

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**

**3 August 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.

**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**

2021-2024 \* not in priority order

- ▶☐ 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
- ▶ Achieve community preparedness for wildfires and other emergencies

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

<b>WHEN</b>	<b>WHO</b>	<b>WHAT</b>
Wednesday, August 4	Ossana Terterian and General Manager John Weigold IV	Distribute the retreat record to all participants.
Within 48 hours of receipt	All recipients	Read the workshop record.
At the August 19, 2021 CCSD Board Meeting	General Manager John Weigold IV	Present the Strategic Plan to the Board and the public.
At the August 10, 2021 Management Team meeting	CCSD Management Team (General Manager – lead)	Review the “Current Internal Weaknesses/Challenges” list for possible action items.
September 3, 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	Ossana Terterian 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 25, 2022 (Tuesday) 8:30 am to 4:00 pm	Participants from the August 3 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>- review and revise the CCSD Mission Statement</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 19, 2021 STRATEGIC PLANNING WORKSHOP**

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

- District has largely implemented Tyler Incode
- District has clarified future capital requirements and expanded planning to General Fund
- Generally made progress against strategic goals
- Engaged in expanded discussion about forest health in Cambria and surrounding area
- Improved website
- Progress on Financial segment of Tyler system
- Better public access to meetings via Zoom
- Excellent recovery work on the Ranch following the winter storm.
- Clarification of roles and responsibilities of standing committees and PROS Commission.
- Completed many of the objectives from last meeting.
- Completed the UWMP
- Started the Inflow Stream Study for San Simeon Creek
- Communication with Ad-Hoc committees
- Website Information
- Financial System Implementation
- Good progress on projects
- Improved reputation with regulatory agencies
- Positive community response to water conservation
- Active standing committees on finance, resources & infrastructure and policy
- Capable management
- Competent staff with good morale
- An engaged public
- Progress in communication – more people being reached through website & email
- More focused and detailed planning regarding water demand and supply
- Upgrade of financial management system nearing completion
- Collaboration with key agencies (e.g. Coastal Commission) at staff level
- The input to the BOD by the three standing committees has been very valuable information.
- The action to provide up to date information to the public on the CCSD website.
- The updating of the financial Tyler Encode system.
- Having the list of capital improvement project.
- People – Board and staff
- Communications with community
- Financial stewardship – Tyler implementation
- First Strategic Plan!
- The staff of the district, in all areas, is its greatest strength.
- Significant efforts in development and on-time delivery of required regulatory requirements (UWMP, Financial Audits brought current)
- Progress in the In-stream Flow Study Phases
- Tyler InCode Implementation
- Expanded public outreach through website
- Continued emphasis on transparency
- Major strides for water resource planning (instream flow study)

- Transparency
- Mitigating homeless encampments
- Initial implementation of new billing and finance software
- Progress on financial audits & Tyler Incode
- Successful completion of long-term employee contracts with SEIU and IAFF
- Filling management positions
- Covid Response
- Response to January storm damages
- Water emergency response
- Cooperation between departments
- Exceptional effort by wastewater and water staff to prevent environmental disaster at our sewer plant as a result of excessive rainfall in late January
- Completing the 2019/2020 Budget Audit
- Potential grant to help purchase the new water tank on Stuart St
- Major progress in installing the Tyler Incode Financial System
- Staff of the District in all areas is one of our greatest strengths

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

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

- District has not brought closure to the SST Financing process
- District was more than a year in arrears on financial audit, but is now up to date
- Permitting for the WRS has been pushed back another year
- Lack of Social Media presence
- More transparency still needed
- Need better communication with public
- Providing clear, actionable communication to residents.
- Lack of a workable plan to support all fiscal obligations.
- Money to accomplish their mission
- They take every other Friday off
- Policies are not being written as requested by the Board
- Decision making on the SST project
- Internal Communications
- Lack of Direction/Planning of Staff
- Some Board Members distrust staff
- Drain on staff time with Committee and Ad-hoc meetings
- Community pressure affecting staff morale
- Engaging the entire community on resource and infrastructure issues
- Maintaining and expanding parks, open space and recreational opportunities with limited resources
- Regaining the trust of a large segment of the community after that trust was lost due to the perceived lack of transparency and responsiveness of previous boards
- Inadequate public outreach efforts (The District needs to work on its messaging and aggressively explore more effective ways to get information to the public. Presently there is considerable misinformation in the community as to the problems facing the District, the resources available to the District for dealing with those problems and the District's policies and actions going forward.)
- Clarify and improve the relationship between staff and the Board's standing committees
- Mismatch of financial resources to staff's and/or public's perception of needs
- Work needed on timing and reach of critical communications (e.g. drought stages)
- Difficulty finding suitable financing for major capital improvements
- Too little attention paid to wildfire protection (should be in strategic plan)
- The confusing of promoting the EWS, SWS, WRF name.

- The lack of planning transparency for spending money for the Dog park, Bathrooms and skate park on the EFR.
- The BOD not taking the advice of the standing committees if it does not agree with failing long-term results.
- The CCSD BOD meetings lacking full opportunity for the public to make comments during meeting agenda.
- Financial planning
- Financial resources
- Prioritization of objectives
- PROS Commission
- Need to determine methods for communicating information to community when social media is misrepresenting the district
- Financial resources for pursuing multiple needs of the district's infrastructure and community (execution of SST program, replacement of water meters).
- Address increasing number of new community members who are not familiar with special districts or the charter and authority of the CCSD (e.g., land use is with the cnty)
- Inadequate staffing
- Time-intensive transitions to upgrade outdated systems (Tyler, Laserfiche, Meters)
- Inter-departmental communication lacking
- The General Fund is sorely underfunded on a yearly basis
- Wildfire Preparedness and Evacuation Routes
- Lack of funding and resources to manage the Ranch
- Resources to deal with the Homeless issue
- Mitigating fire hazards
- Addressing staffing needs of our fire department
- No viable plan or funding for ensuring defensible space and wildfire evacuation
- Lack of forest manager to have a stronger forest and safer forest fire resistance
- Staffing levels
- Underfunded resources
- Deferred maintenance
- Moving forward with completion of the Coastal Development Permit application
- Lack of funding to allow for major and much needed improvements at our wastewater facility and collections system
- Long term list of unfunded and underfunded projects, especially regarding infrastructure needs
- Ongoing lack of trust in our community regarding District actions and decision making by both staff and our Board of Directors
- Concerns about the emergency water system plant for use in drought situations – may have concerns about the warranty of the plant (its operational capability) and its ability to provide suitable water to meet needs

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

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

- Improving economy post COVID restrictions
- Low interest rates
- Increased potential for infrastructure funding at state and national level
- Completion of Instream Flow Studies
- Completion of the CDP for WRF
- Resuming in person meetings
- Lessening of Covid effects
- An actionable strategic plan.
- Reopening as the Pandemic fades
- Possible money from a Congressional Infrastructure plan
- More rain
- Board Discussions and Planning of Strategic Goals
- Automation of Business Processes

- Political agreement on responsible growth
- Develop long term project plan that follows the strategic plan
- Staff morale – maintaining efficiency and avoiding overload
- Support for water and wastewater infrastructure improvements
- Greater concern among community members about the functioning of the District as the effects of climate change becomes more obvious
- Enhanced public participation through continued use of virtual or hybrid meetings
- Better appreciation of the problems facing the District on the part of the public and more community involvement in the Board's decision making due to the current Board's efforts at greater transparency
- Return to normal operating conditions if COVID-19 pandemic winds down
- Continued economic recovery generating state grant funds, esp. in wildfire protection
- Progress toward direct potable reuse (DPR), leading to expanded water supply
- Opportunities for financing/refinancing at ultra-low interest rates
- The EWS, SWS, and WRF may allow community to get to realize that there is not enough water for growth.
- The drought bringing the concern for a sustainable source of water other than the WRF.
- The awareness that the community needs to protect the environment of ocean and forest.
- The pandemic effected the business community that slowed the grow of crowds in Cambria.
- Federal government infrastructure funding
- Award of Coastal Development Permit for the Water Reclamation Facility
- Reopening of economy
- Historically low interest rates to finance capital equipment
- Continued low interest lending rates to execute elements of the proposed SST Program
- Any state or federal grants or financial programs for utility upgrades
- New funding available in response to COVID, drought, etc.
- Public continuing to ask for more outreach, information
- New financial technology (Tyler) will improve transparency
- Forest management
- Grants
- Staff retention – more than a compensation issue
- Potential availability of Federal funding to allow for infrastructure improvements
- Ongoing productive and realistic public input regarding District and community issues
- Cooperative efforts by both the residents and businesses in Cambria in water conservation

## **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 still present and case rate rising
- Dry year
- Continuing community negativity – anti-CCSD regardless of issue or position
- Lack of funding for infrastructure
- Upward trend in Covid Delta variant
- Increasing and more frequent periods of drought
- Loss of Zoom video public access for Standing Committee meetings
- Pandemic.
- Drought.
- Inadequate revenue to support all obligations.
- Inflation
- Possible redistricting
- More homeless in the community
- Less rain
- COVID-19

- Water Well Levels
- Lack of consensus on responsible growth
- Prolonged drought
- Staff turnover
- Continuation of the pandemic & the rise of variants – possible additional shutdowns
- Necessity of maintaining and enforcing pandemic related health regulations, especially among field staff
- Lawsuits from lot owners that could require the district to provide water which we may not have or otherwise compensate them with money that the District also doesn't have (Even should the District prevail in most respects, it could still be required to pay substantial legal fees.)
- Climate change – drought and flooding.
- Sea level rise (Could necessitate moving the wastewater treatment plant and/or some of the lift stations.)
- Continued drought, increasing both water shortage and wildfire risk
- Persistent inflation, leading to shortfalls in General and enterprise funds
- Missing financing opportunities if interest rates rise
- The use of will serve and intent to serve letters misleading the wait list and others of a certain grow in Cambria.
- The lack of finding alternate routes that can handle the traffic during a fire evacuation.
- The homeless population increasing
- The water rate cost and unit fairness between residences, business and vacation rentals
- Social media
- Drought
- Demanding community
- Covid restrictions
- Community expectations of CCSD for issues or actions outside of its charter or control
- Impact of COVID Variants
- Hospitality requirement needs, to support a significant rise in visitors to the community, can tax available resources
- Drought – water resource management challenge
- Continued political polarization
- Homeless issues
- Lack of adequate fire evacuation routes
- Inadequate funds for infrastructure needs
- Impacts from the pandemic
- Continued maintenance and oversite of the ranch, it is an **unfunded** liability
- Continued absorption of unimproved parcels, it is an **unfunded** liability
- Continued tree mortality, forest management and fire danger
- Drought
- Tree mortality
- Homeless encampments
- Covid
- Decreasing water supply and availability from both San Simeon and Santa Rosa creeks due to the extreme ongoing drought
- Greater water demand resulting from increasing tourism, especially use of vacation rentals
- Less availability of State grant funding for infrastructure projects
- Decline in forest well being and overall environmental health due to drought and harmful infestation, as well as the resulting potential for fire



## IDENTIFY CORE VALUES

Brainstormed list of potential values from which the Core Values were developed

- Integrity
- Spirit of collaboration between staff and departments
- Open communication and transparency
- Safety
- Commitment
- Creative problem solving mentality
- Team orientation
- Honesty
- Collegiality
- Work ethic and customer service
- Trust
- Respect
- Stewardship
- A desire to serve the public we represent
- Empathy
- Diversity
- Fiscal responsibility
- Imagination
- Proactive vs reactive
- Democracy
- Compassion
- Efficiency
- Long term outlook
- Drive
- Customer service
- Responsibility



# **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