

CAMBRIA COMMUNITY SERVICES DISTRICT
BOARD OF DIRECTORS ADJOURNED SPECIAL MEETING MINUTES
Tuesday, January 31, 2023 8:30 AM

1. OPENING

A. Call to Order

President Dean called the meeting to order at 8:30 a.m.

B. Pledge of Allegiance

This item was done on January 30, 2023.

C. Establishment of Quorum

A quorum was established.

Directors present via Zoom: Karen Dean, Harry Farmer, Debra Scott and Michael Thomas.

Directors absent: Tom Gray (arrived at 12:33 p.m.)

Facilitator present via Zoom: Cindy Steidel

Participants present via Zoom: Acting General Manager Ray Dienzo, Assistant District Counsel David Hirsch, Finance Manager Denise Fritz, Fire Chief Justin Vincent, Administrative Department Manager Pamela Duffield, Facilities & Resources Manager Carlos Mendoza, Steve Kniffen, David Pierson and Administrative Analyst – HR & IT Haley Dodson.

2. PUBLIC COMMENT ON AGENDA ITEMS

This item was addressed on January 30, 2023.

3. REGULAR BUSINESS

A. Discussion and Consideration of Strategic Plan Status Report and Update

This item was discussed on January 30, 2023.

B. Receive Community Input for Strategic Plan

This item was discussed on January 30, 2023.

C. On Tuesday, January 31, 2023 the Board of Directors will Hold an Adjourned Special Meeting to Facilitate a Workshop to Update the Cambria Community Services District's (CCSD) Strategic Plan Update and Set a Date for the Next Strategic Planning Workshop

Acting General Manager Dienzo introduced the item, provided a summary and introduced the facilitator, Cindy Steidel and recorder, Haley Dodson.

The participants introduced themselves to the group.

Cindy Steidel discussed the purpose of the workshop and read the Mission Statement, Core Values and Three-Year goals.

The Board of Directors took a break at 9:15 a.m.

The Board reconvened at 9:27 a.m.

What Are the Strengths and Accomplishments of the Cambria Community Services District Since the June 28, 2022 Strategic Planning Workshop?

Cindy Steidel asked Haley Dodson to screenshare the highest rated topics within the top five priorities responses document and stated the implementation of upgraded software was accomplished but not listed below.

STRATEGIC PLANNING WORKSHOP QUESTIONNAIRE DETAIL **HIGHEST RATED TOPICS WITHIN TOP 5 PRIORITIES RESPONSES**

The following are from the workshop participants input

STRENGTHS AND ACCOMPLISHMENTS

New Fire Chief - 6 Votes

- New Fire Chief
- New Fire Chief
- Hiring a Fire Chief who is truly dedicated to the safety and well-being of the community
- Hiring Fire Chief who is truly dedicated to the safety and wellbeing of the community
- Successful recruiting and hiring of new fire chief
- hiring of a dedicated, hardworking Fire Chief

Secured Funding to begin WWTP projects - 6 votes

- Securing funding for upgrades to the Wastewater Treatment Plant
- Finalization of Cop funding for SST projects
- Wastewater infrastructure upgrades moving forward to construction phase
- Completed the financing package for the wastewater treatment system's PGE/IGA projects and presented the results to the Board for consideration
- funding obtained for wastewater treatment plant much needed improvements
- WWTP Contract

Competent and Dedicated Staff - 5 Votes

- Committed staff and Board members for improving the future for CCSD
- ongoing dependable, dedicated staff and employees
- Strong operational competence in water, sewer & fire, as shown in response to storm event
- Strong operational competence in water, sewer, and fire
- Committed staff and Board member for improving the future of the CCSD

Improved Communication - 4 Votes

- Substantially improved communications recently with the community
- Increase of information readily available on District website
- improved use of social media communication opportunities
- Continued use of Zoom to increase access to meetings

Mr. Dienzo suggested reviewing:

- Fiscalini Ranch
- Water shortage
- General fund budget
- Fire Department budget
- Wildfire danger
- Homeless issue

President Dean suggested that he bring these items up later since we are currently discussing strengths and accomplishments.

What Are the Current Internal Weaknesses/ Challenges of the Cambria Community Services District?

Cindy Steidel asked Haley Dodson to screenshare the highest rated topics within the top five priorities responses document.

STRATEGIC PLANNING WORKSHOP QUESTIONNAIRE DETAIL HIGHEST RATED TOPICS WITHIN TOP 5 PRIORITIES RESPONSES

The following are from the workshop participants input

INTERNAL WEAKNESSES

Staff Vacancies/Issues - 4

- Unresolved administrative staff issues
- Drain on staff time with Committee and Ad-hoc meetings
- Staff vacancies
- unsettling, unresolved staff issues

General Fund - 4

- Lack of revenue in the General Fund
- Lack of revenue in the General Fund
- Lack of adequate budgeting for fire department needs
- Allocated administrative department overhead is too high for General Fund

GM Recruitment Challenges - 3

- Challenges finding a new permanent General Manager
- Inadequate evaluation & goal setting proceed for general manager
- After a decade with General Managers who were not good fits within our community, several staffing challenges

Fire Chief Vincent provided information on the general fund history, unfunded liabilities and finding funding sources.

David Pierson suggested holding off on staff vacancies until the new General Manager is hired. He suggested hiring a recruitment firm for the General Manager vacancy.

President Dean suggested not including the General Manager recruitment as a goal because the Board is already in the process of doing it. The Board is holding a special meeting on Friday, February 3, 2023 at 10:00 a.m. to discuss the General Manager recruitment.

What Are the External Factors/Trends (e.g., social, economic, political, environmental, technological, attitudinal) that Will/Might Have an Impact on the Cambria Community Services District in the Coming Year:

External Factors – Positive Impacts

Cindy Steidel asked Haley Dodson to screenshare the highest rated topics within the top five priorities responses document.

**STRATEGIC PLANNING WORKSHOP QUESTIONNAIRE DETAIL
HIGHEST RATED TOPICS WITHIN TOP 5 PRIORITIES RESPONSES**

The following are from the workshop participants input

EXTERNAL FACTORS - POSITIVE IMPACTS

Grants/Government funds for District Needs - 7

- Grants/government funds for District needs
- Potential grant funding to enable completion of underfunded projects
- Grants/government funds for District needs
- potential grant funding for needed projects
- Additional grant funding
- Final approval of federal funding of Tank repairs
- Additional grant funding

Community Involvement/participation in meetings and in East Ranch plans/projects - 6

- Community involvement on East Ranch plans/projects
- ongoing donations for skate park construction
- At least a small proportion of the community is very engaged in district decision making
- increasing trust of Board and District by community members
- community involvement in East Ranch plans and projects
- Increase in public awareness and participation in meetings

Recent sufficient rainfall to lessen drought conditions - 5

- sufficient rainfall to lessen drought conditions
- After the wettest rain season in my memory, our groundwater basins are full
- Continued rains to help alleviate ongoing droughts
- adequate rainfall to provide for water needs of community
- End of drought

Director Scott suggested looking at more than the top three categories, including the completion of the CDP.

Director Thomas suggested reconsidering water storage.

Director Farmer suggested hiring a part-time or full-time grant writer.

External Factors – Negative Impacts

Cindy Steidel asked Haley Dodson to screenshare the highest rated topics within the top five priorities responses document.

STRATEGIC PLANNING WORKSHOP QUESTIONNAIRE DETAIL **HIGHEST RATED TOPICS WITHIN TOP 5 PRIORITIES RESPONSES**

The following are from the workshop participants input

EXTERNAL FACTORS – NEGATIVE IMPACTS

Staff Vacancies/Issues - 8

- Staff turnover
- Rising cost of living will make it more difficult to recruit lower paid District positions all the way out to Cambria.
- Rising cost of living will make it more difficult to recruit lower paid District positions all the way out to Cambria.
- Grant funding coming closer to an end for fire department staffing, increasing the difficulty to recruit for the positions as well as rely on the positions to meet the community's minimum safety needs.
- market
- Lack of volunteers for Standing Committees
- Challenges in hiring & retention due to a continued tight labor market
- Staff uncertainties – including recruiting a general manager
- Rising cost of living will make it more difficult to recruit lower paid District positions all the way out to Cambria

Public Negativity/lack of public trust - 6

- Lack of trust from a significant proportion of the community
- Misinformation and negativity on social media
- Some of the Community doesn't trust "CCSD"
- Negativity by public towards CCSD efforts with regulatory agencies
- ongoing lack of trust of Board and District by residents and agencies
- Negativity by public towards CCSD efforts with regulatory agencies

Wildfire Danger -3

- Wildfire danger
- Ever-present risk of wildfires in the dry season compounded by limited evacuation routes.
- Ever present risk of wildfire and limited evacuation routes

Director Scott would like to underscore climate change.

Fire Chief Vincent would like to underscore wildfire danger.

Director Farmer stated there's still concern for water despite the green hillsides.

Mr. Mendoza stated his top priority is wildfire. We are the largest property owners in Cambria. One of the Department's tasks each year is fuel reduction and fire breaks. One of the things missing is homeless encampments in the woods.

President Dean agreed that wildfire danger is a very serious issue. We need to address the risk of wildfire, our evacuation routes and homeless encampments. Staff vacancies is a big concern, but we are looking for a general manager who can address the vacancies. Public negativity is a big thing here. We need to address public negativity and do what we can to show that we are listening to them.

David Pierson stated we don't have housing responsibility for taking care of the homeless. Perhaps a discussion with the NCAC and get a delegation to go to the County and reimburse us for all monies spent taking care of the homeless problem that's beyond our scope.

Review most recent Six-Month Strategic Goals & Objectives Status Report (review for completion, adjustment or addition) for Three-Year Goals

The Board of Directors took a break at 10:38 a.m.

The Board reconvened the meeting at 10:50 a.m.

Cindy Steidel asked Haley Dodson to screenshare the CCSD Six-Month Strategic Goals & Objectives Status Report document for Water Services.

President Dean stated that all items that are done will be archived into another document.

Director Thomas suggested seeking a long-term storage solution to enhance Cambria’s water security and a permanent replacement of San Simeon water line.

The participants agreed to the changes below in redline.

**CAMBRIA COMMUNITY SERVICES DISTRICT
SIX-MONTH STRATEGIC GOALS & OBJECTIVES STATUS REPORT**

June 28, 2022 – March 15, 2023

Updated January ~~31~~²⁷, 2023

CORE AREA: WATER SERVICES - GENERAL						
STRATEGIC GOAL: MEET THE ONGOING CHALLENGES OF EFFECTIVELY AND RELIABLY MANAGING WATER RESOURCES IN OUR SENSITIVE ECOSYSTEM						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the August 18, 2022 Board meeting	Utilities Mgr. – lead, R and I Committee, Melissa Bland	Clarify with the community the monitoring and evaluating drought stages.	X			Completed at R&I Committee meetings and with Board at its 8/18 meeting, as part of implementation of Stage 3 water conservation condition
2. At a February-March 2023 Board meeting	Utilities Mgr.	<u>Implement the Water Meter Replacement Program</u> • Present to the Board the implementation plan for the previously-approved Water Meter Replacement Program.			X	
3. First quarter 2023 at a Board meeting	Utilities Mgr.	<u>Complete the Stuart Street Tank Construction</u> • Present to the Board the implementation plan for the Stuart Street tank construction (dependent upon receipt of appropriations monies).			X	
<u>4. Summer 2023</u>	<u>Utilities Mgr.</u>	<u>Permanent replacement of San Simeon water line and effluent line</u> • Present to the Board of the Results of the RFP.				
<u>5. April 2023</u>	<u>Utilities Mgr. working with the R&I Committee</u>	<u>Research long-term water storage solutions</u> • To revitalize the R&I Ad Hoc Committee concerning long-term storage.				

Cindy Steidel asked Haley Dodson to screenshare the CCSD Six-Month Strategic Goals & Objectives Status Report document for Water Services – Water Reclamation Facility.

The participants agreed to the changes below in redline.

CORE AREA: WATER SERVICES – WATER RECLAMATION FACILITY						
STRATEGIC GOAL: ADVANCE COASTAL DEVELOPMENT PERMIT (CDP) TO ACHIEVE COUNTY AND COASTAL COMMISSION APPROVAL						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. Future Objective 2nd Quarter 2023	Utilities Mgr., working with the ad hoc committee of the R and I Committee	Resolve the Brine Waste Disposal Issue <ul style="list-style-type: none"> Investigate and complete study for new cost-effective options and technologies for reduction/disposal of brine waste, including costs. Present a report to the Board upon conclusion of the study. 			X	Pilot program update tentatively scheduled for R&I early 2023.
2. Second quarter 2023 Board meeting or earlier.	Utilities Mgr.	Complete the Task 1 In-Stream Flow Study <ul style="list-style-type: none"> Report results to the Board. 			X	
3. Second quarter 2023 First quarter 2023	Utilities Mgr.	Complete the CDP Application <ul style="list-style-type: none"> Revisit the CDP project description to our CDP application. Submit the data needed to complete the CDP application for the County. 			X	In-Stream Flow Study Task 1 information to be included in the data set to the County.
3. First quarter 2023 Board meeting or earlier.	Utilities Mgr.	Complete the Task 1 In-Stream Flow Study and report results to the Board.			X	

Cindy Steidel asked Haley Dodson to screenshare the CCSD Six-Month Strategic Goals & Objectives Status Report document for Wastewater Services.

The participants agreed to the changes below in redline.

CORE AREA: WASTEWATER SERVICES						
STRATEGIC GOAL: EXECUTE PHASED REPAIRS AND UPGRADES FOR THE WASTEWATER TREATMENT SYSTEM						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the Aug. 18, 2022 Board meeting	General Mgr. – lead, Utilities Mgr., Finance Mgr., CCSD Counsel	Present to the Board for review and consideration the agreement with PGE to move forward with the work on the wastewater treatment system.	X			Completed at August 31, 2022 Special Board meeting.
2. At the Sept. 8, 2022 Board meeting	General Mgr. – lead, Utilities Mgr., Finance Mgr., CCSD Counsel	Complete the financing package for the wastewater treatment system's PGE/IGA projects and present the results to the Board for consideration	X			Completed at August 31, 2022 Special Board meeting
3. 1 st First Quarter 2023	WWTP Financing Working Group - V/President Dean (Lead), Director V/P Gray, General Mgr, Admin Dept Mgr, Finance Mgr	Define methodology for identification of required reporting to dissemination agent <ul style="list-style-type: none"> Hold initial meeting of WWTP Financing Working Group to determine methodology for review and identification of transactional reporting documentation and agreements related to CSDA, Trustee and Underwriter. Establish a reporting system. Conduct Working Group review of contractual documents and formally document required actions, timelines and recommended internal processes. 			X	Draft for Board consideration
4. Quarterly report supplement to Board of Directors	Utilities Mgr and Finance Mgr.	Monitor project expenditures and performance during the construction phase <ul style="list-style-type: none"> Quarterly report supplement to Finance and Resources & Infrastructure Committees 				
4. 1 st Quarter 2023	WWTP Financing Working Group	Conduct Working Group review of contractual documents and formally document required actions, timelines and recommended internal processes.			X	Draft for Board consideration

5. 1 st Quarter 2023 FUTURE OBJECTIVE	TBD, dependent on required action recommended	Revise any District Policies or Procedures to incorporate findings, as appropriate based on learnings from tracking project			X	Draft for Board consideration
6. FUTURE OBJECTIVE	Utilities Mgr.	Establish priorities and an implementation plan for CIP wastewater projects. Projects not in the SST.				

The Board of Directors took a lunch break at 11:38 a.m.

The Board reconvened the meeting at 12:15 p.m.

Cindy Steidel asked Haley Dodson to screenshare the CCSD Six-Month Strategic Goals & Objectives Status Report document for Fire Protection and Emergency Services.

Director Gray arrived at 12:33 p.m.

The participants agreed to the changes below in redline.

CORE AREA: FIRE PROTECTION AND EMERGENCY SERVICES						
STRATEGIC GOAL: PROVIDE OPTIMAL FIRE PROTECTION, WATER RESCUE, AND EMERGENCY MEDICAL SERVICES ON A 24/7 BASIS						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the October 20, 2022 Board meeting or earlier	General Mgr.	Hire the replacement for the retiring Fire Chief and report to the Board.	X			Recruitment process complete. Fire chief started work on 11/2.
2. 1 st Second Quarter 2023	Fire Chief, working with Dir. Tom Gray and CCHD Ops Dir.	<u>Update Multi-jurisdictional Hazard Mitigation Plan for Cambria.</u> <ul style="list-style-type: none"> Review and update the adopted Multi-Jurisdictional Hazard Mitigation Plan for Cambria, and report results to the CCSD Board for consideration. Report results to CCSD Board for consideration and approval. 			X	
3. At the Nov. 17, 2022 Board meeting Quarterly report	CCSD Directors Tom Gray and Karen Dean (co-leads), working with the Fire Chief and the coordinator of the Fire Safe Focus Group	<u>Update the CCSD Board to any and all changes to evacuation planning within the District. Present to the Board a report on</u> <ul style="list-style-type: none"> research done on procedures for evacuation of residents needing help and identification of safe havens for evacuees. Report on development of procedures for evacuation of residents needing extra help. Report on development of evacuation routes. Report on progress of safe haven locations. 		X		Report to the Board by committee report
4. At the Dec. 8, 2022 Board meeting Third Quarter 2023	Fire Chief, working with the General Mgr., and District Counsel and Fire Safe Focus Group	<u>Prepare and provide to the Board a Fire Prevention Plan for Cambria for Board consideration</u> <ul style="list-style-type: none"> Provide organizational chart. Provide defensible space ordinance. Provide budget and funding alternatives for the plan. Research a Defensible Space Ordinance for the community of Cambria and present to the Board as a staff report for consideration and direction. 				Address at next strategic plan update
5. Future objective Second Quarter 2023	Fire Chief	Report on the progress of implementing the <u>Zonehaven</u> System and the emergency alert system.			X	Early 2023
6. First Quarter 2023	Finance Committee	<u>Present report to the Board regarding the allocation of the general fund for services that are funded through the general fund.</u> <ul style="list-style-type: none"> Review of Budget Policy. 				

The Board of Directors took a break at 2:10 p.m.

The Board reconvened the meeting at 2:15 p.m.

Cindy Steidel asked Haley Dodson to screenshare the CCSD Six-Month Strategic Goals & Objectives Status Report document for Facilities and Resources.

The participants agreed to the changes below in redline.

CORE AREA: FACILITIES AND RESOURCES						
STRATEGIC GOAL: MANAGE AND PROVIDE STEWARDSHIP OF DISTRICT ASSETS, PARKS, RECREATION, AND OPEN SPACE IN A TIMELY, COST-EFFECTIVE, AND ENVIRONMENTALLY SENSITIVE MANNER						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the July 21, 2022 Board meeting	General Mgr.	Request the Board to appoint a Cambria Veterans' Memorial Hall ad hoc committee.	X			Completed at the 8/11 Board meeting.
2. At the October 20, 2022 Board meeting	Facilities and Resources Mgr. – lead, General Mgr, Finance Mgr.	Pursue identified and potential grant funding sources for Veterans' Hall capital improvement projects and report results to the Board.	X			Identified and applied for grant through Verizon-Mobile. This Verizon-Mobile grant was rejected
3. At the October 13, 2022 Board meeting	Facilities and Resources Mgr – lead, PROS Commission	Present to the Board for review and consideration the PROS Commission's recommended options for East Ranch recreational expansion.	X			
4. At the December 15, 2022 Board meeting Second Quarter 2023	General Mgr., Facilities and Resource Mgr., working with a Board ad hoc committee and CCSD Counsel	Define future use and funding for investigate and identify options for use of the Veterans' Hall and present to the Board for consideration. <ul style="list-style-type: none"> Seeking non-CCSD funding sources for maintenance and operations Improving outreach to promote more community use Identifying potential improvements or amenities to increase the functionality of the Veterans' Hall Review of rental rates 			X	Ad hoc committee assisting
5. At the Nov. 10, 2022 Board meeting Third quarter 2023	District Engineer	Complete Skatepark project <ul style="list-style-type: none"> Present an update to the Board for consideration on the final design, engineering estimate, and status of fundraising for the Skatepark. (completed 11.17.2022). Present final construction estimate to Board for consideration and status of funding to determine whether the project can proceed. 			X	Completed 11/17/2022
6. First quarter 2023	District Engineer	Complete the East Ranch Restroom project <ul style="list-style-type: none"> Obtain construction permit and present to the Board for consideration the construction RFP for the East Ranch restrooms. Construct the restroom. 			X	Addressing SLO County comments. Require soils report.
7. Future objective Third quarter 2023	PROS Commission	Develop Present options and estimated construction and maintenance costs and possible funding sources for future Community Park projects to the Board <ul style="list-style-type: none"> Frisbee golf Exercise circuit Multi-use trail Picnic tables 				Address at next strategic planning update
8. First Quarter 2023	Finance Committee	Present report to the Board regarding the allocation of the general fund for services that are funded through the general fund <ul style="list-style-type: none"> Review of Budget Policy. 				

Next Steps/Follow-Up Process to Monitor Progress on the Strategic Goals and Objectives (including setting a date within 6 months for period of the Strategic Plan Goals & Objectives)

At 3:25 p.m., the President Dean extended the meeting to 3:45 p.m.

The Board of Directors unanimously approved.

President Dean stated that the Board of Directors will consider approval of the Strategic Plan and suggested reviewing the previous Strategic Plan meetings and discuss how to improve the Strategic Plan process in the future.

4. ADJOURN

President Dean adjourned the meeting at 3:35 p.m.

For further detail on the CCSD meeting, please visit the District's website to review the meeting recording or visit SLO-Span's website: <https://slo-span.org/static/meetings-CCSD.php>. CCSD written comments can be reviewed on the District's meeting webpage.