, stooping, and squatting; occasional pushing, pulling or lifting objects up to twenty (20) pounds;
- Vision: constant use of overall vision; frequent computer use; occasional color and depth vision;
- Dexterity: frequent repetitive motion, frequent writing; frequent grasping, holding and reaching; frequent operation of office equipment and tools required to troubleshoot and repair computer equipment and peripherals;
- Hearing/Talking: frequent hearing and talking in person and on the phone;
- Emotional/Psychological: frequent decision making and concentration, frequent public and/or coworker contact; occasional work alone;
- Driving: ability to use fine and gross motor coordination for driving.

FLSA Status: Non-Exempt

Typical Working Conditions

Work is typically performed in an indoor office environment. Occasional work is performed outside in various types of weather. Incumbents may be exposed to noise, moisture, dust, vibrations, heat and cold. Work may require travel in a vehicle to and from off-site locations throughout the District.

<u>Information Block</u>	
Safety-Sensitive:	Yes
Employment Type:	Full-time
FLSA Status:	Non-Exempt
PERS Group:	Miscellaneous
Revised:	
Created:	
Previous Title:	

Attachment 4

COSUMNES COMMUNITY SERVICES DISTRICT INFORMATION TECHNOLOGY (IT) HELPDESK

DEFINITION

Under direct supervision, IT Helpdesk performs computer and telephone related duties such as troubleshooting and resolving technical problems; installing and maintaining hardware, peripherals and software; provides helpdesk support for District employees; performs other duties as assigned.

SUPERVISION RECEIVED AND EXERCISED

Receives direct supervision from the IT Manager or as assigned in the department organizational chart. This position does not exercise any lead or supervisory responsibilities.

ESSENTIAL DUTIES AND RESPONSIBILITIES

Note: The following duties are intended only as illustrations of the various types of work that may be performed. The omission of a specific statement on duties does not exclude them from the position if the work is similar, related or a logical assignment to the position. Each individual in the classification does not necessarily perform all the duties listed. Employees may perform other related duties at an equivalent level as required.

- Responds to requests for service by phone, e-mail or in person and evaluates the nature of the requests; escalates technical issues when appropriate;
- First point of contact for technical assistance, documenting and tracking support tickets;
- Provides basic, level 1 technical support assisting users with a variety of first level issues such as, answering common questions
- Performs initial troubleshooting on desktops, laptops, printers, copiers, phones or any other items under the support of information technology;
- Performs remote troubleshooting via Remote Assistance;
- Utilizes and maintains the helpdesk tracking software; Manages open tickets and coordinates support interactions;
- Provides limited on-site computer support (hardware, software and peripheral moves, installs or replacements);
- No local, domain or Office 365 administrator privileges.
-

MINIMUM QUALIFICATIONS

Any equivalent combination of training and experience which provides the required skills, knowledge, and abilities may be considered qualifying at the sole discretion of the District. A typical way to obtain the knowledge and skills would be:

Education and Training:

- Progress towards or current study of a degree or certification in a field such as computer science, A+ or Microsoft from an accredited college, university or technical program in the field of computer science, information technology or a closely related field;

Experience:

- None.
- Helpdesk or technical support experience preferred..

Special Requirements:

Knowledge of:

- Principles of and current trends in information technology including cloud, office software, hardware technologies and personal computers;
- Local Area Networking (LAN) including TCP/IP, Internet and IP routing;
- Current windows operating systems, current Microsoft Office Suite and related office software;
- Installation, maintenance, upgrades, troubleshooting and repair of computers, hardware and peripherals;
- Active Directory user and password management.

Ability to:

- Follow technical oral and written instructions;
- Exercise analytical skills in providing fact-based details to support ideas, recommendations and analysis;
- Reason logically, use a variety of techniques to resolve problems, manage time and resources, concurrently handle multiple assignments and work under strict deadlines;
- Coordinate, facilitate and guide work with others;
- Analyze, diagnose and resolve customer problems relating to hardware, software, and applications software;
- Troubleshoot and perform routine maintenance on computer systems and peripherals;
- Configure desktop computers and related peripherals;
- Utilize a variety of systems utilities, methods, and techniques;
- Effectively and tactfully communicate both orally and in writing with their team and other CSD personnel;
- Comprehend and prepare documents and forms using a prescribed format and conforming to all rules of punctuation, grammar, diction and style.

Physical Requirements:

- Mobility: frequent use of keyboard; frequent sitting at desk or in meetings for long periods of time; occasionally reaching and twisting to reach equipment surrounding desk; occasional walking, standing, bending, stooping, squatting, kneeling, crawling and twisting while performing field work; frequent pushing, pulling or lifting up to fifty (50) pounds;
- Vision: constant use of overall vision; frequent computer use; occasional color and depth vision;
- Dexterity: frequent repetitive motion; frequent writing; frequent grasping, holding and reaching; frequent operation of office equipment and tools required to troubleshoot and repair computer equipment and peripherals;
- Hearing/Talking: frequent hearing and talking in person and on the phone;
- Emotional/Psychological: frequent decision making and concentration, frequent public and/or coworker contact; occasionally works alone.

Typical Working Conditions

COSUMNES CSD-IT HELPDESK

Work is typically performed in an indoor office environment and computer rooms. Occasional work is performed in climate-controlled server rooms; occasional work is performed outside in various types of weather; occasional work is performed in confined spaces. Incumbents are exposed to noise, moisture, dust and vibrations. Work may take place and require travel to and from off-site locations throughout the District.

Information Block	
Safety Sensitive:	No
Employment Type:	Part-time
FLSA Status:	Non-Exempt
PERS Group:	Miscellaneous
Revised:	
Created:	
JCN:	