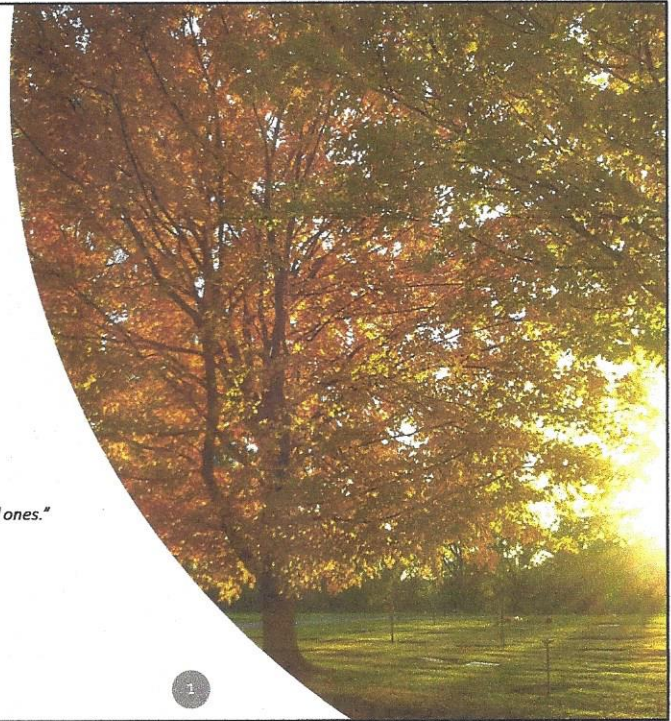


AUBURN PUBLIC CEMETERY DISTRICT

2018

STRATEGIC PLAN

"Honoring families by providing a valued historical place to memorialize loved ones."

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2018 Strategic Plan

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Message From the District Manager

On behalf of the Auburn Public Cemetery District, I am excited to present the District's 2018 Strategic Plan. The Strategic planning process was a collaborative effort among management and trustees. This plan will help guide our work as we look to the future and continue to serve our community. I would like to thank everyone involved in the strategic planning development process who provided valuable input, clear vision and commitment to help achieve a meaningful plan.

As a non-enterprise independent special district, I look forward to continuing our efforts in making the Auburn Public Cemetery District an efficient and effective part of state government.

Craig Forrey - District Manager

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Goal I: Marketing

Marketing

Educating the community on the services we provide through local advertising and networking.

- Advertising
- Local Funeral Homes
- Community Outreach

Action Plan

- **Advertising** - District Manager will create an ad for the local newspaper, local directories and also an ad to run on local radio station KAHl for events happening with our cemeteries. 2018/2019.
 - a. Auburn Journal – 2 ads per month in the Sunday edition.
 - b. The View Magazine – Meadow Vista's local magazine, ad will run once every two months.
 - c. Foothill Magazine – Monthly, 12 ads at \$70 per ad.
 - d. KAHl – will create ads for our Memorial Day and Wreaths Across America Events.
- **Local Funeral Homes** – Build a working relationship with our local funeral homes to better serve the families in our community who have suffered the loss of a loved one by educating them on the services and product we provide, and the importance of memorialization. 2018/2019.
 - a. Lassila Funeral Home
 - b. Chapel of the Hills
 - c. Sierra Foothills Funeral Home
 - d. Stein & Sons
- **Community Outreach** - Continue to be involved with local organizations to help promote our services and the events happening within our cemeteries.

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Goal II: New Product

New Product

Providing families with options, to personalize their loved one's service.

- Outer Burial Containers
- Cenotaph

Action Plan

- **Outer Burial Containers** – The District Manager will create a product catalog along with an outer burial container price list. With board approval, once our current inventory is depleted the district will begin implementing the new burial product. 2018/2019.
- **Cenotaph** – A way for families to memorialize a loved one who is buried in our ossuary or somewhere else. The District Manager will design a cenotaph and with the help of a monument company, have it set in close proximity to our existing ossuary in the New Cemetery. A fee will be created for a cenotaph memorial and will be presented to the Board for approval. 2018/2019

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Goal III: Cemetery Development

Cemetery Development

Expanding our cemetery to provide for future demands. Following industry trends to provide dignified burial options for the families we serve.

- Block 3 *
- Block 1 *
- Block 4 *
- Block 11 *
- Pavilion
- Block 13
- Block 12
- Office Expansion

Action Plan

- **Block 3** – 220 casket graves are available on the top portion of block 3. The garden is pinned and mapped, landscaping and conditioning of the lawn needs to take place before presenting to the board for approval. Management will work maintenance staff to make the surrounding area more appealing to families. Block 3 will allow uprights monuments in designated areas. 2018/2019
- **Block 1** – The District Manager will work with vendors to develop drawings for a cremation garden and will then present detailed plans to the Board of Trustees. Maintenance staff will be utilized as much as possible to cut back on cost. The district's main expenses will be from the landscape engineer and the product chosen for the cremation garden. 2018/2019 – 2020/2021
- **Block 4** – Block 4 will be designed as a premier private estate section featuring cremation burials only. The District Manager will work with vendors to develop drawings. Maintenance staff will do the landscaping for this garden leaving only the product to be purchased for completion. Product will be presented to the Board of Trustees with recommendations for pricing from the District Manager. 2018/2019 – 2020/2021
- **Block 11** – Potential for appx 900+ casket graves and room for cremation garden. Block 11 is already mapped and has water access readily available. Block 11 project will be split into phases. **Phase 1**, the District Manager will work with vendors for developing plans for land clearing and to obtain any applicable permits required. Once land has been cleared, block 11 will need to be re-surveyed to guide the maintenance staff with the mapping for irrigation installation. Once irrigation is in place, the District Manager will determine whether spreading grass seed or hydroseeding would be best for the area while maintaining vegetation abatement. **Phase 2**, continuation of vegetation abatement, purchasing and installation of lot markers, fertilization, landscape a dividing border between blocks 11 & 12, and create a barrier wall with shrubs on bottom of block 11 to hide office buildings from view. **Phase 3**, Continue to fertilize and condition the soil then the District Manager will map the garden showing casket/cremation graves and present to the Board for approval.
Phase 1 - 2018/2019 – 2019/2020, Phase 2 – 2019/2020, Phase 3 – 2020/2021

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Goal III: Cemetery Development

Cemetery Development

Expanding our cemetery to provide for future demands. Following industry trends to provide dignified burial options for the families we serve.

- Block 3
- Block 1
- Block 4
- Block 11
- Pavilion *
- Block 13 *
- Block 12 *
- Office Expansion *

Action Plan

- **Pavilion** – District Manager will work with vendors for the design and construction of a pavilion, providing families with options for services & gatherings. Drawings & Plans will be presented to the Board for approval. 2018/2019 thru 2021/2022
- **Block 13** – Potential for appx 1000+ casket graves and room for cremation garden, plus a small veteran section. Block 13 is already mapped, but does not have water access for irrigation and will require roadway to be finished around block 13 connecting into roadway on bottom of block 10. Block 13 project will be split into phases. **Phase 1**, the District Manager will work with vendors for developing plans for land clearing and to obtain any applicable permits required. Once land has been cleared, the district will have to connect to a water source, either connecting and running new main line down from block 9, or installation of a well. Block 13 will need to be re-surveyed to guide the maintenance staff with the mapping for irrigation installation. Once irrigation is in place, the District Manager will determine whether spreading grass seed or hydroseeding would be best for the area while maintaining vegetation abatement. **Phase 2**, Installation of roadway around block 13, continuation of vegetation abatement, purchasing and installation of lot markers, fertilization. **Phase 3**, the District Manager will map the garden showing casket/cremation graves and present to the Board for approval.
Phase 1 - 2021/2022 thru 2022/2023, Phase 2 – 2023/2024 thru 2024/2025, Phase 3 – 2025/2026
- **Block 12** – Potential for appx 1000+ casket graves and room for cremation garden. Block 12 is already mapped, but does not have water access for irrigation. Block 12 project will be split into phases. **Phase 1**, the District Manager will work with vendors for developing plans for land clearing and to obtain any applicable permits required. Once land has been cleared, block 12 will need to be re-surveyed to guide the maintenance staff with the mapping for irrigation installation. Once irrigation is in place, the District Manager will determine whether spreading grass seed or hydroseeding would be best for the area while maintaining vegetation abatement. **Phase 2**, continuation of vegetation abatement, purchasing and installation of lot markers, fertilization, landscape a dividing border between blocks 12 & 14, and create a barrier wall with shrubs on bottom of block 12 to hide office buildings from view. **Phase 3**, the District Manager will map the garden showing casket/cremation graves and present to the Board for approval.
Phase 1 - 2024/2025, Phase 2 – 2025/2026, Phase 3 – 2026/2027
- **Office Expansion** – District Manager will work with vendors to create design plans for the expansion of the district's main office. 2026/2027 thru 2027/2028

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Goal IV: Digitization

Digitization

Creating digital records will help make data easily accessible for users across various platforms and create a reliable back up system. Digitizing our records will in turn update our current cemetery maps.

- Digital Software Program for Cemetery Record Keeping

Action Plan

- **Digitization** - District Manager will get at least three bids from software vendors, and will work with vendors to give the district staff a virtual look into their systems and mapping software to decide which will work best for the District's needs. Bids will be presented to the Board for approval. 2018/2019 thru 2020/2021

List of some well known Cemetery Software Companies:

- ❖ Ponterm
- ❖ Webcemeteries
- ❖ Cemsites
- ❖ Plotbox
- ❖ Legacy Mark

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Goal V: OPEB Liability

OPEB Liability

Investing monies set aside for the District's Other Post Employee Benefits into a trust fund.

- OPEB Liability Trust

Action Plan

- **OPEB Liability** - The District Manager will work with vendor at the direction of the Board, for the investment of the District's OPEB Funds. District Manager will plan to have monies vested by end fiscal year 2020/2021.

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Goal VI: 53.95 Acre Parcel

53.95 Acre Parcel

The District presently owns 54 acres of land with 13.9 acres in the flat to gently sloping category. It lies west of the New Cemetery. The useable acreage, however, is only accessible using 800-900 feet of narrow trail with an average grade of 15%. The useable land is about one-quarter mile away and accessible only by traversing a steep grade.

Action Plan

- 53.95 Acre Parcel – Development of useable land for future use. 2018/2019 – 2027/2028

- Sell all or some of the Parcel.
- Lease some or all of the Parcel.
- Look into using some of the useable land for cemetery use.

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Summary

Resources: Grants, Loans, Spendable Endowment Fund, General Fund, Sale of Land

10-Year Plan: 2018-2028

- | | |
|---|--|
| ➤ Marketing - 2018/2019 | |
| ➤ New Product - 2018/2019 | <i>Estimated Cost - Cenotaph \$5,000</i> |
| ➤ Cemetery Development - | |
| ❖ Block 3 - 2018/2019 | <i>Estimated Cost - \$2,000</i> |
| ❖ Block 1 - 2018/2019 – 2020/2021 | <i>Estimated Cost - \$25,000</i> |
| ❖ Block 4 - 2018/2019 – 2020/2021 | <i>Estimated Cost - \$5,000</i> |
| ❖ Block 11 - Phase 1 2018/2019 – 2019/2020, Phase 2 2019/2020, Phase 3 2020/2021 | <i>Estimated Cost - \$40,000</i> |
| ❖ Pavilion - 2018/2019 – 2021/2022 | <i>Estimated Cost - \$80,000</i> |
| ❖ Block 13 - Phase 1 2021/2022 – 2022/2023, Phase 2 2023/2024 – 2024/2025, Phase 3 2025/2026 | <i>Estimated Cost - \$150,000</i> |
| ❖ Block 12 - Phase 1 2024/2025, Phase 2 2025/2026, Phase 3 2026/2027 | <i>Estimated Cost - \$35,000</i> |
| ❖ Office Expansion - 2026/2027 – 2027/2028 | <i>Estimated Cost - \$250,000</i> |
| ➤ Digitization - 2018/2019 – 2020/2021 | <i>Estimated Cost - \$25,000</i> |
| ➤ OPEB Liability - 2018/2019 – 2020/2021 | <i>Low Annual Fee</i> |
| ➤ 53.95 Acre Parcel – 2018/2019 – 2027/2028 | |

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