



## **POLICY COMMITTEE**

REGULAR MEETING  
Thursday, February 21, 2019 - 2:00 PM  
1000 Main Street Cambria, CA 93428

### **AGENDA**

- A. CALL TO ORDER
- B. ESTABLISH QUORUM
- C. CHAIRMAN'S REPORT
- 1. PUBLIC COMMENT**

Members of the public may now address the Committee on any item of interest within the jurisdiction of the Committee but not on its agenda today. In compliance with the Brown Act, the Committee cannot discuss or act on items not on the agenda. Each speaker has up to three minutes. Speaker slips (available at the entry) should be submitted to the District Clerk.
- 2. CONSENT AGENDA**
- 3. REGULAR BUSINESS**
  - A. Discussion and Appointment of Committee Vice Chair and Secretary
  - B. Discussion and Consideration Regarding 2019 Policy Committee Meeting Dates
  - C. Discussion and Consideration Regarding Committee Goals and Goal Priorities
  - D. Discussion and Consideration Regarding Committee's Statement of Purpose and Scope
  - E. Discussion and Consideration Regarding Developing Committee Bylaws
- 4. FUTURE AGENDA ITEMS**
- 5. ADJOURN**

# CAMBRIA COMMUNITY SERVICES DISTRICT

## DIRECTORS:

DAVID PIERSON, President  
HARRY FARMER, Vice President  
AMANDA RICE, Director  
CINDY STEIDEL, Director  
DONN HOWELL, Director



## OFFICERS:

VACANT, General Manager  
MONIQUE MADRID, Acting General Manager  
TIMOTHY J. CARMEL, District Counsel

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Regular Business Item 3.C. Attachment

## Policy Committee 2019 Goals & Objectives

Adopted by the Board of Directors on 1/3/2019

1. Advance the District's Strategic Planning Efforts
2. Review the District Code and Consider Whether Direction Should be Provided to Draft Amendments

Link to Municipal Ordinance:

[https://library.municode.com/ca/cambria\\_community\\_services\\_district/codes/code\\_of\\_ordinances](https://library.municode.com/ca/cambria_community_services_district/codes/code_of_ordinances)

Link to Title 4:

[https://library.municode.com/ca/cambria\\_community\\_services\\_district/codes/code\\_of\\_ordinances?nodeId=TIT4WASY](https://library.municode.com/ca/cambria_community_services_district/codes/code_of_ordinances?nodeId=TIT4WASY)

CAMBRIA COMMUNITY SERVICES DISTRICT

TO: Board of Directors

AGENDA NO. **2.A.**

FROM: Monique Madrid, Acting General Manager

Paavo Ogren, Strategic and Organizational Advisor

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Meeting Date: January 3, 2019

Subject: DISCUSSION AND CONSIDERATION  
OF 2019 BOARD GOALS AND  
OBJECTIVES

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**RECOMMENDATION:** It is recommended that the Board of Directors discuss the draft Board and Organization Goals for 2019, consider additions from Board and public input, and approve or provide direction as deemed appropriate.

**FISCAL IMPACT:** No fiscal impact has been identified with this item.

**DISCUSSION:** President Pierson will lead the discussion regarding the proposed 2019 Board and Organization Goals.

**For Board Discussion and Consideration:**

At the regular Board meeting on December 13, 2018, the Board set January 3, 2019 as the date of a special meeting to consider Board and organizational goals for 2019. Attached are the Board goals for 2018 for reference purposes. For 2019, the Board generally expressed the intent to consider a more comprehensive list of goals and priorities while providing a better opportunity to obtain community input at the special meeting.

Subsequent to the December 13<sup>th</sup> meeting, staff met with the Board President and Vice President to develop a more comprehensive list of goals and priorities. The list has been incorporated into two attachments. The first identifies items that focus on District services for the purpose of considering goals and priorities that reflect those services. The second list identifies organizational goals and priorities that reflect ongoing operational efforts by staff.

The Board will be seeking public input on additional goals that have not been identified in this agenda report as well as public input on the goals and priorities that have been identified within the draft attachments.

# **1 DISTRICT-WIDE / BOARD GOALS**

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## **1.1 GENERAL MANAGER**

The recent vacancy in the General Manager position allows the Board to fill the vacancy.

### Action Items

1. Hire the permanent General Manager.

## **1.2 PUBLIC OUTREACH**

Continuing the efforts that have been initiated with standing committees to improve public outreach and input should be an ongoing District goal. Addressing the efficiency and scheduling of Board meetings may also be important to consider for community engagement.

### Action Items

1. Ongoing efforts to develop improved relations within the community should be a considered a high priority.
2. Establish the approach for reviewing the status of goals.
  - a. Consider a bi-annual review;
    - i. During the budget process.
    - ii. During the mid-year budget reviews.
3. Consider goals to promote Board meeting efficiencies.

## **1.3 ADVANCE THE DISTRICT'S STRATEGIC PLANNING EFFORTS**

Strategic planning was included as Goal #3 in 2018. As intended, the District initiated strategic planning efforts through the creation of the Infrastructure and Finance standing committees. The need for a comprehensive District assessment in 2018 has been initiated and is also promoted through the 2019 goal setting efforts.

### Action Items

1. Develop the format and components of a District strategic planning document.
2. Develop mission and vision statements or equivalent messaging.
3. Develop standing committee and liaison details as appropriate, including for example, details from the Parks, Recreation and Open Space (PROS).

## **1.4 COMPLETE THE REGULAR PERMITTING AND OTHER ACTIONS RELATING TO THE SUSTAINABLE WATER FACILITY**

Ongoing efforts associated with the SWF continue to create a demand on District resources and completing the efforts in a timely manner should be considered a high priority.

## Action Items

1. Complete the processing of the application for the Regular Coastal Development Permit and respond to resource agencies in a timely manner.
2. Complete the Closure Plan and respond to resource agencies in a timely manner.
3. Consider options that may be available from the existing Water Resource Development Act (WRDA) "authorization" approved by Congress.

## **1.5 FINALIZE THE MULTI-YEAR INFRASTRUCTURE CAPITAL IMPROVEMENT PROGRAM (CIP)**

Funding requirements needed for the CIP was approved as part of the Proposition 218 rate increase. The Infrastructure Committee is addressing priorities. The Finance Committee is addressing projected revenue allocations. Developing the overall implementation goals will be important in 2019.

## Action Items

1. Finalizing the prioritization efforts
2. Finalizing the multi-year implementation schedule
3. Identify the resource requirements for consultants and staff.
4. Evaluate grant and other funding options and develop recommendations for Board consideration.
5. Explore the opportunity for additional ancillary facilities such as; (see section 1.9)
  - a. Cell tower
  - b. Solar options

## **1.6 DEVELOP THE ANNUAL PROP 218 RATE REVIEW PROCESS**

With the approval of the Prop 218 rate increases in 2018, comparing rate assumptions versus actual operational results has already been recognized as an important point to review with the community prior to annual increases incorporated into the Prop 218 rate resolution.

## Action Items

1. Establishing an annual schedule for the review including the following;
  - a. Preliminary review by the District's standing committees should be in advance of Board decisions so that the opportunity for questions, comments and responses exists.
  - b. The annual review should consider a comparison of budget assumptions and results of the annual audit.
2. Develop criteria to utilize in the annual review.

## **1.7 REVIEW THE DISTRICT CODE AND CONSIDER WHETHER DIRECTION SHOULD BE PROVIDED TO DRAFT AMENDMENTS.**

## Action Items

1. Board of Directors consideration of amendments to Title 8 of the District Code, including updates to the Affordable Housing Program.
  - a. Amendments should be considered for consistency with the County's land use designations and income qualification standards.
2. Board of Directors consideration of amendments to Title 4, including the Water Conservation and Retrofit Program.
  - a. Amendments should be considered to recognize significant processing changes for County will-serve letters requiring fire and water review.

### **1.8 REVIEW THE DISTRICT FEE SCHEDULE AND CONSIDER WHETHER DIRECTION SHOULD BE PROVIDED TO MAKE AMENDMENTS.**

Efficiency improvements to District procedures necessitate a review of application deposits and fees to ensure revenue is properly allocated. Equipment rental costs should be evaluated to ensure proper compensation when providing these services to customers.

#### Action Items

1. Review District Fee Schedule with input from operational staff.

### **1.9 EMERGENCY SERVICES REVIEW**

Cambria's risk of wildfires has been highlighted as a result of recent devastating wildfires that have caused historic property damage and loss of life in other areas of the State. Engaging in community discussions of those risks, evacuation routes, and other possible actions to mitigate the risk is important in addressing the community's health and safety.

#### Action Items

1. Engaging in community outreach and discussions with the Fire Safe Focus group on the overall, "defensible space," program.
2. Explore a closer coordinating effort with other first responders providing mutual aid.
3. Address existing resource constraints that limit the District's ability to augment current services.
4. Tri-Annual update of adoption of current Cal Fire Code.

### **1.10 BUILDOUT REDUCTION PROGRAM**

The Citizen's committee spent two years developing the program and provided their final report to the Board.

#### Action Items

1. Provide a review of the existing program.
2. Consider what changes may be deemed appropriate.
3. Review long term funding options for vacant lot adoptions.

## **1.11 COMMITTEE AND LIAISON GOALS**

Committee and liaison goals and priorities should be developed with an additional tier of detail while maintaining consistency with District-wide goals and limited resources.

### Action Items

1. The development of committee and liaison goals.
2. Review of committee and liaison goals by the Board of Directors.

## **2 ORGANIZATIONAL GOALS**

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### **2.1 REGULATORY COMPLIANCE**

The District has numerous regulatory reports that have to be filed with State and Federal Agencies. Completing the reports on a timely and accurate manner reduces the District's risks on fines and budgetary impacts.

#### Action Items

1. Update and maintain a list of all regulatory reporting requirements.
2. Submit 100% of all reports on-time.
3. Develop quality control measures as needed to ensure accuracy.
4. Identify primary and supporting roles for the responsible staff members.

### **2.2 STAFFING, VACANCIES, AND OVERALL STAFFING LEVELS**

Recent vacancies provide an opportunity to realign the District's overall efforts while evaluating the challenges normally resulting from vacancies.

#### Action Items

1. Consider the vacancy of the District Engineer position and possible alternatives to management of the District's CIP and supervision of field operations.
2. Evaluate the District's overall staffing needs by the end of 2019.
3. Prepare a classification plan allowing for consistent and effective delivery of CCSD services.

### **2.3 LABOR RELATIONS**

Negotiate and update employee union Memorandums of Understanding in a timely manner.

#### Action Items

1. Initiate negotiations with both represented labor groups.
2. Negotiate a successor MOU with both represented groups while diligently adhering to established milestone dates.
3. Provide an updated Payment and Compensation plan for the Management, Confidential and Exempt employee group.

### **2.4 EMPLOYEE TRAINING**

Identify and initiate implementation of job-class training

#### Action Items

1. Identify objectives of training based on job classifications.
2. Identify training needs for specific employees.
3. Establish timing for training.
4. Complete training.



## **2.5 DEVELOP AND REVIEW THE ANNUAL BUDGET IN A TIMELY MANNER**

### Action Items

1. Adopt the preliminary budget and final budget prior to legal deadlines.
2. Provide quarterly updates on budget status.
3. Consider annual updates to the budget policy prior to the consideration of the preliminary budget.

## **2.6 COMPLETE THE ANNUAL AUDIT IN A TIMELY MANNER**

### Action Items

1. Establish a goal to complete the annual audit by December 31 of each year (statutory deadline is June 30<sup>th</sup> of the following year).
2. Include auditor recommendations, if any, into District goals and report to the Board on progress based on milestone dates to be determined.

## **2.7 IMPLEMENT THE TYLER INCODE FINANCIAL SOFTWARE PROGRAM**

### Action Items

1. Review existing accounting procedures.
2. Identify procedures that will need to be updated prior to the implementation of the program.
3. Establish implementation milestones.
4. Provide updates to the Board of Directors and adhere to milestone dates to the greatest degree practical.

## **2.8 FINALIZE WATER RIGHTS LICENSING**

### Action Items

1. Respond to State Water Board staff in a timely manner.
2. Prepare for any necessary compliance planning.

The following language is from last year's agenda item on 2018 goals...

*Focus:* Policy level and District-wide (rather than operational) oversight.

*Vision:* Broaden Board focus from emergency reactions to resource and infrastructure deficiencies to thoughtful equitable stewardship of community resources, appropriately balancing priorities among all services provided.

*Discussion:* Since at least 2014, the District has focused nearly all its resources on responding to the slow-moving but dramatic disaster of the recent drought. With the immediate threat of running out of water now addressed, the Board should take a breath, assess our available resources and levels of service in each Department.

To encourage community confidence, dialogue going forward must be open and inclusive.

The suggested goals and actions are meant as a starting point for a discussion. Once the goals have been approved, the needed actions and measurable outcomes can be determined.

Attachments:

1. CCSD 2018 Board Goals
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BOARD ACTION: Date \_\_\_\_\_ Approved: \_\_\_\_\_ Denied: \_\_\_\_\_

UNANIMOUS: \_\_\_PIERSON\_\_\_FARMER\_\_\_RICE\_\_\_STEIDEL\_\_\_HOWELL

## **2019 COMMITTEE AND SUBJECT MATTER ASSIGNMENTS**

<b>STANDING COMMITTEE ASSIGNMENTS</b>			
	<b>Director</b>	<b>Public Member</b>	
<b>Finance</b>	Steidel	Ted Siegler Dewayne Lee Mary Mather Marvin Corne Cheryl McDowell	2019 TBD
<b>Resources &amp; Infrastructure</b>	Howell	Karen Dean Tom Gray James Webb Paul Nugent Brad Fowles	2019 TBD
<b>Policy</b>	Rice	Mike Lyons John Nixon Gordon Heinrichs John Rohrbaugh Lauren Younger	2019 TBD
<b>AD HOC COMMITTEE ASSIGNMENTS</b>			
<b>Affordable Housing</b>	Steidel Rice		2019 TBD
<b>Audit</b>	Pierson Steidel		2019 TBD
<b>Emergency Services</b>	Pierson Steidel		2019 TBD
<b>GM Search Committee</b>	Pierson Rice		2019 TBD
<b>Grants</b>	Finance Committee		2019 TBD
<b>SWF</b>	Pierson Rice		2019 TBD
<b>Tyler Incode</b>	Farmer Howell		2019 TBD
<b>Water Efficiency</b>	Infrastructure Committee		2019 TBD
<b>LIAISON ASSIGNMENTS</b>			
<b>Cambria Fire Safe Focus Group</b>	Pierson		Varies
<b>Cambria Forest Committee</b>	Farmer		Varies
<b>Friends of Fiscalini Ranch Preserve</b>	Farmer		2 <sup>nd</sup> Thur/6:00 p.m./Rabobank Community Room 1070 Main Street Cambria, CA 93428
<b>North Coast Advisory Council</b>	Howell		3 <sup>rd</sup> Wed/6:30 p.m./Rabobank Community Room 1070 Main Street Cambria, CA 93428
<b>San Simeon CSD</b>	Rice		2 <sup>nd</sup> Wed/6:00 p.m./Cavalier Banquet Room 250 San Simeon Avenue, San Simeon CA 93452

*Adopted April 11, 1997*  
*Revisions Adopted by CCSD Board December 15, 1997*  
*Revisions Adopted by CCSD Board December 21, 1998*  
*Revisions Adopted by CCSD Board October 23, 2000*  
*Revisions Adopted by CCSD Board March 21, 2002*  
*Revisions Adopted by CCSD Board September 23, 2010*  
*Revisions Adopted by CCSD Board February 23, 2012*

## **CAMBRIA COMMUNITY SERVICES DISTRICT**

### **PARKS, RECREATION & OPEN SPACE (PROS) COMMISSION BY-LAWS/GUIDELINES**

WHEREAS the needs assessment survey of 1992 documented community attitudes and interests in respect to parks, recreation, and open space for Cambria, the Cambria Community Services District Board of Directors (hereinafter the Board) that same year therefore formally recognized a volunteer community effort by creating a standing Parks, Recreation and Open Space Commission (hereafter the Commission), an appointed body under the Brown Act, to advise the Board on appropriate issues. Community priorities for parks, recreation, and open space have been set forth in the resulting PROS Master Plan adopted November 11, 1994 and the Commission is charged with seeking opportunities for realization of the goals therein.

#### **I. Statement of Purpose and Authority**

The purpose of the Commission is to serve the public with respect to parks, recreation and open space as follows:

- A. Assess existing resources and gather information regarding the parks, open space and recreational needs of the community.
- B. Establish a collaborative working relationship with relevant public and private organizations.
- C. Create plans for meeting the needs of the community within the bounds of current and potential resources.
- D. Anticipate needed funding for proposed actions and identify potential sources.
- E. Recommend plans of action to the Directors of the Cambria Community Services District regarding actions to meet the community needs for parks, recreation and open space.

- F. Facilitate communication with the residents of Cambria both to update community priorities for parks, recreation and open space and to obtain community support for planned actions.

## **II. Statement of Responsibilities**

- A. Create an annual budget in consultation with the General Manager/CCSD Parks and Recreation Department staff and manage expenditures according to established guidelines.
- B. Members of the Commission and their activities are bound by all applicable provisions of the Brown Action (Government Code Sections 54950 et seq.).
- C. Members of the Commission shall not participate in discussion of, or vote on issues constituting conflicts of interest – “no public official shall make, participate in making, or in any way attempt to use his official position to influence a governmental decision in which he knows or has reason to know he has a financial interest.” (Government Code Section 87100).
- D. Members of the Commission are charged with protecting and upholding the public interest and with exhibiting the highest level of ethics in all actions.

## **III. Terms of Appointments and Offices**

- A. The Commission shall consist of five members with full voting privileges. The Commission shall interview applicants and forward recommendations on appointments for consideration by the Board of Directors. Commissioners shall be appointed by a majority vote of the Board of Directors.
- B. Each Commissioner shall serve a four-year term. Upon the request of a retiring commissioner, at the end of a completed term of office, with the recommendation of the PROS Commission, and at the discretion of the CCSD Board of Directors, a Commissioner may be appointed for an additional term of up to four years.
- C. Each Commissioner shall live within the Cambria Community Services District’s boundaries, hold no other public office within the CCSD, and shall serve at the pleasure of the Board.
- D. The members of the Commission shall elect a Chairperson, Vice-Chairperson and Secretary. The Chairperson shall preside over meetings, appoint appropriate committees, sign reports, establish meeting agendas, and represent the Commission at the regular Board meeting. In the absence of the Chairperson, the duties of this office shall be performed by the Vice Chairperson. The terms of these offices shall be two years with elections occurring at the first regular meeting of every odd year.

- E. From the PROS recommended list of applicants, the CCSD Board of Directors may appoint up to three Alternate Commissioners who may substitute for absent members at the request of the chair. Such Alternate Commissioners may participate in any PROS activities, as directed by the Commission Chair, but shall not have vote on matters of interest to the Commission unless serving in the place of a Regular Commission Member.

#### **IV. Commission Responsibilities**

- A. Chairperson
  1. Chair Commission meetings.
  2. Chair the PROS Executive Committee to include the Chairperson and Vice Chairperson.
  3. Coordinate input for agenda topics for the monthly PROS Commission meetings with CCSD Parks and Recreation Department staff.
  4. Develop an Annual Calendar of Events that includes PROS priorities, workshops as needed, and joint meetings with the CCSD Board of Directors.
  5. Appoint Ad Hoc Committees as needed.
  6. Appoint representatives to act as liaison to community groups and committees.
- B. Vice Chairperson
  1. Perform the duties of the Chairperson in their absence.
  2. Coordinate preparation of PROS Priorities with the Chairperson to be submitted to the CCSD Parks and Recreation Department staff.
  3. Attend Executive Committee meetings as needed.

#### **V. Agenda Procedure**

- A. PROS Regular Meetings
  1. The PROS Commission shall meet within the jurisdictional boundaries of the CCSD except in emergency.
  2. PROS Commissioners provide input on agenda to Chairperson.
  3. Chair and Vice Chair develop draft agenda with CCSD staff.
  4. CCSD staff prepares the final agenda, attachments, and emails to all PROS Commissioners. Agendas are distributed to PROS distribution list.
  5. CCSD staff posts agendas at CCSD Administrative Office, Veteran's Memorial Building, and Cambria Library.

#### **VI. Committees**

The Commission shall appoint Ad Hoc Committees as may be deemed necessary

or advisable. The duties of the Ad Hoc Committee shall be outlined at the time of appointment, and the committee shall be considered dissolved when its final report has been made.

**VII. Commission Procedures**

- A. The Commission shall meet on the first Tuesday of each regularly scheduled meeting unless otherwise publicly noticed 72 hours in advance. The Commission may call public-noticed special meetings as needed.
- B. A majority of the Commission members shall constitute a quorum.
- C. All Commission meetings shall be conducted by laws governing open meetings and public participation.
- D. The Board shall appoint Board liaison to the Commission for the purpose of improving the flow of communication between the entities.
- E. The General Manager, or their designated representative(s), shall assist the Commission as Staff to the Commission.
- F. After two consecutive unexcused absences of a Commissioner, the Commission, by a majority vote, may recommend to the Board the dismissal of said Commissioner.
- G. Should a Commissioner disrupt Commission meetings, or participate in behavior contrary to the charges and responsibilities of the Commission, the Commission, by a majority vote, may recommend to the Board the removal of said Commissioner.
- H. Commissioners desiring to resign shall submit a letter of resignation to the Commission Chairperson and this shall be forwarded to the Board.
- I. To fill a vacancy on the Commission resulting from the expiration of a regular term of office with no request for reappointment, as described in section III.B, such vacancy shall be advertised for a minimum of two weeks in the local Newspaper, and posted at all CCSD public information bulletin boards. The application period shall extend from the date of first posting the vacancy until a date four weeks following. Applications may be obtained at the CCSD Administrative Offices during normal business hours during the application period. An Ad Hoc committee of the Commission, appointed by the Chair, shall interview applicants for such vacancies and forward their recommendations to the CCSD Board of consideration.
- J. Vacancies of unexpired terms of office of regular Commission members

shall be filled from among current alternate members. Such vacancy shall be filled by appointment of an Ad Hoc Committee of the PROS Commission.

**VIII. Amendments to Bylaws/Guidelines**

The Bylaws/Guidelines may be amended by majority vote at any regular meeting of the Commission provided that written notice of the proposed changes is mailed to each member of the Commission no less than one week in advance. Changes must be approved by the Board.