

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

19 January 2021 • via Zoom

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MISSION STATEMENT

The Cambria Community Services District (CCSD) provides water, wastewater treatment, solid waste disposal, fire protection services, street lighting services, and supports related community services such as parks, transit and operation of the Cambria Veterans' Memorial Building.

We seek to provide such services professionally, productively, and fairly, keeping in mind Cambria's unique history and character together with the challenges of the present and the future.

THREE-YEAR GOALS

2021-2024 * not in priority orde21

- ▶☐ Increase and improve communications with the public
- ▶ Achieve and sustain adequate financial resources to fulfill the mission
- ▶ Achieve a balanced policy for growth and resources.
- ▶ Develop and implement a long-term infrastructure and resources plan

NEXT STEPS/FOLLOW-UP PROCESS

WHEN	WHO	WHAT
Wednesday, 20 January	Haley Dodson and General Manager John Weigold IV	Distribute the retreat record to all participants.
Within 48 hours of receipt	All recipients	Read the retreat record.
At the February 11, 2021 CCSD Board Meeting	General Manager John Weigold IV	Present the Strategic Plan to the Board and the public.
At the January 26, 2021 Management Team meeting	CCSD Management Team (General Manager – lead)	Review the “Current Internal Weaknesses/Challenges” list for possible action items.
By February 2, 2021	Management Team	Share and discuss the Strategic Plan with staff face to face
Monthly	CCSD Management Team (General Manager – lead)	Monitor progress on the goals and objectives and revise objectives (add, amend and/or delete), as needed.
Monthly	Haley Dodson 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.
June 28, 2021	CCSD Board Members	Special Board Meeting/CCSD Workshop for input by the public on the strategic plan.
June 29, 2021 (Tuesday) 8:30 am to 4:00 pm	Participants from the January 19 Strategic Planning Workshop	Strategic Planning Workshop to: <ul style="list-style-type: none"> - more thoroughly assess progress on the Goals and Strategic Objectives. - develop objectives for the next six months. - review and revise, as needed, the CCSD Mission Statement - identify Core Values for the District

S.W.O.T. ANALYSIS

Strengths – Weaknesses - Opportunities - Threats

STRENGTHS AND ACCOMPLISHMENTS OF THE CAMBRIA COMMUNITY SERVICES DISTRICT IN THE PAST YEAR

Brainstormed List of Perceptions from each Participant

- Completed the Audit for 18/19 and significantly improved financial reporting and clarity
- Forwarded the SWF RCDP to the County to begin the approval process
- Current staff from top to bottom is a strength
- Transparency
- Mitigating homeless encampments
- Partnering with PG&E on water treatment plant upgrades
- Developing a reasonably balanced and effective budget
- Resolved personnel challenges and continued restructuring staff responsibilities
- Board continued to refine purposes and expectations of Board standing committees
- Initial implementation of new billing and finance software
- Moved the permit process forward with a revised project description
- Increased transparency
- Progress on financial audits & Tyler Incode
- Forward progress with PG&E SST
- Submittal of SWF CDP to County Planning
- Improved management, both in personnel and organizational structure
- Improvement in financial stability of enterprise funds (Water, SWF & Wastewater)
- Some progress toward securing a permanent supplemental water source
- Beginning of needed upgrades to wastewater system
- Hard working and competent staff in the office and out in the field
- Productive Standing Committees regarding information gathering and decision making
- FINALLY submitted CDP application to County Planning Department
- Upgrading of Veteran's Hall
- Successful completion of long-term employee contracts with SEIU and IAFF
- Filling management positions
- Streamlining administrative positions
- Passion and commitment from staff
- Collegiality & mutual respect among Directors
- Competent & conscientious staff
- 3 standing committees of volunteers (15) helping to advise the Board and increase transparency
- Technically strong and capable District staff; Standing Advisory Committees
- Strengthening internal Financial infrastructure, processes, and policies
- Forward movement on SST program and research for funding sources
- Asset and Plant Equipment upgrades - Water and Wastewater Enterprises
- Upgraded staff
- With PG&E defined projects to upgrade waste treatment plant
- Made significant progress on reducing fire hazard in the Fiscalini Ranch Preserve Forest
- Established standing committees to advise board
- Increased communication with Staff/Board/Community
- Increased transparency with Staff/Board/Community
- Maintained staff levels and training of those staff
- COVID-19 response
- Continued infrastructure improvements
- Strengthen partnerships with local groups

- Approved PG&E Investment Grade Audit Project – a clear path forward for upgrading an aging wastewater infrastructure
- Approved Water and WW Superintendent and Program Manager positions for the Utilities Department – establishing quality people in key positions to complete valuable projects
- Approved SEIU union MOU for the Water and Wastewater Operators – establishing stability in our operations staff
- Moving forward with submitting the Coastal Development Permit for the Sustainable Water Facility – a foundation upon which to base environmentally responsible growth
- Involvement of community by forming the I&R, Finance and Policy Standing committees.
- Moving the Emergency Water Supply Project for approval for existing residences, not for growth
- Cleaning up of the CCSD property from homeless trespassing.
- Working on the Sewer treatment plant improvements.
- Staff leadership team and employees
- Staff reorganization
- Business automation and process control improvements
- Holding this Strategic Planning Session!
- Improved District website
- Replanting of Monterey pine trees
- Working with other appropriate agencies to mitigate fire risk
- Undertaking strategic planning
- Working with customers who have been challenged paying their bills
- A balanced budget

CURRENT INTERNAL WEAKNESSES/CHALLENGES OF THE CAMBRIA COMMUNITY SERVICES DISTRICT

Brainstormed List of Perceptions from each Participant

- The General Fund is sorely underfunded on a yearly basis
- Wildfire Preparedness and Evacuation Routes
- Lack of funding and resources to manage the Ranch and other cultural resources of the community
- Fire department manpower
- Resources to deal with the Homeless issue
- Ensuring an adequate water supply with capacity for all drought conditions
- Ensuring an adequate water treatment capacity
- Mitigating fire hazards
- Ensuring adequate financial resources to meet all obligations
- Loss of “institutional history” (due to turnover since 2016)
- Newer staff in key positions do not have experience working for special districts
- Asset management, tool inventory, vehicle mileage and fuel use need more oversight
- Lack of an identified vision, mission, programs & clear priorities for responsible budgeting and to measure performance and success
- Need better coordination and definition of roles between Board & GM
- Need better/more public outreach
- Need more transparency and interaction with public
- Addressing staffing needs of our fire department
- Lack of strategic planning to guide Staff in setting a long-term course of action
- Legacy of poor communications with regulatory agencies, especially Coastal Commission
- No viable plan or funding for ensuring defensible space and wildfire evacuation
- Too many commitments and too little staff and/or money in General Fund, particularly in property management
- Ongoing costs related to EWS/SWF
- Continuing counterproductive relationship with various county, state and federal agencies
- GM’s trustworthiness and overall commitment to well being of community
- Obtaining funding for major wastewater plant improvements
- Board should focus on policy, not operations
- Lack of funding and resources for adequate personnel and programs

- Lack of adequate personnel to meet the needs of the community
- Lack of strategic plan for overall guidance and direction
- Hesitation in pursuing grants
- Difficulties in regaining the community's trust due to past perceived high-handedness and backroom dealing on the part of directors
- Lack of a clear direction for staff
- The GM's inexperience in working with volunteers and unfamiliarity with relevant state laws and local ordinances
- Formalize an executable Emergency Egress Contingency Plan for the Community's footprint
- Community perception of transparency issues due to history
- Defining/identifying/quantifying water needs and availability
- Status of Working relationships with agencies outside the district
- Revenue impacts from responsibilities imposed or assumed historically without monetary assessment or accompanying revenue (e.g., maintenance of donated open space)
- Tight funding across the board
- Competition for resources within the general fund departments
- Continuing building moratorium likely to lead to more lawsuits and the chance that a court might step in to order action by the district
- Antiquated accounting system
- Communication Internal/External
- COVID
- Lack of a plan and/or goals
- Lack of long-term financial planning
- Unfunded open space properties
- Unfunded homeless liability
- Low staffing levels
- Deferred maintenance
- Drain on staff time with Committee and Ad-hoc meetings – these would be helpful if the Board put the Committee recommendations on Consent
- Some Board Members distrust staff
- Board members providing unclear direction and blaming staff for the negative results
- Lack of strategic plan
- Lack of forest manager to have a stronger forest and safer forest fire resistance
- CCSD staff allowing Wait Water list permitting during a water moratorium
- Having a low priority for infrastructure for water distribution
- Not having the coastal environment concerns as a priority
- Board direction and lack of focus
- Staff manning to support three additional standing committees
- Increasing open space and Ranch support requirements vs. fixed general fund resources
- Significant deferred maintenance on infrastructure
- Lack of adequate outreach to the community; they're not aware of meetings where they can be involved
- Not modernizing, finalizing and updating personnel policies
- Lack of a funded and enforceable defensible space plan
- Response to Covid has been a challenge
- Revenue impacts from responsibilities imposed/assumed historically without monetary assessment or accompanying revenue
- Challenge of defining/identifying/quantifying water needs and availability
- Records and documents management, especially versions/drafts
- Need to upgrade communications with public to get better input and more participation

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

- New financial technology (Tyler) will improve transparency
- New technologies in water conservation
- Resolution of water availability issues
- Political willpower at the State/County level to deal with the Homeless
- Increased federal and state support for funding needed improvements
- Stable leadership within CCSD
- Enhanced automation of CCSD processes
- Changes to number of full-time residents, visitors served
- Additional funding & support for the district may become available from CA or US
- New water and wastewater treatment processes appropriate for our unique situation
- Newly elected state senator for this area, John Laird, is former State Secretary of Resources (depts under Resources Sec'y <https://files.resources.ca.gov/offices/>)
- Ending of pandemic
- 5G
- Resolution of past division with agencies and neighboring ranchers
- Forest management
- Possible new federal and/or state programs that would provide new grant or loan funding for infrastructure, recreation and fire protection
- Favorable action by Coastal Commission on regular Coastal Development Permit for the Sustainable Water Facility (SWF)
- Improved governmental leadership and the ability of various agencies to help fund needed infrastructure Improvements at District
- Advances in water capture, use and reuse that will be utilized by Cambrians
- Technology improvements
- Implementation of Tyler for all finance related issues
- Full reopening of the entire business sector post pandemic
- Greater awareness of environmental problems/challenges on the part of the public and government
- Greater spirit of co-operation and interrelatedness in the community
- A new administration in Washington
- Technology advances for supplementing water use savings and recapture
- COVID Vaccinations
- Advancement of Low Income Housing Concepts
- Advances which address/curtail Global Warming
- Good relationship with the County Board of Supervisors and the Planning Department
- California law and policy that define water as an essential human need/right
- New Board/Committee Members
- COVID
- Implementation of new financial software
- Partnerships with local groups
- Grants
- Solution to the COVID pandemic
- Robust hotel and restaurant industry; including bed and breakfast; and AirBnB
- Staff retention – more than a compensation issue
- Political agreement of future growth
- The lack of sustainable water supply to allow for growth will keep Cambria the same size that will save chopping down the forest to make room for new homes.
- Limited board and standing committee election turnover
- Steady utility revenue
- Citizen and external organization familiarity with virtual meetings and processes
- Geographic separation from the remainder of SLO County

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 •

- Lack of rain to replenish the aquifers
- Continued reduction in population as more homes become part-time
- Continued aging of our population
- Coastal Commission intransigence
- Drought
- Regulatory constraints
- Economic recession
- Ongoing COVID-19 impact on staff, operations
- Changes to number of full-time residents, visitors served
- Permitting process (required by the county & Coastal) could deepen community division
- Recent change voters approved to property tax law may impact District's property tax revenues
- Homeless issues
- Lack of adequate fire evacuation routes
- Inadequate funds for infrastructure needs
- Impacts from the pandemic
- Severe drought leading to rising wildfire risk, as well as Stage 3 restrictions on water use and resulting loss of CCSD water-rate revenue
- Stricter environmental regulation requiring upgrades to infrastructure (e.g. wastewater system) and raising costs of new or upgraded infrastructure
- Recession or pandemic-related cuts in business activity that would impact CCSD revenues
- Unfavorable action by Coastal Commission on CDP for the SWF, setting back progress toward water security
- Potential drought conditions due to inadequate rainfall, lowering well levels and availability of water
- Danger of widespread fire, canceling of fire insurance availability for many Cambrians
- Covid 19 impact on physical and financial health of residents, businesses and rate payers
- Potential decrease in general tax revenue
- Potential decrease to property values
- Continued pandemic restrictions and their impact
- Retirement, loss of long-term employees, loss of institutional knowledge
- Increased homelessness related issues
- Continued maintenance and oversight of the ranch, it is an **unfunded** liability
- Continued absorption of unimproved parcels; it is an **unfunded** liability
- The pandemic and its economic consequences
- Pressure for development of approximately 10,000 small, substandard lots
- Pressure from owners of lots on the water waitlist to build beyond the District's capacity to provide adequate water & sewer service and fire safety
- Effects of climate change: extended drought, sea level rise, economic dislocation
- COVID – Potential impacts to Health, Environment, Economy, District Revenue Stream from county (General Fund Ad Valorem Taxes)
- Homeless Population – Health, Environment, Economic
- Global Warming – Sea Level Rise (Protection of our Fresh Water Sources) – Environmental, Political, Technical, economic
- State Pension Funding Requirements - Economic
- Many community members, especially some of the more vocal, don't respect the fact that the district provides essential services, there are no alternatives, and the community short-changes itself by not properly funding or otherwise supporting the district
- Distrust in relationship with the Coastal Commission
- Global warming leading to higher drought potential
- New Board/Committee Members
- COVID
- Lack of a long-term financial plan
- Continued tree mortality, forest management and fire danger
- Increase in homeless encampments
- Funding sources for parks and rec programs and assets

- Lack of political agreement on future growth
- Threat of a catastrophic wildfire
- Natural disasters: earthquakes, tsunami
- Current fire near San Simeon



IDENTIFY THREE-YEAR GOALS

Brainstormed list of possible goals from which the Three-Year Goals are developed

- Improve water and wastewater infrastructure
- Hire a forest manager/ecologist to address the health and well being of the natural environment
- Stabilize general fund expenditures
- Develop a Parks and Recreation Plan
- Complete the CDP Process
- Improve relationship with County, State and Federal Agencies
- Establish a lighting assessment district
- Encourage the best practices of water use/reuse by residents and businesses
- Achieve adequate staffing for our fire department
- Bolster and secure consistent funding for the General fund
- Complete the district's sustainable water facility coastal development permit process
- Continue transition and implementation of Tyler for financial purposes
- Participate in the development of an overriding evacuation plan for the community of Cambria
- Development of an umbrella defensible space program for the community
- Adopt a CIP list for all departments- update current list
- Focus on future improvements for the CCSD
- Increase and improve communications with the public
- Achieve and sustain adequate financial resources to fulfill the mission
- Achieve a balanced policy for growth and resources
- Develop and implement a succession and mentoring plan for CCSD staff
- Identify & provide additional funding resources for the general fund
- Complete a plan for water supply stability and sustainability
- Provide a plan for better fire protection and forest health
- Complete the infrastructure work for the water and wastewater departments
- Develop a long range infrastructure plan
- Implement SST Upgrades to Utility Infrastructure
- Achieve Political Agreement on Growth
- Develop a Forest Management Plan
- Achieve Financial Health & Stability
- Develop and implement a long-term infrastructure and resources plan

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