

C A M B R I A C O M M U N I T Y S E R V I C E S D I S T R I C T

**STRATEGIC PLANNING WORKSHOP**

28 June 2022 • via Zoom

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**MISSION STATEMENT**

The Cambria Community Services District provides water, sewer, fire protection and emergency services, parks, recreation and open space, and accompanying services to our community in a safe, cost-effective, and environmentally sensitive manner.

**CORE VALUES**

not in priority order

The Cambria Community Services District values . . .

- ♦ Integrity
- ♦ Open communication and Transparency
  - ♦ Safety
  - ♦ Fiscal responsibility
- ♦ Exemplary customer service
  - ♦ Mutual respect

**THREE-YEAR GOALS**

2022-2025 \* not in priority order

Core Area: **WATER SERVICES - GENERAL**

Strategic Goal: **Meet the ongoing challenges of effectively and reliably managing water resources in our sensitive ecosystem**

Core Area: **WATER SERVICES – WATER RECLAMATION FACILITY**

Strategic Goal: **Advance Coastal Development Permit (CDP) to achieve County and Coastal Commission approval**

Core Area: **SEWER SERVICES**

Strategic Goal: **Execute phased repairs and upgrades for the Wastewater Treatment System**

Core Area: **FIRE PROTECTION AND EMERGENCY SERVICES**

Strategic Goal: **Provide optimal fire protection, water rescue, and emergency medical services  
..... on a 24/7 basis**

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**

## **NEXT STEPS/FOLLOW-UP PROCESS**

<b>WHEN</b>	<b>WHO</b>	<b>WHAT</b>
Wednesday, June 29	Leah Reedall	Distribute the retreat record to all participants.
Within 48 hours of receipt	All recipients	Read the workshop record.
At the July 5, 2022 Management Team meeting	CCSD Management Team (General Manager – lead)	Review the “Current Internal Weaknesses/Challenges” list for possible action items.
By July 12, 2022	Management Team	Share and discuss the Strategic Plan with staff face to face.
At the July 21, 2022 CCSD Board Meeting	CCSD Board (President – lead)	Review and consider adoption of the revised Core Values and their descriptors.
At the July 21, 2022 CCSD Board Meeting	General Manager John Weigold IV	Present the Strategic Plan to the Board and the public.
Not later than <u>2 weeks</u> before the second Board meeting of the month (beginning with the August 18 meeting)	Leads for the Objectives	Share the update for the Objective with Leah Reedall. (Monitor progress on the goals and objectives and revise objectives (add, amend and/or delete), as needed.)
Monthly	Leah Reedall and General Manager John Weigold IV	Prepare and distribute the updated Strategic Plan Monitoring Matrix to the CCSD Board and staff, which is available to the public.
January 30, 2023	General Manager John Weigold IV	Public comment session in preparation for the Strategic Planning workshop.
January 31, 2023	Participants from the June 28 Strategic Planning Workshop	Strategic Planning Workshop to: <ul style="list-style-type: none"> <li>- more thoroughly assess progress on the Goals and Strategic Objectives.</li> <li>- develop objectives for the next six months.</li> </ul>

## **S.W.O.T. ANALYSIS**

Strengths – Weaknesses - Opportunities - Threats

### **STRENGTHS AND ACCOMPLISHMENTS OF THE CAMBRIA COMMUNITY SERVICES DISTRICT SINCE THE JANUARY 25, 2022 STRATEGIC PLANNING WORKSHOP**

#### **Brainstormed List of Perceptions from each Participant**

- District website is easier to navigate and more informative
- Excellent Staff and employees
- Increased public access to Board and Standing Committee meetings via Zoom
- Implementation of Tyler Incode
- Successful Prop 218 to provide funds for infrastructure improvements and debt service.
- Successful effort to persuade community to accept needed rate-increase
- Timely repair of San Simeon water main break
- Progress on studies needed to obtain a CDP for the WRF
- Engaged staff and proactive management
- Strong personnel management, as shown in recruitment of new Finance Manager
- Successful adoption of new water/sewer rates for fiscal stability & capital needs
- Effective, data-driven response to drought conditions
- Strength: Technical Capabilities, Commitment and Work Ethic of District Staff
- Accomplishment: IGA/ECM Reviews, Analysis and Decisions
- Accomplishment: Attaining Rate Increases to Support CIP Requirements
- Accomplishment: Bringing historic Audit Reports up to date and filing FY2020/21 on time
- Successfully passed rate increase to move forward with infrastructure projects
- Positive response to water conservation
- Conveying realistic message for water and wastewater infrastructure needs
- Improved reputation with regulatory agencies
- Finance Committee completed work identifying underfunded, under resourced and under staffed services.
- Successful Prop 218 rate increase
- External Communications
- Website Information
- Financial System Implementation
- Minimized homelessness on District properties
- Increased development of recreational opportunities on the east ranch

### **CURRENT INTERNAL WEAKNESSES/CHALLENGES OF THE CAMBRIA COMMUNITY SERVICES DISTRICT**

#### **Brainstormed List of Perceptions from each Participant**

- Lack of visibility out in the community
- Inadequate social media presence
- Staff vacancies
- Under defined priorities
- Occasional problems in communication between department heads
- General Fund revenues barely adequate to support all mandated services
- A challenge to help the Public understand the District's more intractable problems
- Need for media strategy focused on getting accurate information to public
- Risk of Board & Committee demands overloading Staff
- Board's time and effort not always directed at strategic priorities
- Hit-or-miss strategic planning process, with results not in line with CCSD mission
- Challenge of staying ahead on Maintenance and Repair of aging infrastructure

- Challenge: establish and contract a funding source for IGA CIP Priority Items
- Challenge: replacement for retiring Fire Chief
- Drain on staff time with Committee and Ad-hoc meetings
- Heavily weighting negative community opinions
- Misinformation and controversy relating to the Water Reclamation Facility
- Innovative opportunities are hampered
- Staff turnover at admin department
- No significant ways to address underfunded, under resourced and understaffed services
- Deferred maintenance
- Internal Communications
- Lack of Direction/Planning of Staff Assignments & Workloads
- Strategic Planning Tasked to Staff
- Board Meeting Efficiency and Timeliness
- Ongoing expenses regarding the coastal development permit application

## **EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A POSITIVE IMPACT ON THE CAMBRIA COMMUNITY SERVICES DISTRICT IN THE NEXT THREE YEARS**

### **Brainstormed List of Perceptions from each Participant**

- More rain, longer wet season!
- Availability of Grants and government funding
- Improved relationship between District and Regulatory Agencies
- Completion of permanent CDF for WRF
- The Skate Park Project as an example of a successful public/private collaboration
- An engaged community willing to take part in public discourse – a source of future directors
- Availability of new technologies for disposing the brine waste from the WRF
- State’s focus on wildfire protection, potentially delivering resources to CCSD
- Progress, albeit slow, in permitting process for WRF
- Potential for cost saving through new brine disposal methods
- Reduction of inflation and interest rates
- Continued representation of our District 2 Supervisor
- Political agreement on responsible growth
- Develop long term project plan that follows the strategic plan and Board priorities
- Staff morale – maintaining efficiency and avoiding overload
- Continued support for water and wastewater infrastructure improvements
- Board Discussions and Planning of Strategic Goals
- Automation of Business Processes

## **EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A NEGATIVE IMPACT ON THE CAMBRIA COMMUNITY SERVICES DISTRICT THE NEXT THREE YEARS**

### **Brainstormed List of Perceptions from each Participant**

- Covid
- Prolonged droughts
- Misinformation and negativity on social media
- Wildfire danger
- The climate crisis and associated uncertainties
- Conflicting goals between the various segments of the community
- Community hostility toward the current Board due to actions of Boards long past
- Pressures from outside the community to grow beyond what our resources can safely support
- Uncertain economic outlook, with inflation a particular threat to CCSD finances
- Threat of persistent drought (though CCSD is relatively well-prepared)
- Danger of wildfire, exacerbated by lack of adequate evacuation routes
- Covid continuance
- Increasing Interest Rates and Inflation

- Supply Chain Disruptions
- SLO County Redistricting
- Drought unpredictability
- Economic stress, such as inflation and recession
- Staff turnover and retention
- Lack of consensus on responsible growth
- Homelessness
- Drought
- Board/Standing Committees Lack of Cohesion
- Too Many CIP & Priority Lists
- COVID
- Rainfall & Water Well Levels
- Negative attitude toward Cambria at regulatory agencies
- Tree mortality due to the drought or disease
- Unwillingness of engaged members of the community to serve as directors
- Risk of lawsuits against the District
- Ongoing risks of lawsuits against the District
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# **STRATEGIC PLAN ELEMENTS**

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## **“SWOT” ANALYSIS**

Assess the organization's:

- Internal **S**trengths      - Internal **W**eaknesses
- External **O**pportunities      - External **T**hreats

## **MISSION/PURPOSE STATEMENT**

States WHY the organization exists and WHOM it serves

## **VISION STATEMENT**

A vivid, descriptive image of the future—what the organization will BECOME

## **CORE VALUES**

What the organization values, recognizes and rewards—strongly held beliefs that are freely chosen, publicly affirmed, and acted upon with consistency and repetition

## **THREE YEAR GOALS**

WHAT the organization needs to accomplish (consistent with the Mission and moving the organization towards its Vision) – usually limited to 4 or 5 key areas

## **KEY PERFORMANCE MEASURES**

What success will look like upon achievement of the goal

## **SIX MONTH STRATEGIC OBJECTIVES**

HOW the Goals will be addressed: By when, who is accountable to do what for each of the Goals

## **FOLLOW-UP PROCESS**

Regular, timely monitoring of progress on the goals and objectives; includes setting new objectives every six months