

CAMBRIA COMMUNITY SERVICES DISTRICT
ADJOURNED BOARD OF DIRECTORS SPECIAL MEETING MINUTES
Tuesday, June 28, 2022 - 8:30 AM

1. OPENING

A. Call to Order

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

B. Pledge of Allegiance

President Howell led the Pledge of Allegiance.

C. Establishment of Quorum

A quorum was established.

Directors present via Zoom: Donn Howell, Karen Dean, Cindy Steidel, Harry Farmer, and Tom Gray.

Staff present via Zoom: General Manager John F. Weigold, IV, District Counsel David Hirsch, Administrative Department Manager Pamela Duffield, Facilities & Resources Manager Carlos Mendoza & Utilities Department Manager/District Engineer Ray Dienzo.

Gail Tsuboi, Recorder
Marilyn Snider, Facilitator

2. PUBLIC COMMENT ON AGENDA ITEMS

Public comment was taken on June 27, 2022.

3. REGULAR BUSINESS

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

This item was discussed on June 27, 2022.

B. Receive Community Input for Strategic Plan

This item was discussed on June 27, 2022.

C. On Tuesday, June 28, 2022 the Board of Directors will Hold an Adjourned Special Meeting to Facilitate a Workshop for Development of the District's Strategic Plan

This item was discussed on June 28, 2022. General Manager Weigold introduced the item to the workshop participants and turned it over to Marilyn Snider. She then held the workshop detailed below.

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

Marilyn Snider, Facilitator – Snider and Associates (510) 459-5540
Gail Tsuboi, Recorder – Tsuboi Design (925) 376-9151

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

WHEN	WHO	WHAT
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: - more thoroughly assess progress on the Goals and Strategic Objectives. - develop objectives for the next six months.

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

Marilyn Snider, Strategic Planning Facilitator * Snider and Associates (510) 531-2904

“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

**CAMBRIA COMMUNITY SERVICES DISTRICT
SIX-MONTH STRATEGIC OBJECTIVES**

June 28, 2022 – March 15, 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.				
2. At the Sept. 15, 2022 Board meeting	Utilities Mgr.	Present to the Board the implementation plan for the previously-approved Water Meter Replacement Program.				
3. At the Dec. 15, 2022 Board meeting	Utilities Mgr.	Present to the Board the implementation plan for the Stuart Street tank construction (dependent upon receipt of appropriations monies).				

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. At the Sept. 8, 2022 Board meeting	Utilities Mgr., working with the ad hoc committee of the R and I Committee	Investigate new cost-effective options and technologies for reduction/disposal of brine waste, including costs, and present a report to the Board.				
2. By Dec. 2022	Utilities Mgr.	Submit the data needed to complete the CDP application for the County.				
3. At the Dec. 8, 2022 Board meeting	Utilities Mgr.	Complete the Task 1 In-Stream Flow Study and report results to the Board.				

CORE AREA: SEWER 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.				
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				
3. FUTURE OBJECTIVE	Utilities Mgr.	Establish priorities and an implementation plan for CIP wastewater projects.				

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 Aug. 18, 2022 Board meeting	General Mgr.	Hire the replacement for the retiring Fire Chief and report to the Board.				
2. At the Oct. 20, 2022 Board meeting	Fire Chief, working with Dir. Tom Gray and CCHD Ops Dir.	Review and update the adopted Multi-Jurisdictional Hazard Mitigation Plan for Cambria, and report results to the CCSD Board for consideration.				
3. At the Nov. 17, 2022 Board meeting	CCSD Directors Tom Gray and Karen Dean (co-leads), working with the Fire Chief and the coordinator of the Fire Safe Focus Group	Present to the Board a report on research done on procedures for evacuation of residents needing help and identification of safe havens for evacuees.				
4. At the Dec. 8, 2022 Board meeting	Fire Chief, working with the General Mgr and District Counsel	Research a Defensible Space Ordinance for the community of Cambria and present to the Board as a staff report for consideration and direction.				
5. At the Jan. 12, 2023 Board meeting	Fire Chief	Report on the progress of implementing the Zonehaven System and the emergency alert system.				

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.				
2. At the Aug. 18, 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.				
3. At the Sept. 15, 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.				
4. At the Oct. 20, 2022 Board meeting	General Mgr., working with a Board ad hoc committee and CCSD Counsel	Investigate and identify options for use of the Veterans' Hall and present to the Board for consideration.				
5. At the Nov. 10, 2022 Board meeting	District Engineer	Present an update to the Board for consideration on the final design, engineering estimate, and status of fundraising for the Skatepark.				
6. At the Nov. 10, 2022 Board meeting	District Engineer	Obtain construction permit and present to the Board for consideration the construction RFP for the East Ranch restrooms.				

F

D. Discussion and Consideration to Set a Date for the Next Strategic Planning Workshop

General Manager Weigold introduced the item and provided a summary.

Director Gray moved to hold the next strategic planning workshop on Tuesday, January 31, 2023 with a special meeting on Monday, January 30, 2023 for public input and adjournment to January 31, 2023.

Vice President Dean seconded the motion.

Motion Passed Unanimously Ayes–5 (Howell, Dean, Steidel, Farmer, Gray) Nays–0

4. ADJOURN

President Howell adjourned the meeting at approximately 2:52 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.