

# San Benito County

## CSA Summary Analysis

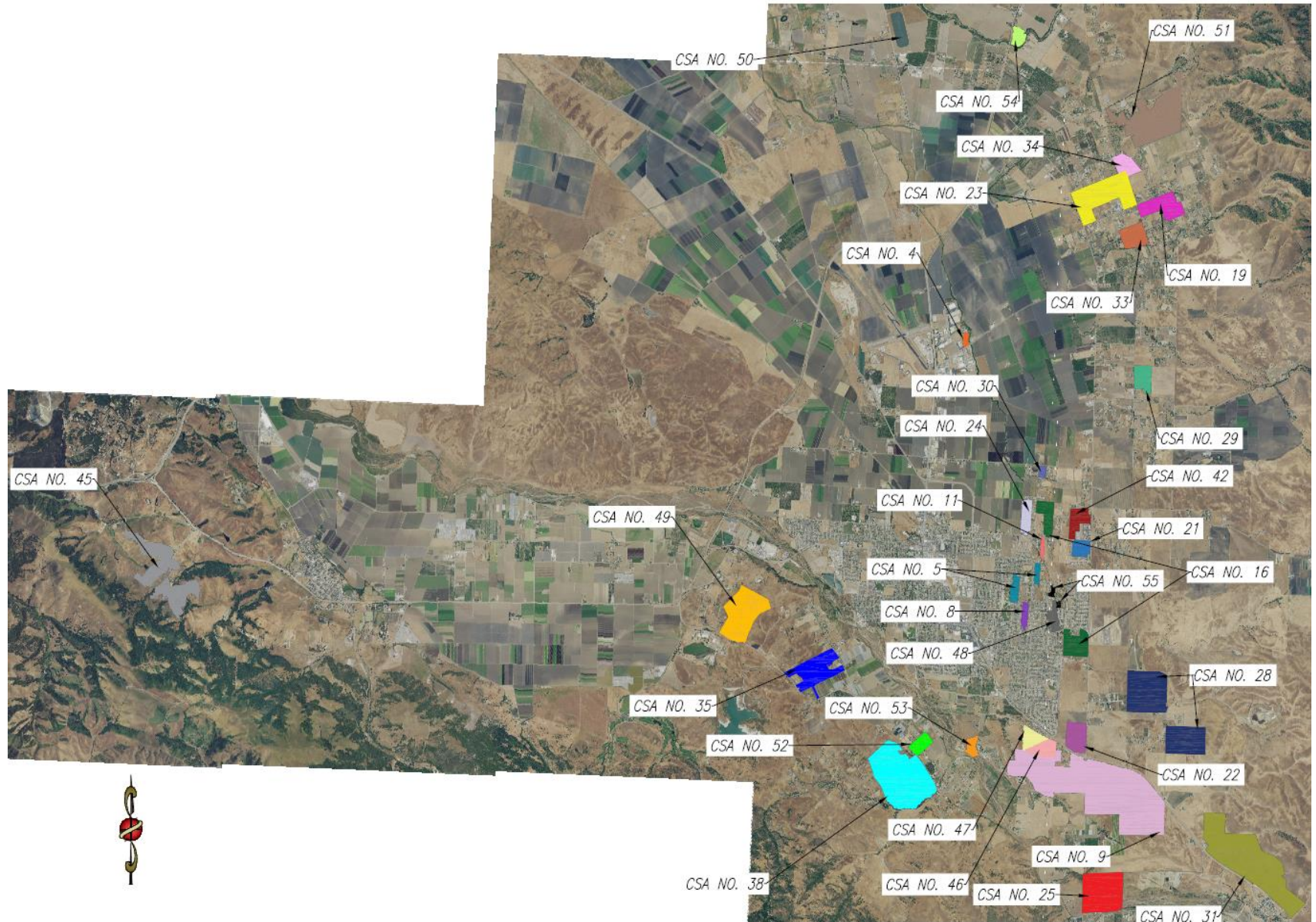


# Rules and Regulations Governing CSA's



- Prop 13 (June 6, 1978)
- Prop 218 (November 5, 1996)
- County Service Area Law
- LAFCo
- Board of Directors for CSA is County Board of Supervisors

# CSA MAP



# Services Provided

CSA #	CSA NAME	Units				Rate Structure		date of last rate increase	SERVICES PROVIDED by CSA										Formation Date
		Parcel Count	Active	standby	Total	Prop 13 /AB-8	PROP 218		SEWER	WATER	ROADS	STLTS	IRR-LS	ST SWP	STORM	OP-SP	REC	CIP/ RES	
4	Santa Rosa Acres	19	19		19	X					X	X							1960
5	Hillcrest / El Toro	85	83	2	85	X					X	X							3/7/1968
8	Bonnie View	39	39		39	X					X	X							8/22/1974
9	Ridgemark	1063	1049	14	1063	X					X	X		X	X				3/23/1972
11	Simmons Acres (Simmons/Barnes Lane)	12	12		12	X					X	X							9/27/1973
16	Santa Ana Estates and Holliday Ranch (Holiday Estates)	84	87.3	1	88.3		X	2010-11			X	X			X				4/21/1980
19	Springwood	14			0		X	1996/97		X				X					4/1/1997
21	Long Acres	22	22		22		X	2010-11			X	X	X	X	X				4/1/1997
22	Cielo Vista	78	76		76		X	2010-11	X				X	X	X				1/29/1987
23	Rancho San Jaoquin	30	32		32		X	210-11			X			X					4/1/1987
24	Santa Ana Acres	27	31		31		X	2009-10			X	X	X	X	X				5/15/1987
25	Vineyard Estates	26			0		X	1996-97				X		X	X				8/27/1987
28	Heatherwood	48	49		49		X	2010-11		X	X	X		X	X				2/1/1988
29	Magladry (Bown Magladry)	4			0		X	1996-97							X				2/1/1988
30	McCloskey Acres	6	6		6		X	1996-97							X				4/28/1988
31	Stonegate	74	72.83	1	73.83		X	2009-10		X		X		X	X				11/7/1988
33	Torranno Estates (Fallon/Fairview)	9			0		X	1996-97		X	X		X		X				4/27/1989
34	Ausaymas Estates	7	7		7		X	2010-11		X	X	X		X	X				11/6/1989
35	Union Heights	25	20.635	2	22.635		X	2009-10		X	X	X	X		X		X		9/25/1990
38	Ashford Highlands	53			0		X	1996-97		X	X	X	X	X	X		X		7/12/1994
42	Lemmon Acres	28	30		30		X	2010-11			X	X			X				2/1/1996
45	Rancho Larios	147			0		X	1996-97	X	X	X	X	X	X	X	X	X	X	12/12/1995
46	Quail Hollow	110	108		108		X	2010-11			X	X	X	X	X	X	X	X	2/1/1996
47	Oak Creek	90	87.5	2	89.5		X	2010-11			X	X	X	X	X	X	X	X	6/25/1996
48	Dry Creek	18	20		20		X	2010-11			X			X					7/23/1996
49	Hollister Ranch Estates (Hollister Ranch)	38			0		X	1998-99			X	X			X	X	X		9/8/1998
50	Dunneville Estates (Dunneville)	31	30		30		X	2010-11		X	X	X	X		X			X	1/29/1998
51	Comstock Estates (Comstock Estates/Creekbridge)	34	34		34		X	2010-11	X	X	X	X		X	X		X		9/8/1998
52	Monte Bello	20	20		20		X	1998-99	X	X	X	X	X	X	X	X	X		1998
53	Riverview Estates	59	57	2	59		X	2011-12	X		X	X	X	X	X	X	X		7/29/1999
54	Pacheco Creek Estates	11	9	0	9		X	2010-11	X	X	X	X	X	X	X	X	X		2000
55	Creekside	17	14	3	17		X	2014-15			X	X	X		X	X			2014
<b>Totals</b>		<b>2328</b>	<b>2015.27</b>	<b>27</b>	<b>2042.27</b>														

X services being provided.

X services that are in the resolution, but are not being provided.

X services that are not in the resolution, but are being provided.

“CIP” – Capital Improvement Plan

“RES” – Reserve Fund

“OP-SP” – Open Space

“REC” – Recreational Facilities





# CSA 22 – Cielo Vista

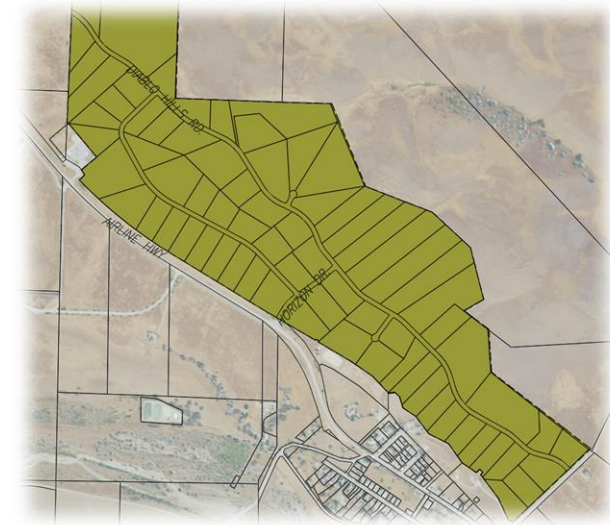
- Residual salt brine discharges from residential water softeners
- Increased operational costs to treat sodium to acceptable levels
- Difficult to comply with State Mandated Discharge Requirements
- Treated effluent with high sodium content has no redeeming value or use to the environment
- County may be subject to fines/penalties for non-compliance with Waste Discharge Requirements
- Recommend evaluating current operations and potential salinity pre-treatment





# CSA 31 – Stonegate

- Existing well is located approx. 0.6 miles from Stonegate and approx. 120' below the distribution system
- Water storage tanks are located on a hill approx. 190' above the well
- Recommend evaluating the water system, wells, storage, and storage tanks to ensure the pumps are sized properly and pressure is adequate to serve water demands





# CSA 50 – Dunneville

- Water system consists of:
  - water distribution system
  - two wells
  - a manganese filtration/ water treatment system
  - a 65,000 gal water storage tank
- Wells are located at the northern end of Dunneville Way
- Water treatment system reduced treatment/production capacity
- Recommended evaluating water mains, wells, pumps, and storage tanks to ensure they are sized appropriately





# 3 Prong Approach

- Improve CSA Finances
- Improve Internal County Processes
- Improve Public Outreach & Education





# Budget Summary

CSA	CSA NAME	6-30-2016 beginning balance	16-17 Revenues	16-17 Expenditures	16-17 CIP Budget	6-30-2017 ending balance	Estimated 17-18 Revenues	17-18 Annual Budget	est fund balance 6-30-2018	2017-18 CIP Budget	2017-18 Pr of Services	2017-18 Contingencies Budget
4	Santa Rosa Acres	\$ 12,687.00	\$ 1,080.00	\$ 9,001.00	\$ 7,500.00	\$ 4,766.00	\$ 1,080.00	\$ 5,846.00	\$ -	\$ 4,345.00	\$ -	\$ -
5	Hillcrest - El Toro	\$ 130,794.00	\$ 9,070.00	\$ 92,451.00	\$ 80,000.00	\$ 47,413.00	\$ 9,070.00	\$ 56,483.00	\$ -	\$ 44,032.00	\$ -	\$ -
8	Bonnie View	\$ 23,255.00	\$ 2,200.00	\$ 15,335.00	\$ 12,500.00	\$ 10,120.00	\$ 2,200.00	\$ 12,320.00	\$ -	\$ 9,485.00	\$ -	\$ -
9	Ridgemark	\$ 591,908.00	\$ 74,301.00	\$ 153,174.00	\$ 117,000.00	\$ 513,035.00	\$ 74,301.00	\$ 587,336.00	\$ -	\$ 88,000.00	\$ -	\$ 429,162.00
11	Bames Lane	\$ 48,782.00	\$ 3,454.00	\$ 23,828.00	\$ 20,000.00	\$ 28,408.00	\$ 3,454.00	\$ 31,862.00	\$ -	\$ 20,000.00	\$ -	\$ -
16	Holiday Estates	\$ 64,699.00	\$ 20,968.00	\$ 13,384.00		\$ 72,283.00	\$ 20,415.00	\$ 92,698.00	\$ -	\$ -	\$ -	\$ 79,179.00
19	Springwood	\$ 3,714.00	\$ -	\$ 650.00		\$ 3,064.00	\$ -	\$ 650.00	\$ 2,414.00	\$ -	\$ -	\$ -
21	Long Acres	\$ 27,848.00	\$ 6,950.00	\$ 5,736.00	\$ 4,000.00	\$ 29,062.00	\$ 6,939.00	\$ 36,001.00	\$ -	\$ -	\$ -	\$ 30,242.00
22	Cielo Vista	\$ 8,544.00	\$ 75,135.00	\$ 81,542.00		\$ 2,137.00	\$ 75,135.00	\$ 77,272.00	\$ -	\$ -	\$ 52,132.00	\$ -
23	Rancho San Joaquin	\$ 74,893.00	\$ 18,386.00	\$ 9,649.00	\$ 8,600.00	\$ 83,630.00	\$ 17,920.00	\$ 101,550.00	\$ -	\$ -	\$ -	\$ 91,901.00
24	Santa Ana Acres	\$ 47,736.00	\$ 7,998.00	\$ 7,484.00	\$ 6,250.00	\$ 48,250.00	\$ 7,998.00	\$ 56,248.00	\$ -	\$ -	\$ -	\$ 56,248.00
25	Vineyard Estates	\$ 51,106.00	\$ -	\$ 4,167.00	\$ 3,800.00	\$ 46,939.00	\$ -	\$ 4,167.00	\$ 42,772.00	\$ -	\$ -	\$ 42,272.00
28	Heatherwood	\$ 80,060.00	\$ 18,556.00	\$ 8,608.00	\$ 6,500.00	\$ 90,008.00	\$ 18,087.00	\$ 8,579.00	\$ 99,516.00	\$ -	\$ -	\$ 99,487.00
29	Bown Maglady	\$ 20,550.00	\$ 74.94	\$ -		\$ 20,624.94	\$ -	\$ 20,550.00	\$ 74.94	\$ -	\$ -	\$ 20,550.00
30	McCloskey Acres	\$ 20,871.00	\$ 10.00	\$ 645.00		\$ 20,236.00	\$ -	\$ 20,236.00	\$ -	\$ -	\$ -	\$ 19,591.00
31	Stonegate	\$ 1,247,043.00	\$ 446,913.00	\$ 291,874.00		\$ 1,402,082.00	\$ 440,103.00	\$ 1,842,185.00	\$ -	\$ -	\$ 265,850.00	\$ 1,439,311.00
33	Toranzo Estates	\$ 32,996.00	\$ 15.00	\$ 31,821.00	\$ 29,505.00	\$ 1,190.00	\$ 15.00	\$ 1,205.00	\$ -	\$ -	\$ -	\$ -
34	Ausaymas Estates	\$ 24,021.00	\$ 2,858.00	\$ 4,784.00	\$ 3,200.00	\$ 22,095.00	\$ 2,776.00	\$ 24,871.00	\$ -	\$ -	\$ -	\$ 20,091.00
35	Union Heights	\$ 32,902.00	\$ 9,604.00	\$ 5,642.00	\$ 4,500.00	\$ 36,864.00	\$ 9,604.00	\$ 46,468.00	\$ -	\$ -	\$ -	\$ 40,822.00
38	Ashford Highlands	\$ 285.00	\$ -	\$ -		\$ 285.00	\$ -	\$ -	\$ 285.00	\$ -	\$ -	\$ -
42	Lemmon Acres	\$ 49,122.00	\$ 14,348.00	\$ 7,010.00		\$ 56,460.00	\$ 13,965.00	\$ 70,425.00	\$ -	\$ -	\$ -	\$ 63,407.00
45	Rancho Larios					\$ -			\$ -			
46	Quail Hollow	\$ 98,342.00	\$ 45,752.00	\$ 45,714.00		\$ 98,380.00	\$ 52,863.00	\$ 151,243.00	\$ -	\$ 59,065.00	\$ 39,115.00	\$ 84,060.00
47	Oak Creek	\$ 88,930.00	\$ 42,065.00	\$ 42,030.00	\$ 14,500.00	\$ 88,965.00	\$ 56,962.00	\$ 145,927.00	\$ -	\$ -	\$ 28,655.00	\$ 90,133.00
48	Dry Creek	\$ 24,989.00	\$ 6,849.00	\$ 5,592.00	\$ 5,100.00	\$ 26,246.00	\$ 5,847.00	\$ 32,093.00	\$ -	\$ -	\$ -	\$ 26,502.00
49	Hollister Ranch	\$ (5.00)	\$ -	\$ -		\$ (5.00)	\$ -	\$ -	\$ (5.00)	\$ -	\$ -	\$ -
50	Dunneville	\$ 82,247.00	\$ 67,633.00	\$ 60,256.00		\$ 89,624.00	\$ 66,173.00	\$ 155,797.00	\$ -	\$ -	\$ 39,403.00	\$ 95,148.00
51	Comstock/Creekbridge	\$ 91,406.00	\$ 16,263.00	\$ 65,048.00	\$ 60,000.00	\$ 42,621.00	\$ 15,817.00	\$ 58,438.00	\$ -	\$ 53,390.00	\$ -	\$ -
52	Monte Bello	\$ 542.00	\$ -	\$ -		\$ 542.00	\$ -	\$ 542.00	\$ -	\$ -	\$ -	\$ -
53	Riverview Estates	\$ 50,551.00	\$ 16,158.00	\$ 41,769.00	\$ 25,000.00	\$ 24,940.00	\$ 23,231.00	\$ 48,171.00	\$ -	\$ 25,000.00	\$ 13,000.00	\$ 25,000.00
54	Pacheco Creek Estates	\$ 8,293.00	\$ 1,477.00	\$ 2,226.00		\$ 7,544.00			\$ 7,544.00	\$ -	\$ -	\$ -
55	Creekside					\$ -			\$ -	\$ -	\$ -	\$ -
						\$ -			\$ -	\$ -	\$ -	\$ -
	Santana Ranch - CFD	\$ -	\$ -	\$ -		\$ -	\$ 500,000.00	\$ 500,000.00	\$ -	\$ -	\$ -	\$ -

**Total Fund Balance** \$ 3,039,111.00 \$ 908,117.94 \$ 1,029,420.00 \$ 407,955.00 \$ 2,917,808.94 \$ 1,423,955.00 \$ 4,189,163.00 **Total** \$ 303,317.00 \$ 438,155.00 \$ 2,753,106.00



# Budget Findings

- Total operating budget for CSA's for FY 2017-18 is \$4.3M
- Approved budget for FY 2017-18 shows total fund balance on 6-30-2016 of approx. \$3M
- 24 CSA's have a fund balance greater than \$10,000
- 8 CSA's have a fund balance less than \$10,000



# Budget Findings

- Published annual budgets don't match from year to year
- Capital Improvement Projects (CIP) Budget
  - FY2016-17: \$408,000 for CIP and repairs
  - FY2017-18: \$303,000 for CIP and repairs
  - Total: \$711,000
- Approved 2017-18 budget shows \$2.7M budgeted to contingencies
- Contingencies often reserved for CIP
  - Most CSA's have no projects identified
  - No staff working on CSA CIP that are identified
- CIP budget should be budgeted out of Capital Outlay/Asset Replacement fund



# Budget Findings

Several CSA's have various combinations of:

- No Budget (CSA-45)
- Less than \$1,000 fund balance
- No revenues and no expenses (CSA-19, 25, 29, 33, 38, 49, 52)
- No services provided by County
- HOA assumed responsibilities (CSA-45, CSA-49)
- Not paying or contributing to County's Cost Allocation Plan





# Budget Recommendations

Until a CSA has been formally dissolved through LAFCo, the County is responsible for maintaining the CSA.

- Formally dissolve inactive CSA's
- The County should prepare annual budgets for all active CSA's
- All active CSA's should participate in the County's Cost Allocation Plan
- Research why some CSA's have no revenues. Assessments should be based on previously approved rates



# Budgeting Recommendations

- Budget revenues based on anticipating receiving 100% of the assessments
- CSA-54 has 9 parcels to be assessed at \$213.42
- Anticipated revenues should be \$1,920.78
- Actual revenues received was 1,419.88
- Upon further research it was discovered 3 parcels were not being fully assessed

Division: 3240 - Pacheco Creek Estates CSA #54					
Program/Section/Activity: 1000 - Administration					
TX - Taxes					
511.101	Property Tax Current Secured	\$0.00	\$1,457.00	\$1,420.00	\$1,420.00
<i>Account Classification Total: TX - Taxes</i>		\$0.00	\$1,457.00	\$1,420.00	\$1,420.00
UM - Use of Money & Property					
541.001	Use of Money and Property Interest	\$28.25	\$20.00	\$0.00	\$0.00
<i>Account Classification Total: UM - Use of Money &amp; Property</i>		\$28.25	\$20.00	\$0.00	\$0.00
CS - Charges for Services					
561.000	Charges for Services Benefit Assessment Charges	\$1,419.88	\$0.00	\$0.00	\$0.00
<i>Account Classification Total: CS - Charges for Services</i>		\$1,419.88	\$0.00	\$0.00	\$0.00
Program/Section/Activity Total: 1000 - Administration		\$1,448.13	\$1,477.00	\$1,420.00	\$1,420.00
Division Total: 3240 - Pacheco Creek Estates CSA #54		\$1,448.13	\$1,477.00	\$1,420.00	\$1,420.00
Department Total: 70 - Public Works		\$1,448.13	\$1,477.00	\$1,420.00	\$1,420.00
REVENUES Total		\$1,448.13	\$1,477.00	\$1,420.00	\$1,420.00



# Budgeting Recommendations

- Actual revenues for each fiscal year should be reported in the current revenues account
- Delinquent assessments received from prior year's assessment should be reported in prior year revenues account
- Implement delinquency tracking process

<b>Division: 3090 - Hillcrest/El Toro CSA #5</b>					
<b>Program/Section/Activity: 1000 - Administration</b>					
<i>TX - Taxes</i>					
511.101	Property Tax Current Secured	\$11,182.56	\$9,070.00	\$9,070.00	\$9,070.00
511.102	Property Tax Prior Secured	-\$0.44	\$0.00	\$0.00	\$0.00
511.201	Property Tax Current Unsecured	\$574.03	\$0.00	\$0.00	\$0.00
511.202	Property Tax Prior Unsecured	\$13.94	\$0.00	\$0.00	\$0.00
511.301	Property Tax Current Supplemental	\$169.27	\$0.00	\$0.00	\$0.00
511.302	Property Tax Prior Supplemental	\$19.88	\$0.00	\$0.00	\$0.00
<i>Account Classification Total: TX - Taxes</i>		\$11,959.24	\$9,070.00	\$9,070.00	\$9,070.00
<i>UM - Use of Money &amp; Property</i>					
541.001	Use of Money and Property Interest	\$454.78	\$0.00	\$0.00	\$0.00
<i>Account Classification Total: UM - Use of Money &amp; Property</i>		\$454.78	\$0.00	\$0.00	\$0.00
<i>AD - Aid from Other Governmental Units</i>					
550.901	State Aid Homeowners Property Tax Relief	\$100.08	\$0.00	\$0.00	\$0.00
<i>Account Classification Total: AD - Aid from Other Governmental Units</i>		\$100.08	\$0.00	\$0.00	\$0.00
<b>Program/Section/Activity Total: 1000 - Administration</b>		\$12,514.10	\$9,070.00	\$9,070.00	\$9,070.00
<b>Division Total: 3090 - Hillcrest/El Toro CSA #5</b>		\$12,514.10	\$9,070.00	\$9,070.00	\$9,070.00
<b>Department Total: 70 - Public Works</b>		\$12,514.10	\$9,070.00	\$9,070.00	\$9,070.00
<b>REVENUES Total</b>		\$12,514.10	\$9,070.00	\$9,070.00	\$9,070.00



# Budgeting Recommendations

- Proposed CIP should be identified, budgeted, and included with budget documents
- Develop capital improvement program based on infrastructure needs and revenue projections

**EXPENSES**

Department: 70 - Public Works

Division: 3100 - Ridgemark CSA #9

Program/Section/Activity: 1000 - Administration

SV - Services and Supplies

619.101	Services and Supplies Labor	\$6,483.39	\$0.00	\$0.00	\$0.00
619.210	Services and Supplies Legal	\$156.00	\$0.00	\$0.00	\$0.00
619.226	Services and Supplies Administrative Support	\$5,350.51	\$16,174.00	\$16,174.00	\$16,174.00
619.272	Services and Supplies CSA Road Maintenance	\$13,143.61	\$30,000.00	\$35,000.00	\$35,000.00
619.274	Services and Supplies Storm Drainage	\$6,715.39	\$53,000.00	\$53,000.00	\$53,000.00
619.306	Services and Supplies Utilities	\$42,583.76	\$54,000.00	\$54,000.00	\$54,000.00
<i>Account Classification Total: SV - Services and Supplies</i>		\$74,432.66	\$153,174.00	\$158,174.00	\$158,174.00

OC - Other Charges

640.520	Other Charges Property Tax Admin Fee	\$2,219.36	\$0.00	\$0.00	\$0.00
999.901	Contingencies Contingencies	\$0.00	\$0.00	\$429,162.00	\$429,162.00

*Account Classification Total: OC - Other Charges*

<i>Program/Section/Activity Total: 1000 - Administration</i>		\$76,652.02	\$153,174.00	\$587,336.00	\$587,336.00
<i>Division Total: 3100 - Ridgemark CSA #9</i>		\$76,652.02	\$153,174.00	\$587,336.00	\$587,336.00
<i>Department Total: 70 - Public Works</i>		\$76,652.02	\$153,174.00	\$587,336.00	\$587,336.00
<b>EXPENSES Total</b>		\$76,652.02	\$153,174.00	\$587,336.00	\$587,336.00

Fund REVENUE	Total: 270 - CSA Funds	\$86,382.58	\$74,301.00	\$74,301.00	\$74,301.00
Fund EXPENSE	Total: 270 - CSA Funds	\$76,652.02	\$153,174.00	\$587,336.00	\$587,336.00
<b>Fund Total: 270 - CSA Funds</b>		\$9,730.56	-\$78,873.00	-\$513,035.00	-\$513,035.00

REVENUE GRAND Totals:		\$86,382.58	\$74,301.00	\$74,301.00	\$74,301.00
EXPENSE GRAND Totals:		\$76,652.02	\$153,174.00	\$587,336.00	\$587,336.00
<b>Grand Totals:</b>		\$9,730.56	-\$78,873.00	-\$513,035.00	-\$513,035.00





# CSAs to be Dissolved

- No revenues, no fund balance, no services provided by County and/or HOA assumed responsibilities:
  - CSA-19 Springwood
  - CSA-25 Vineyard Estates
  - CSA-29 Brown Magladry
  - CSA-30 McClosky Acres
  - CSA-33 Torrano Estates
  - CSA-38 Ashford Heights
  - CSA-45 Rancho Larios
  - CSA-49 Hollister Ranch
  - CSA-52 Monte Bello



# CSAs to be Dissolved

- CSA's that have gated entries:
  - CSA-9, Ridgemark
  - CSA-22, Cielo Vista
  - CSA-31, Stonegate
  - CSA-35, Union Heights



# CSAs in Process of being Dissolved

- In active CSAs:
  - CSA-1
  - CSA-2
  - CSA-3
  - CSA-10
  - CSA-12
  - CSA-13
  - CSA-15
  - CSA-17
  - CSA-26
  - CSA-27
  - CSA-40



# Organizational Constraints

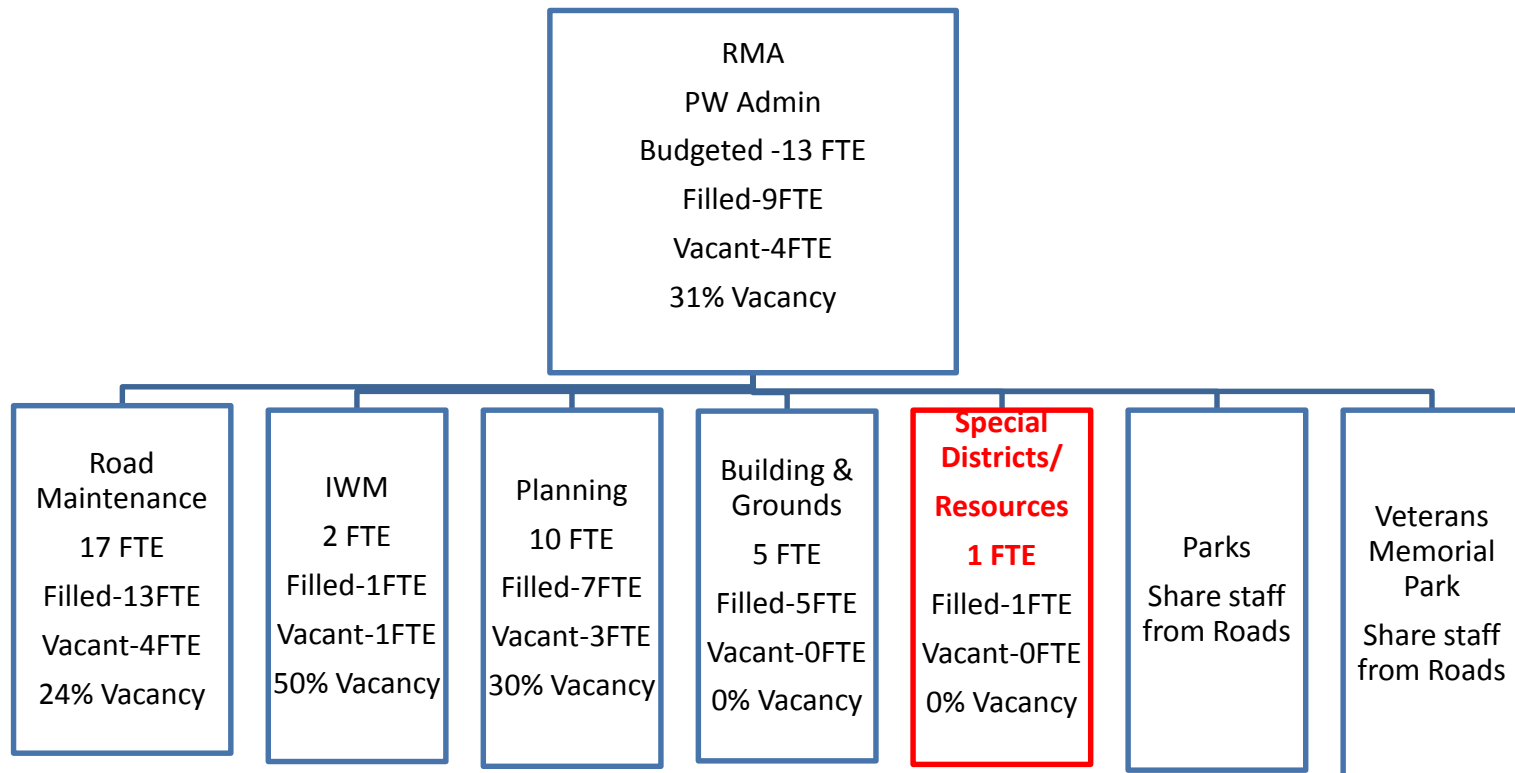
- Staffing
- Time reporting/cost allocation
- Budgeting
- Vendor services/contracts
- Capital improvement program
- Public outreach/education





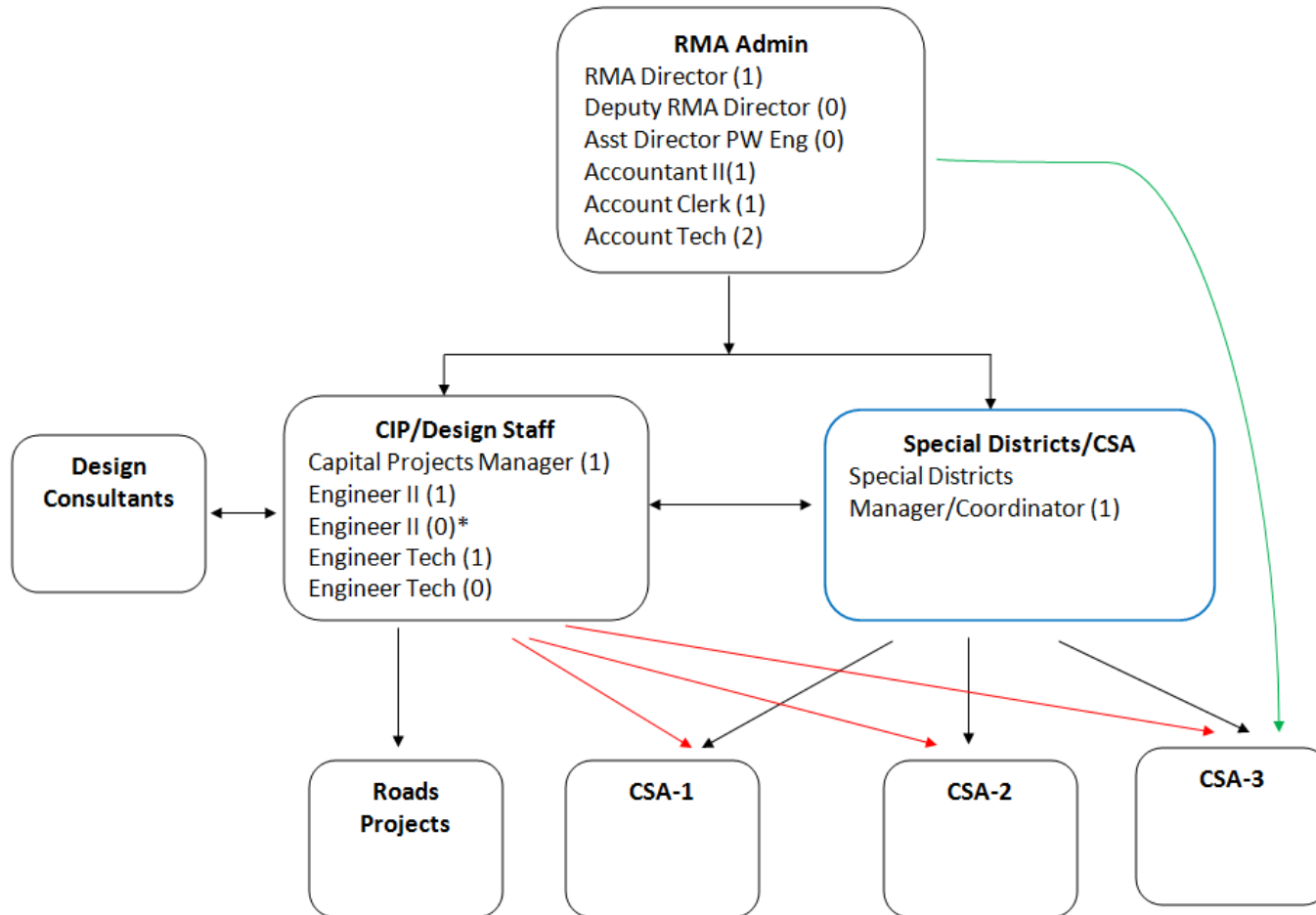
# Organizational Constraints

- According to 2017-2018 Budget, 12 FTE allocations are vacant in RMA
- No staff working on CSA projects
- Recommend RMA fill vacant positions and direct some staff to work on CSA projects





# CIP Program Flow Chart



\* Engineer II filled with part time staff.  
(#) Represents filled allocated/funded positions.



# Public Outreach

- Public information/education
- Neighborhood/outreach meetings
- Neighborhood working group
- County Website



# Public Information and Education



- What are CSA's?
- Regulatory framework and Prop 218 challenges
- Existing infrastructure needs continual investments to maintain quality of life and property values
- Brochures/mailers
- County Website



# Benefits of Neighborhood Working Group

- Assist with disseminating information to community
- Help champion CIP and future rate increases
- Inform the County service needs of the community
- Create an open and transparent process between the County and the Community



# County Website

- Provide Public Outreach and Education material
- Provide information for each CSA
  - Location, boundary and parcels served
  - Services provided
  - Budgets
  - Neighborhood meetings
  - Rate increases





# Vendor Services

- The County currently utilizes Roads Maintenance staff for minor road repairs (pothole repairs), mowing, and trimming
- The County manages two street sweeping contracts (CSA-9 and CSA-46 & 47)
- The County manages three water and system operations contracts ( CSA-22, CSA-31 and CSA-50)



# Vendor Services Recommendations

- It is recommended the County prepare and issue RFP for:
  - Street sweeping
  - Landscaping and irrigation services
  - Sewer and water system operations
- Recommend the County bundle several CSA's together in the RFP
- Recommend the County provide multi-year contract
- Recommend the County request alternate pricing for various frequency of services
- Service frequency can be tailored to each CSA based on available funding
- Contracts to provide performance metrics



# Implementation Schedule

Program	Year 1	Year 2	Year 3	Year 4	Year 5
<b>1. Improve CSA-Project Delivery</b>					
Perform Infrastructure Assessment					
Perform Pavement Condition Assessment					
Develop 5 Year Budget					
Implement Staffing/CIP Program Delivery					
<b>2. Improve CSA Finances</b>					
Develop MSR to dissolve non-operating CSA's					
Implement CAMs/time reporting to all staff					
Implement Budgeting Recommendations					
Review Delinquencies					
Implement Delinquency Tracking Process					
Review Vendor Services Contracts					
Issue RFP for Vendor Services					
(Optional) Outsource Billing & Collections					
(Optional) Implement late Fees, Penalties, Water Shutoff					
<b>3. Improve Public Outreach</b>					
Implement County Website Improvements					
Develop Public Outreach Materials					
Conduct Neighborhood Meetings/NWG Meetings					
Conduct Rate Increases					



# Next Steps

- Work with the County on preparing RFP for
  - Street Sweeping Services
  - Landscaping and Irrigation Services
- Work with the County on dissolving inactive CSA's
- Work with the County to improve budgeting/finances
- Work with the County to develop public outreach services
- Work with the County to identify CSA's that need rate increases and conduct Prop 218 rate increases
- Work with the County to develop capital improvement program



# Accomplishments Since Initial Analysis

- Entered into a contract to service Ridgemark detention pond
- Entered into a street sweeping contract to service 8 CSAs
- RFP for drainage and landscape maintenance to service 11 CSAs
- Replacing 33 backflow devices in Stonegate
- Evaluation of Stonegate's well pump
- Long Acres pond maintenance
- Riverview backflow device and sprinklers replaced
- Dunneville's new filtration system plans in progress
- Quail Oak/Oak Creek improvements
- Fixed sidewalk
  - Fixed large Street pothole
  - Backflow device replaced
- Quail Hollow retaining repair plans in progress





Questions?