

Pursuant to Governor Newsom's Executive Order N-29-20, members of the Board of Directors or staff will participate in this meeting via a teleconference.



## CAMBRIA COMMUNITY SERVICES DISTRICT

**Thursday, May 21, 2020 - 2:00 PM**

### AGENDA

Copies of the staff reports or other documentation relating to each item of business referred to on the agenda are on file in the Office of the District Clerk and available on the CCSD website at [www.cambriacsd.org](http://www.cambriacsd.org). To comply with the Governor's Executive Order, CA Department of Public Health social distancing guidance and shelter-at-home order, related to slowing the spread of coronavirus (COVID-19), the CCSD Administrative Office is closed to the public, until further notice. Please call 805-927-6223 if you need any assistance. If requested, the agenda and supporting documents shall be made available in alternative formats to persons with a disability. The District Clerk will answer any questions regarding the agenda.

#### REGULAR MEETING OF THE CAMBRIA COMMUNITY SERVICES DISTRICT BOARD OF DIRECTORS

**Please click the link below to join the webinar:**

<https://zoom.us/j/99483786457?pwd=OVNyVVExVkhCTTkxbTV2clc4cG0vdz09>

**Password: 462145**

**Or iPhone one-tap:**

US: +16699006833,,99483786457# or +13462487799,,99483786457#

**Or Telephone:**

Dial(for higher quality, dial a number based on your current location):

US: +1 669 900 6833 or +1 346 248 7799 or +1 929 205 6099 or +1 253 215 8782 or +1 301 715 8592 or +1 312 626 6799

**Webinar ID: 994 8378 6457**

International numbers available: <https://zoom.us/u/aIDYM5U85>

#### 1. OPENING

- A. Call to Order
- B. Pledge of Allegiance
- C. Establishment of Quorum
- D. Agenda Review: Additions/Deletions

**2. PUBLIC SAFETY**

- A. Sheriff's Department Report
- B. CCSD Fire Chief's Report

**3. PUBLIC COMMENT**

Members of the public may now address the Board on any item of interest within the jurisdiction of the Board but not on its agenda today. Future agenda items can be suggested at this time. In compliance with the Brown Act, the Board cannot discuss or act on items not on the agenda. Each speaker has up to three minutes.

**4. BOARD MEMBER, COMMITTEE AND LIAISON REPORTS**

- A. President's Report
- B. Finance Committee's Report
- C. Policy Committee's Report
- D. Resources & Infrastructure Committee's Report
- E. Other Liaison Reports and Ad Hoc Committee Reports

**5. MANAGER'S REPORT**

- A. General Management Report
- B. Finance Manager's Report
- C. Utilities Report

**6. CONSENT AGENDA**

All matters on the consent calendar are to be approved by one motion. If Directors wish to discuss a consent item other than simple clarifying questions, a request for removal may be made. Such items are pulled for separate discussion and action after the consent calendar as a whole is acted upon.

- A. CONSIDERATION TO ADOPT THE APRIL 2020 EXPENDITURE REPORT
- B. CONSIDERATION TO ADOPT THE APRIL 6, 2020 SPECIAL MEETING MINUTES AND APRIL 16, 2020 REGULAR MEETING MINUTES
- C. CONSIDERATION OF ADOPTION OF RESOLUTION 23-2020 DECLARING A CONTINUED LOCAL EMERGENCY IN THE CAMBRIA COMMUNITY SERVICES DISTRICT DUE TO THE CORONAVIRUS PANDEMIC
- D. CONSIDERATION TO EXTEND PROVISIONAL APPOINTMENT OF ADMINISTRATIVE TECHNICIAN II - SUPPORT TO DISTRICT ENGINEER

**7. REGULAR BUSINESS**

- A. DISCUSSION AND CONSIDERATION TO REVISE THE DISTRICT'S MISSION STATEMENT
- B. DISCUSSION AND CONSIDERATION TO APPROVE AN AGREEMENT FOR STRATEGIC PLANNING CONSULTING SERVICES WITH SNIDER AND ASSOCIATES
- C. DISCUSSION AND CONSIDERATION OF ADOPTION OF RESOLUTION 22-2020 APPROVING WATER, SUSTAINABLE WATER FACILITY AND SEWER RATE INCREASES EFFECTIVE JULY 1, 2020 AS PRESCRIBED IN RESOLUTION 27-2018 AND 29-2019 IN ACCORDANCE WITH PROPOSITION 218 ACTIONS

**8. FUTURE AGENDA ITEM(S)**

Requests from Board members to receive feedback, direct staff to prepare information, and/or request a formal

agenda report be prepared and the item placed on a future agenda. No formal action can be taken except to direct staff to place a matter of business on a future agenda by majority vote.

**9. ADJOURN**



## Cambria CSD Fire Department

### May 21<sup>st</sup>, 2020 CCSD Board Meeting

#### April 2020

##### Prevention and Education

- 1 Rough-in sprinkler inspections
- 4 Fire final inspections
- 3 Fire plan reviews
  - 310 Stafford
  - 890 Sheffield
  - 1430 Pineridge
- 0 Engine company commercial fire and life safety inspections were conducted
- 0 Public education events
- 0 Fire Engine and Station tours

##### Hydrants Maintenance & Testing

Date	Water Used	Hydrants Completed	Hours
2017	5,418	98	98
2018	0	136	103
2019	0	23	21.5
<b>2020</b>	<b>0</b>	<b>5</b>	<b>6</b>
	<b>5,418</b>	<b>262</b>	<b>228.5</b>

##### Meetings and Affiliations

- Daily operational briefings April, 0900 Cambria
- Daily liaison briefings April, 1100 Cambria
- County Fire Chief's briefings April, 1500 Cambria
- CCHD Community Outreach mtg April 2<sup>nd</sup>, 1630 Cambria
- CCSD Special mtg April 6<sup>th</sup>, 1400 Cambria
- CCSD Managers mtg April 7<sup>th</sup>, 0830 Cambria
- CCSD Managers mtg April 14<sup>th</sup>, 0830 Cambria
- CCSD Managers mtg April 21<sup>st</sup>, 0830 Cambria
- CCSD Managers mtg April 28<sup>th</sup>, 0830 Cambria

##### Operations and News

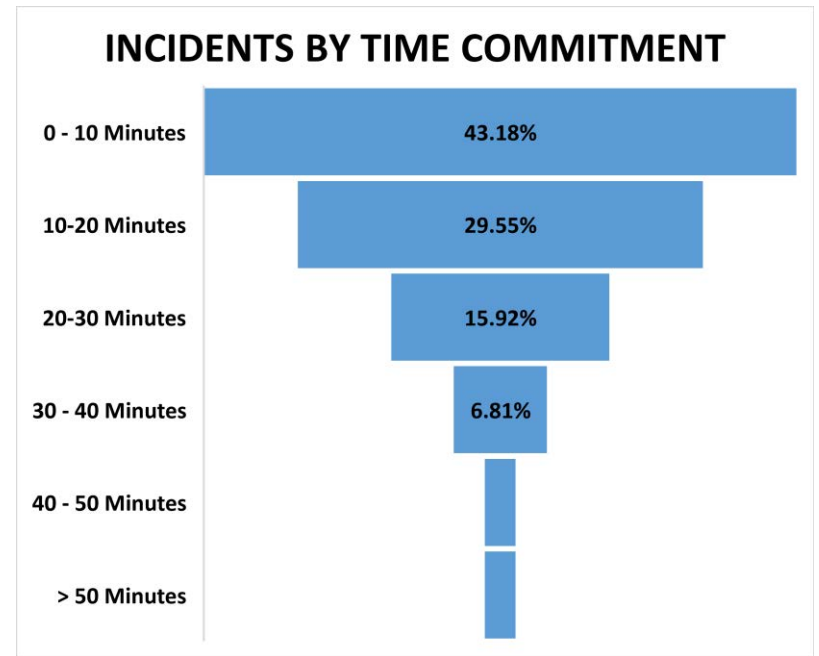
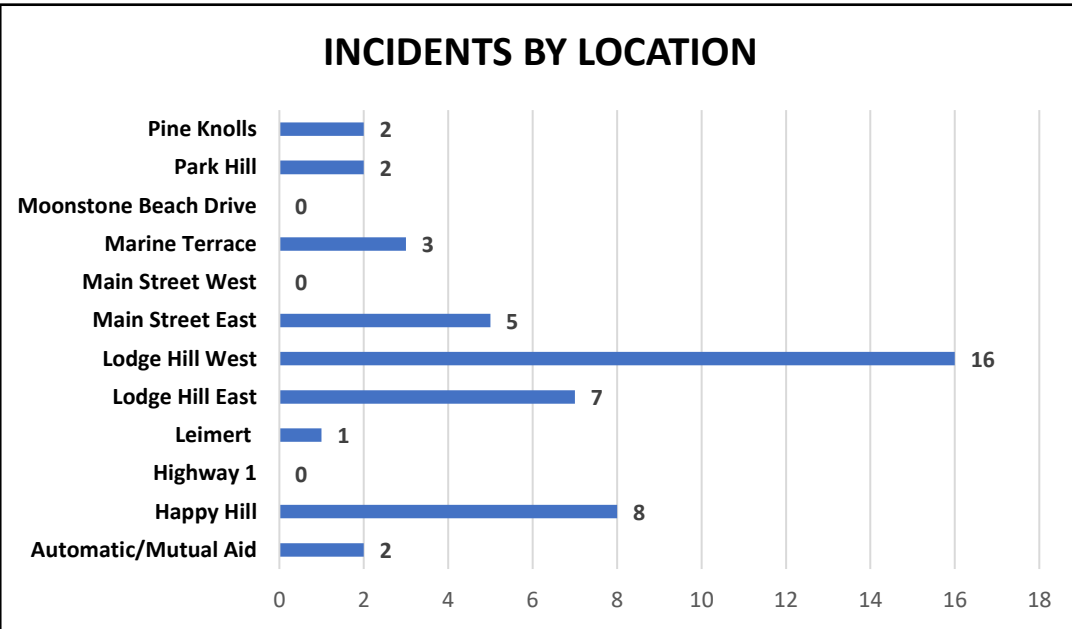
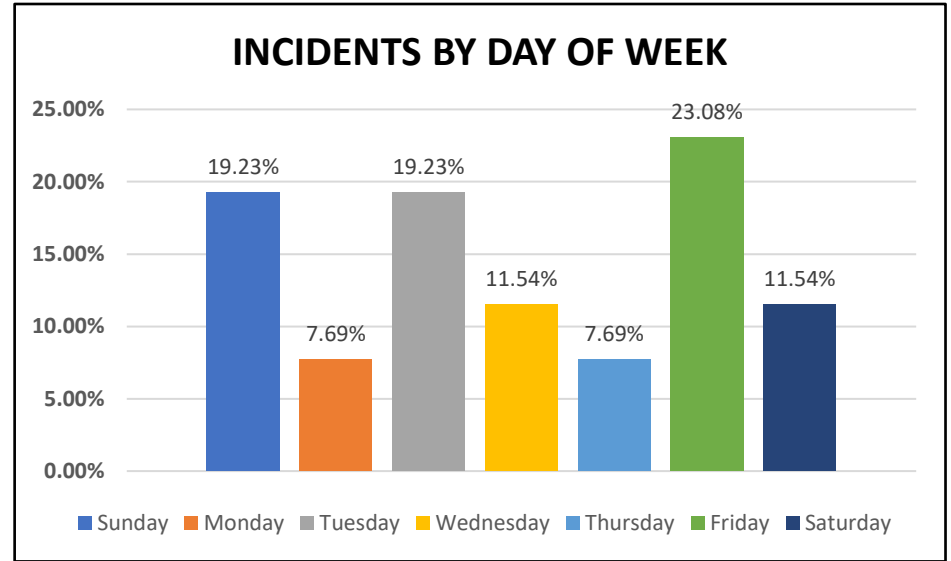
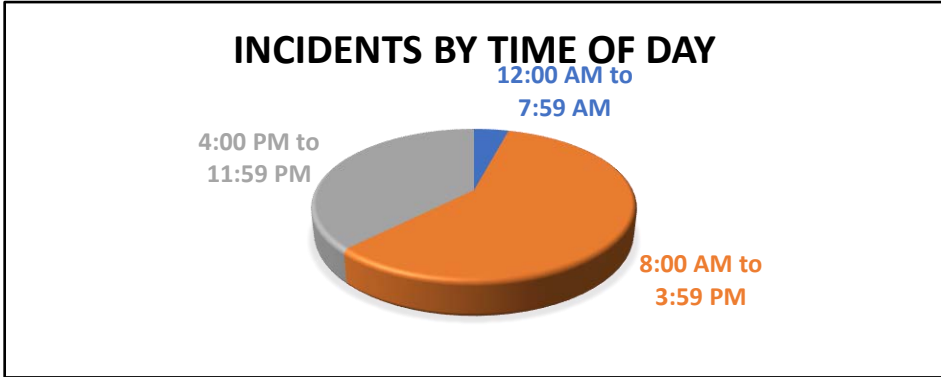
- SLO County EOC opened and running for Covid-19 Disaster Declaration
- Daily coordination between EOC, Public Health, County Fire Chiefs
- Station is closed to the public, all public events, prevention activities and educational tours are cancelled
- Training for the month of March was primarily focused on the following topic
  - Wildland refresher
  - CPAT
  - CPR
  - Intubation

##### Grant Updates

- HMGP DR-4382 – Defensible space – Village Lane, received and on waiting list
- HMGP DR-4407 – HMGP handbook, received and on waiting list

Fire Statistics are attached for your review





A	B	C	D	E	F	G
1	<b>Wastewater CIP - Capital Improvement Program (Revised 4/1/2020 - For Discussion Only)</b>					
2	<b>Wastewater Projects</b>	<b>Ranking</b>	<b>Project Cost</b>	<b>10-Yr Cost</b>	<b>Actual Cost</b>	<b>Notes</b>
3	<b>FY</b>	<b>Wastewater Treatment Plant Projects in SST</b>				
4	19-20	Investment Grade Audit (30% Design for all ECMs)	SST	\$ 160,000	\$ 688,404	Added 2/26
5		Electrical Upgrades (ECM 7) - Conduits between PG&E transformer and service witchboard, switchboard, connections to existing switchboard, connections to generator)	SST	\$ 232,500	\$ 232,500	
6		Secondary Water System (3W) Improvements (ECM 10) - Submersible pumps, hydrpneumatic tank, demo, electrical/I&C	SST	\$ 185,000	\$ 185,000	
7		Sewer Lift Stations (ECM 12) - Lift Station B1, Lift Station B4, Electrical/I&C	SST	\$ 3,945,000	\$ 3,945,000	
8		Influent Lift Station Modifications (ECM 2) - Bypassing; VFDs; Equipment & Material Demo; Pumps, guiderails, valves, and piping installation; upper concrete wet well deck & hatches (installation); electrical/I&C; new concrete and repair coatings	SST	\$ 846,250	\$ 846,250	
9		Modified Ludzak-Ettinger Process Upgrade (ECM 3) - MLE conversion based on Carollo 2015 Study minus VFD costs; header repair	SST	\$ 853,750	\$ 853,750	
10		Influent Flow Equalization (ECM 1) - New or refurbished EQ tanks based on Carollo 10% design	SST	\$ 1,060,000	\$ 1,060,000	
11		Effluent Pump Station Improvements (ECM 11) - Demo; surge tank replacement; pump replacement; install new VFDs; flowmeter; discharge manifold piping; instrumentation; replace air release valves; pipeline cleaning and flushing; electrical/I&C	SST	\$ 733,750	\$ 733,750	
12		RAS and WAS Pumping Improvements (ECM 5) - RAS pumping system; WAS pumping system; scum pumps replacement; skimming troughs replacement; electrical/I&C	SST	\$ 496,250	\$ 496,250	
13		SCADA System (ECM 9) - New SCADA system based on Carolla 10% Design	SST	\$ 721,250	\$ 721,250	
14		Backup Power (ECM 8) - 365 kW NG Generator; Demo; Propane backup	SST	\$ 497,500	\$ 497,500	
15		Blower System Improvements (ECM 4) - Replace 2 blowers; duct replacement	SST	\$ 1,345,000	\$ 1,345,000	
16		Sludge Thickening (ECM 6) - Rehabilitate rotary drum thickener and screw press; new transfer pumps; stabilization tanks; aeration system and control valve; demo of clarifiers; rolloff area with roof; electrical/I&C	SST	\$ 961,250	\$ 961,250	
17		<b>Subtotal</b>		<b>\$ 12,037,500</b>	<b>\$ 12,565,904</b>	
18		<b>Treatment Plant Projects Not in SST</b>				
19	18-19	Replace Digester Catwalks	1	\$ 45,000	\$ 45,000	\$ 43,720
20	18-19	Influent screen, support platform design, & installation	1	\$ 164,509	\$ 164,509	\$ 156,675
21		Clarifier Repairs (replace eastern drive unit's metallic hubs with non-corrosive hubs)	1	\$ 35,000	\$ 35,000	
22		<b>Subtotal</b>		<b>\$ 244,509</b>	<b>\$ 244,509</b>	<b>\$ 200,395</b>
23		<b>Collection System Projects</b>				
24		Lift Station B-2 (Wood Dr./E. Lodge Hill) new control panel at grade el.	1	\$ 425,000	\$ 425,000	
25		Lift Station B-3 (Green St./W. Lodge Hill) new control panel	1	\$ 250,000	\$ 250,000	
26		Lift Station 4 (DeVault Pl/Seaclift Estates) VFDs /new elect panel & 3 phase pump motors	1	\$ 85,000	\$ 85,000	
27		Lift Station A (Nottingham & Leighton/Park Hill) new submersible pumps, MCC, bypass piping	1	\$ 400,000	\$ 400,000	
28		Lift Station A (Nottingham & Leighton/Park Hill) control panel at grade el	1	\$ 90,000	\$ 90,000	
29		Lift Station A-1 (Sherwood & Harvey/Marine Terrace) submersible pumps, bypass piping	1	\$ 265,000	\$ 265,000	
30	19-20	Lift Station A-1 (Sherwood & Harvey/Marine Terrace) MCC, SCADA improvements	1	\$ 45,000	\$ 45,000	\$ 50,835
31		<b>Subtotal</b>		<b>\$ 1,560,000</b>	<b>\$ 1,560,000</b>	<b>\$ 50,835</b>
32		Lift Station B improvements (SR Creek/behind Park Hill) new control panel	2	\$ 75,000	\$ 75,000	
33		Lift Station B - new wet well, submersible pumps, and valve vault (placeholder	3	\$ 300,000	\$ 300,000	
34		Collection System Assessment software (E.g, t4 Spatial or other)	3	\$ 10,000	\$ 10,000	
35		Annual Collection System Assessment/engineering for repairs (extended number of years - SSMP has this occurring over 10 yrs)	3	\$ 30,000	\$ 300,000	
36		Lift Station B-3 (Green St./W. Lodge Hill) submersible pumps, MCC, bypass piping	3	\$ 250,000	\$ 250,000	
37		Lift Station B - replace existing generator	3	\$ 60,000	\$ 60,000	
38		<b>Subtotal</b>		<b>\$ 650,000</b>	<b>\$ 920,000</b>	
39		Annual SCADA System Maintenance or Upgrades - Collections System	4	\$ 25,000	\$ 25,000	
40		Collection System smoke testing	4	\$ 50,000	\$ 50,000	
41		<b>Subtotal</b>		<b>\$ 75,000</b>	<b>\$ 75,000</b>	

A	B	C	D	E	F	G
1	<b>Wastewater CIP - Capital Improvement Program (Revised 4/1/2020 - For Discussion Only)</b>					
2	<b>Wastewater Projects</b>	<b>Ranking</b>	<b>Project Cost</b>	<b>10-Yr Cost</b>	<b>Actual Cost</b>	<b>Notes</b>
42	<b>Vehicles and Trailer- Mounted Equipment</b>					
43	19-20	Pearpoint or equal TV inspection camera (removed cost from mid year total to meet reduced funding balance, 11/20/2018.)	1	\$ 50,000	\$ 50,000	
44	18-19	F-350 Service Truck with Crane Body	1	\$ 57,040	\$ 57,040	\$ 56,540
45	19-20	Vactor truck - replace with new \$430K truck that meets emission requirements (7 yr loan @ 4.5%)	1	\$ 518,000	\$ 518,000	\$ 402,435
46	19-20	Replacement Rack Truck (F-150)	-	\$ -	\$ -	\$ 24,193
47		<b>Subtotal</b>		<b>\$ 625,040</b>	<b>\$ 625,040</b>	<b>\$ 483,168</b>
48	<b>Non-CIP Wastewater Projects</b>					
49	<b>Major Maintenance</b>					
50	18-19	Paint Digester Handrails	1	\$ 15,000	\$ 15,000	\$ 17,000
51		Cleaning of aeration basins (after screen installation)	1	\$ 20,000	\$ 20,000	
52		Cleaning of pipelines from headworks to aeration tanks (after screen installation), including cleanout additions	1	\$ 10,000	\$ 10,000	
53		Annual Collection System Repairs to reduce I/I & damaged pipe sections	1	\$ 50,000	\$ 500,000	
54		Annual manhole raising due to street overlays & roadway work/Manhole cover replacements	1	\$ 10,000	\$ 100,000	
55		<b>Subtotal</b>		<b>\$ 105,000</b>	<b>\$ 645,000</b>	<b>\$ 17,000</b>
56		Western clarifier - Replace clarifier chain, wear shoes, skid plates, & sprockets	2	\$ 40,000	\$ 40,000	
57		Eastern clarifier - Replace clarifier chain, wear shoes, skid plates, & sprockets	2	\$ 40,000	\$ 40,000	
58		Repainting of WWTP	2	\$ 30,000	\$ 30,000	
59		Repainting of lift station facilities	2	\$ 10,000	\$ 10,000	
60		<b>Subtotal</b>		<b>\$ 120,000</b>	<b>\$ 120,000</b>	
61		Seal coat AC pavement at WWTP	4	\$ 65,000	\$ 65,000	
62	<b>Annual Inspections and Reserves</b>					
63		Annual manhole inspections and report on needed corrections (approx. 20% of system/yr)	1	\$ 40,000	\$ 400,000	
64		Annual Collection System Phased televising & cleaning (revised 11/20/18 reduced cost by 50% & extended number of years - SSMP has this over 10 yrs)	1	\$ 50,000	\$ 500,000	
65		Five-Year Replacement and New PCs for operators (Initial purchase and then build reserves)	1	\$ 10,000	\$ 20,000	
66		Vehicle Replacement Program (Annual reserves)	1	\$ 25,000	\$ 250,000	
67		Portable equipment replacement program - backhoes, generators and pumps (Annual reserves)	1	\$ 15,000	\$ 150,000	
68		<b>Subtotal</b>		<b>\$ 140,000</b>	<b>\$ 1,320,000</b>	
69		<b>Grand Total</b>		<b>\$ 18,215,453</b>	<b>\$ 751,398</b>	
70	<b>Budgeted for FY 2019-2020</b>			Priority 1 Total	\$ 4,394,549	\$ 751,398
71	Completed			Priority 2 Total	\$ 195,000	
72	In Progress			Priority 3 Total	\$ 920,000	
73	Not Started			Priority 4 Total	\$ 140,000	
74				SST Total	\$ 12,565,904	



A	B	D	E	F	G	H
<b>Water CIP - Capital Improvement Program (Revised 4/1/2020 - For Discussion Only)</b>						
		Ranking	Project Cost	10 yr Cost	Actual Cost	Notes
<b>FY</b>	<b>Water Distribution System Projects</b>					
19-20	Pressure Zone 2 to Zone 7 transmission main replacement @ SR Creek pedestrian bridge	1	\$ 120,000	\$ 120,000	\$ 4,471	In Permitting
19-20	Water Meter Replacements & Upgrades (phased)	1	\$ 186,000	\$ 1,050,000	\$ 500	Developing RFP
6	Piney Way erosion control inspection report and follow-up protection efforts for existing pipeline	1	\$ 10,000	\$ 10,000		
	<b>Priority 1 Subtotal</b>		<b>\$ 316,000</b>	<b>\$ 1,180,000</b>	<b>\$ 4,971</b>	
8	Subzone metering of distribution system	2	\$ 150,000	\$ 150,000		
9	Replacement of problematic service lines within Leimert	3	\$ 130,000	\$ 130,000		
10	Water Master Plan Amendment (revised fire flow modeling/tank sizing check)	3	\$ 35,000	\$ 35,000		
	<b>Priority 3 Subtotal</b>		<b>\$ 165,000</b>	<b>\$ 165,000</b>		
12	Inspection & spot repair to water transmission main under S. Parks wetlands area; or lining of transmission main plus study & predesign	4	\$ 80,000	\$ 80,000		
13	Pine Knolls - Iva Court zone 1 pipeline expansion	4	\$ 165,000	\$ 165,000		
	<b>Priority 4 Subtotal</b>		<b>\$ 245,000</b>	<b>\$ 245,000</b>		
<b>Tank &amp; Booster Pump Station Projects</b>						
19-20	SCADA System - Long-term Water Portion	1	\$ 250,000	\$ 250,000	\$ 49,457	Phase 1 Done
17	Stuart Street Tank Replacement (125K gallon welded steel tank with new foundation)	2	\$ 458,000	\$ 458,000		Recategorized 2/26
18	Electrical transfer switch and conduit to well SS-3	2	\$ 25,000	\$ 25,000		
19-20	San Simeon well field generator replacement	2	\$ 100,000	\$ 100,000	\$ 50,449	
	<b>Priority 2 Subtotal</b>		<b>\$ 583,000</b>	<b>\$ 583,000</b>	<b>\$ 50,449</b>	
21	Rodeo Grounds Pump Station Replacement (aka Zone 2 Booster pump station)	3	\$ 1,016,000	\$ 1,016,000		
<b>Vehicles and Trailer-Mounted Equipment</b>						
18-19	Replacement Dump Truck	1	\$ 76,000	\$ 76,000	\$ 74,871	
24	Trailer-Mounted Air Compressor	2	\$ 15,000	\$ 15,000	\$ 22,557	
25	Trailer-Mounted Vacuum Extractor	2	\$ 48,000	\$ 48,000	\$ 46,169	
	<b>Priority 2 Subtotal</b>		<b>\$ 63,000</b>	<b>\$ 63,000</b>	<b>\$ 68,726</b>	
<b>Non-CIP Projects</b>						
<b>Major Maintenance</b>						
29	Annual Water pipelines, pumps, and PRV repairs and replacements	3	\$ 50,000	\$ 500,000	\$ 19,126	Recategorized 2/26
30	Valve Replacements	3	\$ 20,000	\$ 20,000		Recategorized 2/26
	<b>Priority 3 Subtotal</b>		<b>\$ 70,000</b>	<b>\$ 520,000</b>	<b>\$ 19,126</b>	
<b>Water conservation</b>						
33	Database for water conservation program/tracking with parcel links & APN file conversion	1	\$ 10,000	\$ 10,000		
<b>Annual Inspections &amp; Reserves</b>						
35	Annual GIS updating & upgrades	1	\$ 10,000	\$ 100,000		Recategorized 2/26
36	Vehicle Replacement Program Reserves (Accumulate Funds)	1	\$ 25,000	\$ 250,000		
37	Contingency/reserves (Accumulate Funds)	1	\$ 15,000	\$ 150,000		
	<b>Priority 1 Subtotal</b>		<b>\$ 60,000</b>	<b>\$ 510,000</b>		
	<b>Grand Total</b>		<b>\$ 4,619,000</b>	<b>\$ 267,600</b>		
			Priority 1 Total	\$ 1,940,000	\$ 129,299	
			Priority 2 Total	\$ 733,000	\$ 119,175	
			Priority 3 Total	\$ 1,701,000	\$ 19,126	
			Priority 4 Total	\$ 245,000		
<b>SWF CIP - Capital Improvement Program (Revised 4/30/2019 - For Discussion Only)</b>						
		Ranking	Project Cost	10 yr Cost	Actual Cost	
<b>Permitting</b>						
47	EIR consulting (follow up agency discussions to support the SWF's Regular CDP)	1	\$ 28,609	\$ 28,609		Increased cost 2/26
19-20	Section 7 ESA consulting, annual AMP report, & AMP update	1	\$ 100,000	\$ 100,000	\$ 40,487	
	<b>Priority 1 Subtotal</b>		<b>\$ 128,609</b>	<b>\$ 128,609</b>	<b>\$ 40,487</b>	
<b>Interim, short-term SWF Modifications</b>						
18-19	Short-term flood damage mitigation	1	\$ 10,000	\$ 10,000	\$ 12,566	Recorded as M&R
18-19	Hauling of last 18" of water and cleaning impoundment	1	\$ 35,000	\$ 35,000	\$ 94,515	
53	Modifications to facilitate off-hauling RO waste (secondary containment, grading, rock, purchase tanks)					
19-20	a) Secondary Containment, Grading, Rock	1	\$ 20,000	\$ 20,000	\$ 473	Recorded as M&R
19-20	b) Tank purchase	1	\$ 80,000	\$ 80,000	\$ 27,563	
	<b>Priority 1 Subtotal</b>		<b>\$ 145,000</b>	<b>\$ 145,000</b>	<b>\$ 135,118</b>	
<b>Advanced Water Treatment Plant</b>						
58	Miscellaneous instrumentation / monitoring upgrades	2	\$ 10,000	\$ 10,000		
19-20	Filters / membrane replacements and build reserves for future	2	\$ 60,000	\$ 120,000	\$ 59,639	Revised 2/26
	<b>Priority 2 Subtotal</b>		<b>\$ 70,000</b>	<b>\$ 130,000</b>	<b>\$ 59,639</b>	
<b>Long-Term Improvement Modifications</b>						
62	Consulting assistance for coordination with Army Corps on WRDA grant (meetings, redefine work plan, & update scope of work)	1	\$ 40,000	\$ 40,000		
63	Future permanent mods at SWF for trailer fill station [transfer tanks, piping, & spill containment/loading pad] (1,2)	2	\$ 200,000	\$ 200,000		
64	AWTP pull-barn style covers for outdoor equipment & control panels (1,2)	2	\$ 50,000	\$ 50,000		
	<b>Priority 2 Subtotal</b>		<b>\$ 250,000</b>	<b>\$ 250,000</b>		
66	Sems, Hach WIMS, or custom programmer for logging/reporting software and tablets (yr 1 is software/programming assistance)	3	\$ 25,000	\$ 25,000		
67	Installation of remote sensing instrumentation at SS creek (needs access agreement with State Parks)	3	\$ 10,000	\$ 10,000		
68	Solar Array System (1,2)	3	\$ 375,000	\$ 375,000		
	<b>Priority 3 Subtotal</b>		<b>\$ 410,000</b>	<b>\$ 410,000</b>		
	<b>Grand Total</b>		<b>\$ 1,103,609</b>	<b>\$ 235,244</b>		
71	<b>Budgeted for FY 2020</b>		Priority 1 Total	\$ 313,609	\$ 175,605	
72	<b>Completed</b>		Priority 2 Total	\$ 380,000	\$ 59,639	
73	<b>In Progress</b>		Priority 3 Total	\$ 410,000		
74	<b>Not Started</b>		Priority 4 Total	-		

**Resources & Infrastructure Committee  
Cambria Water Demand Report – for Submittal to Urban Water  
Master Plan Update Consultant  
May 11, 2020**

## **I. Introduction and Summary**

The Resources and Infrastructure Committee of the Cambria Community Services District has created an ad hoc committee to analyze water demand in Cambria and to assess the adequacy of current data for forecasting demand in the future. The following report is being presented by the three committee members – Karen Dean, Brad Fowles and Tom Gray – in response to this request.

This report is *not* intended to supersede the CCSD’s Urban Water Management Plan, most recently updated in 2015 and due for its next update in 2020. What we attempt here is a close-up look at past and present patterns in water usage in Cambria, based on the data available at this point. We also seek to identify data gaps that need to be filled before a reasonably reliable forecast can be made.

Careful forecasting of water demand is critical to the CCSD as it decides how to provide a reliable water supply in all conditions, including extended droughts, for the community’s residents. In light of potential future growth in water connections, it is especially important to have a clear picture of water use on a per-capita and per-connection basis. The CCSD needs to be able to estimate, for instance, what the addition of a certain number of connections and/or full-time residence would do to overall water demand.

Demand forecasting also needs to focus not just on annual totals but on demand in the dry half of the year, the months from May through October. This is the time when water use is highest and when shortfalls are likely to occur. For that reason, we break out usage data for the dry season, based on CCSD billing data since 2003.

Billed-use data,<sup>1</sup> while not precisely reflecting actual water use, is the best source we have at present to measure consumption and identify short-term trends. Water production records give a longer-term view, but they can vary widely from billed-use totals and thus need to be used with caution in forecasting. We have drawn on both of these sources for most of our analysis.

We also have used available Census data to analyze per-capita use. Here we have identified several challenges. First, much of the data, especially the most recent, comes from surveys with large margins of error. Second, Census data on housing units does not make distinctions, such as between full- and part-time residency, that are crucial to forecasting residential water use in Cambria. Finally, we are on the eve of a new decennial Census (in 2020) that may show a shift in demographic and housing trends that

will force us to reassess assumptions based on the Census numbers from 2000 and 2010, or on Census estimates since 2010 from survey results.

We identify a number of areas that need further analysis and/or current data. One is the CCSD's demand offset program, in which data has not been updated for several years. Others are the question of full vs. part-time residency rates, defining a worst-case demand scenario, the potential impact of accessory dwelling units (ADUs), demographic trends, future commercial water use, water usage trends in landscape irrigation, and the success of efforts to close the gap between production and billed use.

We view this report as a summary of what we know at present and what we need to find out before making credible statements about the future. Our aim is to help the CCSD develop a solid foundation of knowledge for demand forecasts such as those in the 2020 update of the Urban Water Management Plan.

## II. Review of the Data

### 1) *Cambria's Water Usage Today*

In the latest full year (2019), CCSD customers of all types were billed for use of 477.0 acre-feet. Total water production was 530.4 acre-feet. The difference between production and billing was 53.4 acre-feet, or 10.1% of production.

Of the total billed water consumption, **residential** use accounted for **306.1 acre-feet**, or 64.2% of the total. **Commercial** use was **141.1 acre-feet**, or 29.6% of the total, with another 20.0 acre-feet (4.2%) consumed by licensed vacation rentals. Commercial and vacation-rental use came to 33.5% of the total. The remaining 9.8 acre-feet (2.1%) was billed to CCSD internal accounts.

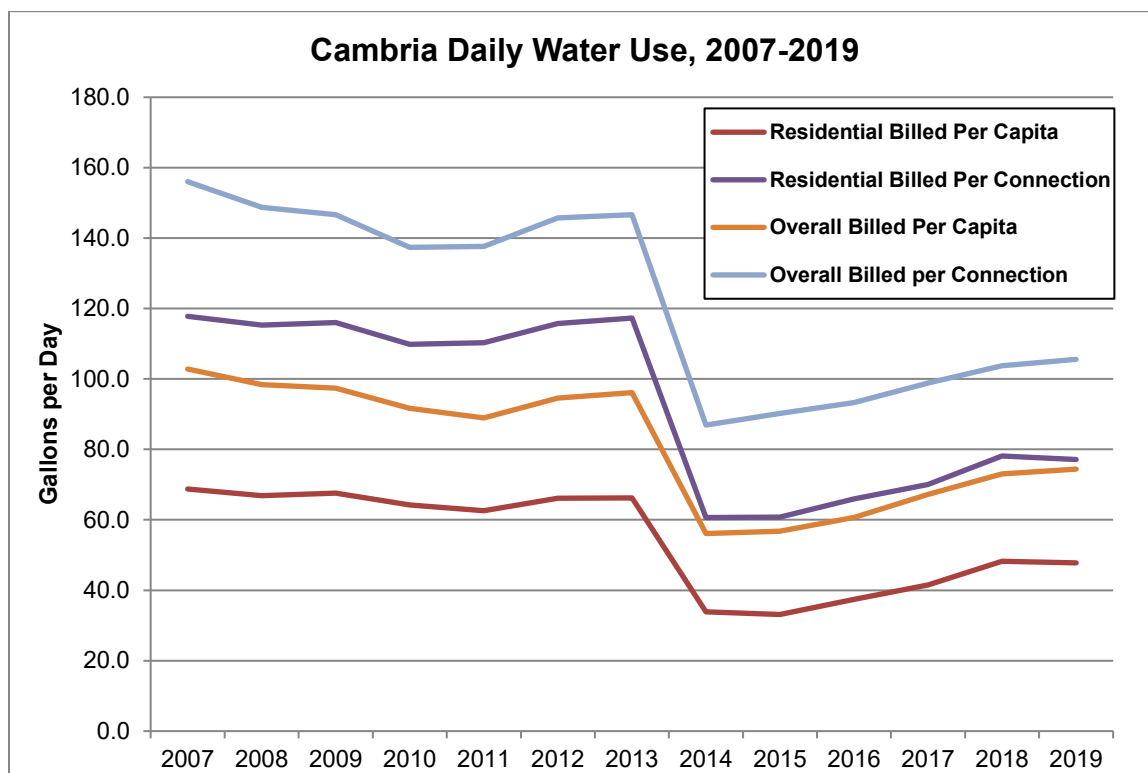
Two water-use figures -- per capita and per connection -- are especially important in forecasting

*Per capita:* Based on the most recent Census population estimate (2018) of 5,725,<sup>2</sup> per capita use for all categories in 2019 was 0.083 acre-feet (27,156 gallons) per year, or 74.4 gallons per day (gpd). Total *residential* per-capita use was .053 acre-feet per year, or 47.7 gpd.

*Per connection:* Based on a total of 4,034 connections (at mid-year), total billed use per connection was .118 acre-feet per year, or 105.6 gpd. Residential use alone (excluding commercial, vacation-rental and internal use categories) was .086 acre-feet a year per connection, or 77.2 gallons per day, based on 3,541 connections.

These per capita and per connection figures for 2019 are all significantly below pre-2013 levels, showing the dramatic effects of conservation efforts during the 2013-2016 drought. They have showed a modest upturn after bottoming out in 2015, but they remain around

30% below 2013 levels (see Figure 1, which covers the 13 years for which the CCSD has separate billing records for residential customers).



(See also Table 1: Annual Billed Use by Category, 2007-2019)

Cambria’s water use also is low compared to other communities in the Central Coast region, not to mention California as a whole. According to monthly data from the State Water Resources Control Board ([https://www.waterboards.ca.gov/water\\_issues/programs/conservation\\_portal/conservation\\_reporting.html](https://www.waterboards.ca.gov/water_issues/programs/conservation_portal/conservation_reporting.html)), per capita residential water use on the Central Coast averaged 75.0 gpd in 2019. This is more than 57% above Cambria’s 47.7 per capita gpd.

We have found no current data showing how much water *full-time* residents use on a per-capita basis. But we can infer that full-timers on average use somewhat less than the residential average of 47.7 gpd per capita, because the CCSD’s “residential” category includes connections for part-time residents (who are not included in the total population figure of 5,725) as well as full-time residents.

The Census Bureau’s 2018 American Community Survey classifies 34% of Cambria’s housing units as “vacant.” This includes active vacation rentals and units for sale or rent that are truly unoccupied, but it also includes the large number of units that are occupied part-time. How much water these units use depends on how often the part-time residents occupy them, and we have no information on the average length of stay. See “Questions for Forecasting” below for more on this topic.

As with residential water use throughout the state, Cambria's water use follows a clear seasonal pattern. From May through October, normally a time with little or no rain, residential use from 2007 through 2019, a period including both pre-drought and post-drought years, averaged 60.0 gpd per capita. (See **Table 2: May-Oct. Billed Use by Category, 2007-2019**). This is 11% above the 54.2 gpd per capita full-year average from the same 13-year period, and 24% above the November-April average of 48.3 gpd. The summer upsurge is likely due both to landscape irrigation in the dry season and more summer use of part-time residences. (See "What about the part-timers" below for more on the importance of determining the size and timing or part-time residency in Cambria).

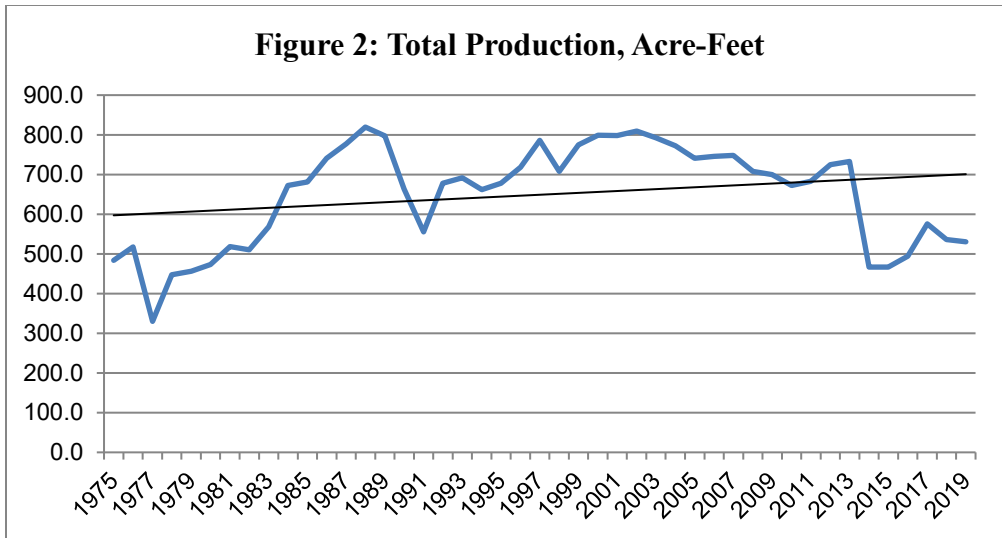
Commercial use shows a larger upsurge in the dry season. The rate per commercial connection -- 616.2 gpd in the May-to-October period -- is 14% above the year-round average of 541.6 gpd and 35% above the November-April average of 457.2 gpd. The difference is presumably due mainly to higher tourism in the summer months.

## ***2) A Longer View of Cambria's Water Usage***

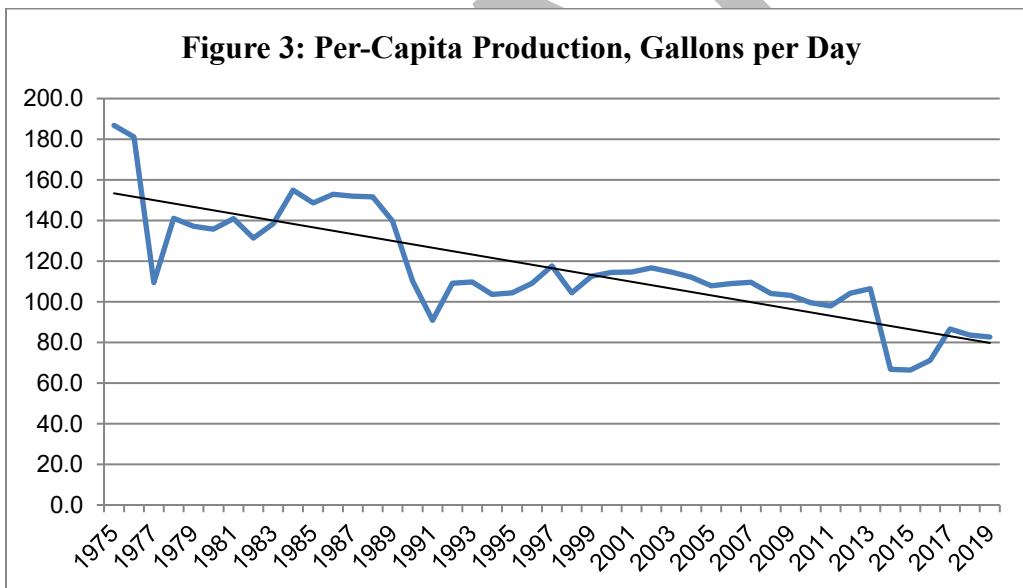
Looking at long-term trends, we have annual water production data covering 44 years, from 1975 through 2019. Billed use records cover 33 years, from 1988 to 2019. Per capita usage figures are available for both periods, and records for usage per connection (not categorized in earlier years) date to 1991. (See **Table 3: Historical Water Production and Billed Use: 1975-2019**).

These data series show two patterns that are important in forecasting future use. One is a long-term decline in per capita or per-connection water use. The other is a sharp drop in water use during prolonged droughts, followed by a partial recovery.

In the earlier years of the production record (until about 2000), the decline in per capita use was masked by population gains, This is why total production from 1975 (see **Figure 2**) shows a gradual rise overall. Even here, though, the most recent production totals are comparable to those from about 35 years before, when Cambria's population was about two-thirds what it is now.



Per-capita production (Figure 3) shows a significant decline, even before the most recent drought. The chart also shows how water use fell dramatically in each of the three severe droughts in this period – in 1976-77, 1988-91, and 2013-2016 – and then retraced some, but not all, of the drop in demand.



Sources for long-term production and billing data: “A Review of Water Use & Water Management Alternatives in Cambria, California,” by James Fryer, June 2012; CCSD billing and production records.

Based on the production records for the two earlier droughts, it appears that the full recovery of demand takes place over roughly seven years after demand bottoms out. From 1977 to 1984, for instance, per capita production went from 109.4 gpd to 155 gpd, after which it held steady and eventually fell. This 42% rise, however, retraced only about 59% of the drop during the drought. In other words, the drought led to a permanent reduction of demand, amounting to about 20% of pre-drought production.

The pattern is the same for the drought that started in 1988, with demand hitting a low point in 1991. Per capita production fell 40%; per capita billed use fell 42%. By 1997, demand and billed use had reached a new plateau and were starting a gradual decline. But this new high point was still about 22% below the pre-drought peak in 1988. Billed use peaked a few years later, in 2001, but was even then about 25% below 1988.

In the most recent drought, demand hit bottom in 2015, with per capita production falling 38%, from 106.4 gpd to 66.4 gpd. Residential per-capita use plummeted 50% from 66.2 gpd to 33.1 gpd. In 2019, per capita production had rebounded to 82.7 gpd, still 22% below the pre-drought peak. Per capita residential billed use, at 47.7 gpd, was 28% below the 2013 level for this category.

If the past pattern holds, we may see another year of recovering demand, though at a much slower pace than we saw after the drought was declared over and Stage 3 restrictions were lifted in 2017. The next peak, followed by a plateau or gradual decline, would occur in 2021 or 2022, and it would leave production and residential use at no more than 80% of prior peak levels. That would put per capita production at 85.1 gpd and per capita residential use at 53.0 gpd. In fact, per capita demand barely changed between 2018 and 2019, suggesting that the demand recovery phase may already have ended.

The dry-season demand pattern in the recent drought was more pronounced than the annual pattern, but its general shape was the same. From a 2013 level of 119.4 gpd, per capita production in the May-October period fell 43% to 67.7 gpd in 2014 and had rebounded to 90.6 gpd by 2019, still 24% below the prior peak. Per capita billed residential use fell 57% from 73.5 gpd in 2013 to 31.9 gpd in 2014. At 53.1 gpd in 2019, it was still 28% below 2013.

### ***3) Water Rates and Other Conservation Factors***

There are several possible reasons why per capita water use has declined over the years and tends to stay well below prior levels after a major drought.

One is behavior change. In a drought severe enough to warrant strict restrictions over a substantial period, people learn to use less water for daily activities and, up to a point, get used to more frugal practices such as shorter showers.

Another factor is replacement of high water-using appliances or landscaping with more water-thrifty alternatives such as low-flow toilets, more efficient washing machines and drought-tolerant trees, shrubs and ground cover.

A third possibly significant factor is the rising cost of water. In Cambria, water and sewer fees are combined in a single bimonthly charge based on water consumption. This charge has more than doubled since before the latest drought, and it is due for a further increase in 2020.

For a household consuming six units (600 cubic feet or 4,488 gallons) of water every two months, the marginal cost – that is, the cost of one additional unit -- has gone from \$7.99 in 2012 to \$20.37 today, an increase of 155%. It is due to rise further to \$22.01 in 2020.

What this means is that, whereas a typical CCSD customer saved just under \$8 (every two months) by reducing use by one unit seven years ago, the same customer saves \$20.37 (or \$122.22 a year) from the same cut in consumption. This is an especially significant amount of money for people living on modest incomes.

### **III. Questions for Forecasting**

#### **1) Will demographic factors change?**

Census data from the past two decades (from the American Community Survey reports as well as the decennial Census) tell a consistent story about Cambria. Its population is significantly older than the state average, with a median age estimated at 61.7 in the 2018 American Community Survey. The statewide median in that same survey is 36.7. Its economy is based mainly on tourism; 57% of its workforce, according to a 2012 Census survey, is employed in “accommodation and food services.” To put this data in simple terms, retirees and near-retirees are the dominant group among Cambria’s residents, and visitors provide a living to most of its workers.

The future of these demographic factors has important implications for forecasting water demand. For instance, a shift toward lower median ages might point toward a rise in younger, larger households, replacing retiree households with one or two occupants. This would lead to a higher occupancy rate per residential water connection, and higher water consumption as a result.

#### **2) What about the part-timers?**

As we noted above, the 2018 American Community Survey records 34% of Cambria’s housing units as “vacant,” up from 25% in the 2000 Census. This is a broad category that includes units occupied part-time, as well as those used as vacation rentals, awaiting rental or sale, and simply empty.

What is not known from Census data is how much of the overall residential water demand comes from part-timers. This is a significant gap in the knowledge needed for forecasting. Currently, in calculating per-capita demand we have only 1) the population of Cambria (i.e., full-timers) and 2) the number of residential water connections. But a significant number of those water connections are used by part-timers, who are not included in the population figure. So per-capita demand is overstated to some degree.

This is not a problem if we assume that the mix of full-time and part-time occupancies will not change in the future. But change in either direction could make a major difference in future water use (see “What is the worst-case demand scenario” below).



By our estimate based on the 2018 American Community Survey and the 2010 Census, just over 20% of all housing units are occupied part-time.<sup>3</sup> However, the share of water *consumption* by these homes is impossible to estimate without knowing more about the part-time residents – such as how many there are, how much time they spend in Cambria and when (i.e. which season) they are mostly likely to be here.

### **3) What is the worst-case demand scenario?**

Extrapolating from the present paints a reassuring picture. If current trends continue in population, housing occupancy and water consumption, Cambria's water demand will remain well within its available supply (except possibly in severe droughts). Assuming no change in consumption per connection on in the ratio of full-time to part-time occupancy, Cambria's billed residential water use would rise to 402 acre-feet at full build-out of 4,650 connections (the limit in the North Coast Area Plan and the Local Coastal Program). If residential use continues to take up its current share of overall use (64%), total use would be 623 acre-feet. Given the average production-to-billed use gap, the required production would be about 700 acre-feet.

However, a responsible long-term plan needs to include other scenarios that are within the realm of possibility. For instance, the trend of the past two decades toward more part-time and less full full-time residency could reverse for any number of demographic or economic reasons. Most of the housing units labeled "vacant" now can *potentially* be occupied full-time. The same is true for units to be built in the future. Also, there is no guarantee that the current average household size will remain at its current estimated level of 2.08 (per the 2018 ACS).

One candidate for a worst-case scenario would be a situation in which *all* residential units are occupied full time. Water use would be significantly greater than now, even without new connections. But without solid data on water use by part-timers, we do not know how big the increase would be. There are other wild cards to consider, such as changes in future household size, per capita water use and commercial activity. The only firm number we have is the effect of full build-out the residential user base, which would rise by 31% (from 3,541 to 4,650).

### **4) Now will ADUs affect demand?**

The encouragement by state and local governments of accessory dwelling units (ADUs) as a form of affordable housing adds an element of uncertainty to future demand calculations. These units are small structures added to existing residential parcels to provide additional full-time housing units. The most recent land-use update, enacted by the San Luis Obispo County Board of Supervisors on Jan. 28, 2020, does not specifically address the question of whether an ADU would require an additional water connection. Guidance from the County Department of Building and Planning<sup>4</sup> regarding state law on ADUs states that any new unit will require a will-serve letter from the local water purveyor, such as the CCSD. However, it is not clear at this time if an additional water *connection* would be required.

ADUs added to existing water connections (or added to future water connections for a conventional single-family home) could significantly increase the number of users per connection and hence the per-connection demand. The CCSD needs to get as clear a picture as possible of how many ADUs might ultimately be built and how this would affect its demand forecasts.

#### **5) How much of a difference will demand offsets make?**

In past forecasting, the CCSD has said that conservation measures could actually lower overall water demand even under full build-out (4,650 residential units). These would include retrofitting of existing construction as well as added requirements (such as dual plumbing and no outdoor use of potable water) on new construction.<sup>5</sup>

To put this assertion to the test, the CCSD needs to know how well its conservation programs have worked up to now, and to know how much potential they have to save water in the future. In existing construction, for instance, future savings through demand offsets depend on how much older, less efficient plumbing fixtures and appliances remain in use. In new construction as well as old, the CCSD needs to consider the uncertainties surrounding technologies, such as the use of gray water for residential irrigation, that have not been widely adopted and do not have an extensive track record of reliability. The first step toward ascertaining Cambria's conservation potential is to update the data and projection in the CCSD's demand-offset programs.

#### **6) How much potable water will be used for landscape irrigation?**

We can assume that much of the demand drop in the recent drought came from residents cutting back on outdoor irrigation, as well as a significant number of them buying irrigation water from non-CCSD sources. The future trend is less clear. For instance, it is possible that many of the residents now buying non-potable water will switch to the potable CCSD water, which is still the cheaper option. On the other side of the ledger, changes in landscaping, such as a shift to drought-tolerant plantings, may hold demand down for the long term.

To get a better idea of how much these trends might affect future demand, the CCSD needs to get a clearer idea of how much potable water is used for landscaping now. It might start by comparing water usage with wastewater production during different billing periods of the year.

#### **7) Will commercial maintain its share of the total?**

Billed water use in the commercial category, which includes visitor-serving lodging and restaurant businesses as well as businesses that primarily serve residents, was 29.6% in the latest full year (2019). With vacation rentals added, the share of total use came to 33.8%. These are higher figures than those from the pre-drought years, when commercial

use averaged 23.4% (from 2003 to 2013) and commercial plus vacation rentals averaged 28.1% (from 2007, the first year vacation rentals were a separate billing category).

This shift toward a bigger commercial-plus-vacation-rental share appears to be the result of differences in residential and commercial conservation rates during and after the drought. From 2013 to 2015, when water use bottomed out in both categories, residential use fell nearly 49%, from 456 to 232.9 acre-feet, while commercial use fell less than 27%, from 154.3 to 113.1 acre-feet. Vacation rental use dropped by 38%, from 32.8 to 20.2 acre-feet. Since then, however, the conservation gap has closed somewhat. From 2015 to 2019, residential use bounced 31% off its 2015 low, while commercial use rose 25% and vacation rental use actually declined by 1%.

For now, the ratio of commercial to residential use (with vacation rentals added to the commercial category) seems to be settling back to pre-drought levels. But what will happen to this number if Cambria adds a substantial number of new housing connections? The answer seems to depend on the amount and type of new business in Cambria. New visitor-facing development, especially lodging, could increase commercial use substantially; new retail business probably would increase it less.

### **8) Will the production/usage gap shrink?**

In forecasting production, the most difficult number to pin down is the annual gap between water produced and water use billed. In the past 31 years, this gap has ranged from as high as 140.2 to as low as 38.6 acre-feet. The average production-billed use gap in the past 13 years is 64.8 acre-feet per year. But even in that short period the annual number has ranged from 38.6 to 129.2 acre-feet. To put those numbers in perspective, the 2007-2019 average billed water use per residential connection was just 0.105 acre-feet a year. So a reduction of 10 acre-feet in water loss is equivalent to the water used by nearly 96 homes. (And this is based on an average including both pre- and post-drought years).

The year-to-year variation does not correlate clearly to demand. This suggests that the production-consumption gap may largely be due to leakage which in a pressurized system will occur whether or not people open their taps. However, the age and condition of water meters also can be a significant factor, with older meters tending to err on the down side. CCSD staff has estimated<sup>6</sup> that water meter accuracy degrades by 4% to 7% over 10 years. In that case, a system where the average age of water meters is 10 years could be under-reporting consumption by up to 7%.

We assume that the CCSD will continue its efforts to reduce water losses, both by detection and repair of leaks and replacement of older water meters. How well it succeeds could have a major effect on forecasting its ability to meet new demand.

**Table 1: Annual Billed Use by Category, 2007-2019**

Year	Residential			Billed Use, GPD per Capita	Vacation Rental			Commercial		
	(A)	Billed Use (AF)	(B)		(A)	Billed Use (AF)	(B)	(A)	Billed Use (AF)	(B)
2007	3555	469.0	117.8	68.7	225	31.0	122.8	223	158.5	634.4
2008	3523	454.8	115.3	66.9	251	32.1	114.3	226	150.2	593.2
2009	3526	458.4	116.1	67.6	242	33.5	123.4	227	145.7	573.1
2010	3528	433.9	109.8	64.2	241	31.5	116.7	228	144.3	565.1
2011	3535	436.6	110.2	62.6	246	30.0	108.8	229	147.3	574.2
2012	3545	459.5	115.7	66.1	236	30.5	115.4	229	150.9	588.1
2013	3471	456.0	117.3	66.2	308	32.8	95.1	229	154.3	601.3
2014	3489	237.0	60.6	33.9	291	22.0	67.5	229	119.1	464.3
2015	3423	232.9	60.7	33.1	278	20.2	64.9	229	113.1	440.8
2016	3513	259.6	66.0	37.4	267	21.4	72.6	229	119.2	464.8
2017	3515	275.8	70.0	41.5	266	22.6	75.8	228	123.2	482.5
2018	3531	309.0	78.1	48.2	249	22.3	80.0	228	129.3	506.2
2019	3541	306.1	77.2	47.7	240	20.0	74.5	228	141.1	552.4
<b>13-YEAR AVERAGES</b>	<b>3515</b>	<b>368.4</b>	<b>93.4</b>	<b>54.2</b>	<b>257</b>	<b>26.9</b>	<b>94.7</b>	<b>228</b>	<b>138.2</b>	<b>541.6</b>

**Table 2: Dry Season (May-Oct.) Billed Use by Category, 2007-2019**

Year	Residential			Billed Use, GPD per Capita	Vacation Rental			Commercial		
	(A)	Billed Use (AF)	(B)		(A)	Billed Use (AF)	(B)	(A)	Billed Use (AF)	(B)
2007	3555	266.9	133.0	77.6	225	17.4	136.7	223	91.9	729.7
2008	3523	257.2	129.3	75.0	251	19.4	138.0	226	88.9	696.9
2009	3526	256.6	128.9	75.1	242	19.6	144.2	227	85.1	664.0
2010	3528	250.5	125.7	73.5	241	19.0	140.6	228	85.9	667.0
2011	3535	246.1	123.3	72.3	246	17.5	126.8	229	87.8	678.9
2012	3545	261.0	130.4	76.6	236	18.0	135.8	229	90.5	699.9
2013	3471	255.4	130.3	75.0	308	22.1	128.1	229	93.2	720.7
2014	3489	112.6	57.1	33.0	291	11.3	69.3	229	61.7	477.2
2015	3423	119.4	61.8	35.1	278	11.3	72.6	229	60.9	471.0
2016	3513	139.9	70.5	41.1	267	12.5	83.7	229	65.1	503.5
2017	3515	162.4	81.8	47.7	266	13.6	91.0	228	68.3	530.3
2018	3531	171.2	85.9	50.3	249	12.7	90.8	228	74.1	575.6
2019	3541	171.6	85.8	50.4	240	11.8	87.6	228	76.7	595.8
<b>13-YEAR AVERAGES</b>	<b>3515</b>	<b>205.4</b>	<b>103.4</b>	<b>60.0</b>	<b>257</b>	<b>15.8</b>	<b>111.2</b>	<b>228</b>	<b>79.2</b>	<b>616.2</b>

Notes to Tables 1 and 2 --

(A): Connections at mid-year (May-June billing period) except Sept.-Oct. in 2017

(B): Billed use, GPD per Connection

GPD: Gallons per day

AF: Acre-feet

CCSD internal accounts not included

**Table 3: Historical Water Production and Billed Use, 1975-2019**

	Production	Billed Use	Production Minus Billed Use	Production Minus Billed Use (% of Production)	Population	GPCD* Production	GPCD* Billed Use
1975	483.4				2310	186.8	
1976	517.8				2552	181.1	
1977	330.0				2692	109.4	
1978	447.5				2831	141.1	
1979	456.4				2971	137.1	
1980	473.1				3110	135.8	
1981	518.5				3285	140.9	
1982	510.6				3471	131.3	
1983	568.4				3666	138.4	
1984	672.4				3873	155.0	
1985	681.0				4091	148.6	
1986	740.6				4322	153.0	
1987	777.0				4566	151.9	
1988	819.5	725.3	94.2	11.49%	4823	151.7	134.3
1989	797.0	715.9	81.1	10.18%	5095	139.6	125.4
1990	663.8	586.8	77.0	11.60%	5382	110.1	97.3
1991	555.7	473.2	82.5	14.85%	5462	90.8	77.3
1992	677.7	537.5	140.2	20.69%	5543	109.1	86.6
1993	691.4	570.4	121.0	17.50%	5625	109.7	90.5
1994	662.1	597.7	64.4	9.73%	5708	103.6	93.5
1995	677.8	601.0	76.8	11.34%	5792	104.5	92.6
1996	718.3	642.8	75.5	10.50%	5878	109.1	97.6
1997	785.8	646.0	139.8	17.79%	5965	117.6	96.7
1998	707.5	614.3	93.2	13.17%	6053	104.3	90.6
1999	774.6	668.5	106.1	13.70%	6142	112.6	97.2
2000	798.8	687.2	111.6	13.97%	6232	114.4	98.4
2001	797.9	693.2	104.7	13.13%	6212	114.7	99.6
2002	809.5	700.1	109.4	13.51%	6191	116.7	101.0
2003	792.9	698.5	94.4	11.90%	6171	114.7	101.1
2004	772.6	659.4	113.2	14.66%	6151	112.1	95.7
2005	741.2	643.7	97.5	13.15%	6131	107.9	93.7
2006	746.1	688.3	57.8	7.75%	6111	109.0	100.6
2007	748.2	701.5	46.7	6.24%	6091	109.7	102.8
2008	707.6	669.0	38.6	5.46%	6071	104.1	98.4
2009	699.5	660.5	39.0	5.57%	6052	103.2	97.4
2010	672.4	619.1	53.3	7.93%	6032	99.5	91.6
2011	682.9	620.7	62.2	9.11%	6229	97.9	89.0
2012	724.7	657.4	67.4	9.29%	6204	104.3	94.6
2013	733.1	662.2	70.9	9.67%	6150	106.4	96.1
2014	466.8	392.5	74.2	15.91%	6246	66.7	56.1
2015	467.0	399.5	67.5	14.46%	6279	66.4	56.8
2016	494.3	421.4	72.9	14.74%	6198	71.2	60.7
2017	575.7	446.6	129.2	22.43%	5934	86.6	67.2
2018	535.9	468.5	67.5	12.59%	5725	83.6	73.0
2019	530.4	477.0	53.4	10.07%	5725*	82.7	74.4

GPCD: Gallons per capita per day

\*Latest ACS estimate is for 2018

Sources: CCSD for billed use and production (after 1987); "A Review of Water Use & Water Management Alternatives in Cambria, California" by James Fryer (2012) for production through 1987 and population estimates through 2009; 2010 Census and American Community Survey (ACS) estimates for population from 2010 to present.

The Fryer report compiled totals for annual water production and annual billed water use from annual Public Water System Statistics report filed with the California Department of Water Resources for the years these reports were available.

Endnote 10 in the report (Appendix A, VII) adds: “Some years, including 2005, utilized data from the 2010 Urban Water Management Plan. Annual production from 1975 through 1987 is from CCSD’s 1994 Environmental Impact Report, Table 2, p. 3-8. The total number of connections for each year from CCSD’s Public Water System Statistics reports when available, and for some of the earlier years from a CCSD Memo from Tammy Rudock to the California Coastal Commission, May 11, 2005, as part of the Pine Knolls Water Tanks Appeal Number A-3-SLO-05-017, Exhibit S, page 6 of 13. The population is from the U.S. census Bureau and averaged for years in between 1970, 1980, 1990, 2000 and 2010. The GPCD for each year is derived from the total annual production and the population.”

### Notes:

<sup>1</sup> “Billed use” in this report refers to all metered water consumption, including water for CCSD internal use that is not revenue producing. Also, metered amounts can vary from actual use due to factors such as meter inaccuracy

<sup>2</sup> The post-2010 population figures used in this report are annual estimates of the American Community Survey (ACS), based on a five-year average of survey results. Because the 2019 ACS estimates were not available at the time of this report, we used the 2018 figures to calculate per-capita use for 2019. The ACS estimates had a 6% margin of error in 2018.

<sup>3</sup>According to the 2018 American Community Survey, 1,438 out of a total of 4,196 housing units are “vacant.” The 2018 ACS does not provide further detail on these units, but the 2010 Decennial Census breaks down the total at that time-- 1,300 in that year -- into different categories. The largest of these – at 1,058, or 81% of the total -- is “for seasonal, recreational or occasional use.” This would include both part-time residences and vacation rentals. If the same percentage applies in 2018, about 1,170 units would be in this category. Excluding the 240 units listed by the CCSD as vacation rentals in 2019, there would have been 930 part-time residential units in 2018. Note that “housing units” as defined by the Census include multiple units on single water connections, as in multi-family housing or secondary dwellings, For that reason, the Census total is larger than the combined CCSD totals for vacation rentals and residential connections.

<sup>4</sup>See <https://www.slocounty.ca.gov/Departments/Planning-Building/Housing/Housing-Forms-Documents/Informational-Documents/ADU-Guide-State-Regs.aspx>

<sup>5</sup>See, for instance, the CCSD’s 2015 Urban Water Master Plan update, pp. 25, 72-75

<sup>6</sup>Email communication from CCSD General Manger John Weigold to Ad Hoc Committee Member Karen Dean, May 5, 2020.

### List of Data Sources:

Cambria Community Services District:

- 1) Monthly water production records from 1988; published monthly in CCSD Board meeting agendas (for latest, see Agenda for Sept. 19, 2019, p. 29: <https://www.cambriacsd.org/files/a8b1e2c48/2019+09+19+Amended+2+Regular+Meeting+Agenda+Packet+Posted.pdf>
- 2) Bi-monthly utility summary billing pages from 2003. Data is available online from 2012 to present on “District Financial Information” page at <https://www.cambriacsd.org/district->

[financial-information](#); earlier reports were provided on request by the CCSD. We would especially like to thank Pamela Duffield for her help in this area.

U.S. Census Bureau:

- 1) Decennial 2000 Census: “Profile of General Demographic Characteristics, 2000,” and “General Housing Characteristics, 2000.”
- 2) Decennial 2010 Census: “Profile of General Demographic and Housing Characteristics, 2010,” and “General Housing Characteristics, 2010.”
- 3) “Selected Housing Characteristics” (2014-2018 American Community Survey 5-year Estimates).
- 4) “Selected Housing Characteristics” (2006-2010 American Community Survey 5-year Estimates).
- 5) “Economy-Wide Key Statistics, 2012” for Cambria CDP (from Economic Census).

The above tables are available online at the Census website, accessed by searching “Cambria CDP” at <https://data.census.gov/cedsci/>.

James Fryer, “); “A Review of Water Use & Water Management Alternatives in Cambria, California,” (2012):

Production totals from 1975 through 1987; billed water use totals from 1988 through 2002; population estimates through 2009.

Fryer’s report can be retrieved online at the Greenspace website:

[https://img1.wsimg.com/blobby/go/150659eb-035a-44f6-8264-ba16acbf6362/downloads/1c4kut79q\\_530345.pdf?ver=1569870767926](https://img1.wsimg.com/blobby/go/150659eb-035a-44f6-8264-ba16acbf6362/downloads/1c4kut79q_530345.pdf?ver=1569870767926)

## CAMBRIA COMMUNITY SERVICES DISTRICT

TO: Board of Directors

AGENDA NO. **5.A.**FROM: John F. Weigold, IV, General Manager  
Carlos Mendoza, Facilities and Resources Supervisor-----  
Meeting Date: May 21, 2020Subject: GENERAL MANAGEMENT REPORT  
-----**GENERAL MANAGER:**

We continue our core CCSD missions of providing water, wastewater, emergency, facilities, and administrative services. The CCSD team continues to remain healthy.

I attended several meetings this month, including daily SLO County Emergency Operations Conference Calls; weekly SLO County Special District General Manager Meetings; two Resources & Infrastructure Committee meetings; Human Resources Round Table (HARRT) at UCLA webinars “Developing a Workplace Reentry Strategy”, “A Framework for Recovery: Respond. Return. Reinvent.”, and “Succeeding in a Virtual Workplace”; bi-weekly Cambria/San Simeon Community Leaders Forum conference calls; two Finance Committee meetings; the Policy Committee meeting; the PROS Commission meeting; and a conference call with the California Coastal Commission staff.

In addition to the daily operations of the CCSD, following is my update on some of our current ongoing projects:

**COVID-19 Pandemic Emergency Response/Preparedness**

The Cambria Community Services District earned Streamline's *Most Communicative in a Crisis* award for adding the most emergency notifications to their website in Quarter 1 2020. The district is proud to be committed to providing essential services and communications to the public during these uncertain times.

**Engagement in Contingency Planning**

We are collaborating with the SLO County Health Department and other offices to work through the crisis. Specifically:

1. We are refining our Continuity of Operations Plan to better prepare ourselves to handle the crisis should our team members become sick.
2. We are working with FEMA through the SLO County team to help with our needs and expenses.
3. The CCSD Board declared a state of emergency which enabled staff access to state and national government assistance and enables me with expanded authority, if needed.



### Adapting and Improvising

1. We implemented a revised Sick Pay program to cover all employees should they have to be out of work because of the virus. This includes time out if the staff member or a dependent are sick, quarantined, and care for dependents.
2. We are avoiding contact with the public, and we have implemented new operating and cleaning procedures and the use of personal protective equipment (PPE) to protect the staff and the community.
3. We have suspended group meetings and we are conducting board, committee and staff meetings remotely using videoconferencing.

### Strategic Plan

The Board Strategic Consulting Ad Hoc Committee is recommending to the full Board at today's meeting the selection of Snider and Associates, following a review of nine proposals received following the CCSD's posted Request for Proposal.

### Energy Efficiency Infrastructure Improvement

The District met with PG&E on February 27<sup>th</sup> to commence the investment grade audit. Assessments and evaluations by PG&E have been ongoing and our first working group update is scheduled for June 2<sup>nd</sup>.

### Coastal Development Permit (CDP) for the Sustainable Water Facility (SWF)

The District team has been preparing the CDP application for the SWF. Staff submitted a draft of the project description to the California Coastal Commission for their review. We will receive feedback from them the week of May 18<sup>th</sup>.

### 2020/2021 Budget

The staff has begun development of the 2020-2021 budget for consideration by the Board at a June Board meeting.

### Alternative Energy

We submitted two grant applications for electric vehicle charging stations on Main Street.

### Regulatory Compliance

The District continues to provide all required regulatory reporting on or ahead of schedule.

### Cyber Attack

The CCSD sustained a ransomware attack on Thursday evening, April 30<sup>th</sup>. The attackers encrypted files and asked for a fee to unencrypt the files. Another local CSD was also attacked that same evening. Since we backup our files every two hours during the workweek, we were able to safely clean our machines and load our backup files to enable a full recovery of our systems. No data was lost or compromised. We accelerated our replacement of Windows 7 machines to prevent future issues.

## **FACILITIES & RESOURCES MANAGER**

### Public Restrooms

Portable restrooms, a handwashing station and a trashcan continue to be available to the public at both Sheffield Street and Center Street locations.

#### Fiscalini Ranch Preserve

One-way multi-language signs were installed on the Bluff Trail. Creation of fire breaks along the entire perimeter of the Preserve are in progress. Invasive weed control is ongoing throughout the entire Preserve. Work on dead and dangerous trees, along trails and behind homes, is ongoing. Maintenance of trails is ongoing.

#### Veterans Hall

CCSD Staff continues to provide weekly maintenance.

#### Homeless

A portable restroom, handwashing station and dumpster continue to be provided to the homeless community and serviced weekly.

#### Dog Park

140 cubic yards of wood chips have been delivered to the park. A hand sanitizing station was installed inside the park.



# MOST COMMUNICATIVE IN A CRISIS

This is hereby awarded to

## Cambria Community Services District

for adding the most emergency notifications to their website in Q1 2020

---

**CHRIS RYAN**  
Customer Success

---

**SLOANE DELL'ORTO**  
Co-Founder

## Public Records Requests and Responses

The District received eight (8) Public Record Requests since April 16, 2020 by the following citizens:

**4/16/2020 Tina Dickason** 1) Am I able to have you send me the Draft of the CDP?

On 4/27/2020, the CCSD responded to Tina Dickason's 4/16/2020 Public Records Request with the following:

The CDP is a draft and may still significantly change, so its exempt from disclosure under Government Code Section 6254(a) at this time.

**4/20/2020 Leslie Richards** 1) Could you please forward the two attachments, dated 2012, from the Tom Luster response letter to the r and I ad hoc committee member Jim Webb's email dialogue. In the email sent to you, from Jim, it shows that Jim attached those two PDF,s to the packet but you did not, in turn, make those available to the r and I committees agenda, only the emails, even though it is referenced twice in the dialogue. Thank you.

On 4/21/2020, the CCSD responded to Leslie Richards' 4/20/2020 Public Records Request with the following:

The documents were included in the enclosed amended April 22, 2020 Resources & Infrastructure special meeting agenda packet. However, enclosed is the following document which is responsive to your request:

1. 4/13/2020 Jim Webb's email to Haley Dodson with two attachments

**4/27/2020 Tina Dickason** 1) Please provide via a PRR, the District's "Project Description" for the application to the County Planning Dept. for the regular CDP for the EWS, the SWF, or the AWTP? I'm not clear on the name of the facility, as several names have been applied to the facility. I imagine the name that has been referred to in the Project Description itself, would be helpful.

On 4/30/2020, the CCSD responded to Tina Dickason's 4/27/2020 Public Records Request with the following:

The coastal development permit project description is currently a draft and may still significantly change, so its exempt from disclosure under Government Code Section 6254(a) at this time.

**4/28/2020 Rick Low** 1) Can someone verify current water and sewer service to 2525 Romney Dr. APN 023-272-044 for me? Let me know if you have questions or need additional information.

On 4/30/2020, the CCSD responded to Rick Low's 4/28/2020 Public Records Request with the following:

There is currently active water & sewer service at 2525 Romney Drive – APN 023.272.044.

**4/29/2020 Nora Komai** 1) Please forward any and all medical records, reports and itemized billing for treatment administer to our client Odilon Ramirez Garcia on December 28, 2018 to present.

On 5/5/2020, the CCSD responded to Nora Komai's 4/29/2020 Public Records Request with the following:

Enclosed is Cambria Fire Department's Incident Number 18-0000958 report for December 28, 2018.

**5/6/2020 Ryan Buckley** 1) We have completed a title search on the property at APN 023-381-051 at 2370 McCabe Drive. In searching, we discovered a sewer easement granted to the County in 1976-11437, attached. However, parties familiar with the property have apparently been told by the CCSD that there is also a "fire easement/deed restriction" that we do not find in the public records. Would you be able to point us in the right direction with a person at CCSD that would be able to shed light on this issue?

On 5/14/2020, the CCSD responded to Ryan Buckley's 5/6/2020 Public Records Request with the following:

Enclosed are the following documents which are responsive to your request:

- 1) 1/26/2000 Cambria Fire Department letter to Borges
- 2) 5/31/2000 Cambria Fire Department letter to Topping
- 3) 8/11/2000 Cambria Fire Department Fire Plan Review letter

**5/7/2020 Elena Schionning** 1) Records indicating government ownership of the drainage in front of 6530 Moonstone Beach Dr, Cambria, CA 93428; 2) Records indicating government maintenance of the drainage in front of 6530 Moonstone Beach Dr, Cambria, CA 93428; 3) Records from the water district including information about drainage in front of 6530 Moonstone Beach Dr, Cambria, CA 93428; 4) Records of drainage installation in front of 6530 Moonstone Beach Dr, Cambria, CA 93428; 5) Records of drainage maintenance in front of 6530 Moonstone Beach Dr, Cambria, CA 93428; 6) Records from San Luis Obispo Flood control and Water Conservation District referencing drainage in front of 6530 Moonstone Beach Dr, Cambria, CA 93428; 7) Policies and procedures regarding drainage maintenance by San Luis Obispo County Flood Control and Water Conservation District.

On 5/7/2020, the CCSD responded to Elena Schionning's 5/7/2020 Public Records Request with the following:

- 4) There are no documents responsive to your request.
- 5) There are no documents responsive to your request.
- 6) There are no documents responsive to your request.
- 7) There are no documents responsive to your request.
- 8) There are no documents responsive to your request.
- 9) There are no documents responsive to your request.
- 10) There are no documents responsive to your request.

**5/8/2020 Shirley Hulin** 1) I am a real estate agent on the Central coast with Century 21 Hometown Realty. I have a client, who I have CC'd on this email; Rakesh Ratti. Dr. Ratti, is interested in a vacant lot, APN:022-312-038. It is a corner lot, on a slight downhill slope. It does have an active water meter. We would like to know, what the square footage and height restrictions. The cost of the permits and how long does the process take. My client would like to build a two story 3

bedroom 2 bath home with a guest unit/ADU. Any additional help, that you can give us will be greatly appreciated.

On 5/14/2020, the CCSD responded to Shirley Hulin's 5/8/2020 Public Records Request with the following:

Enclosed are the following documents which are responsive to your request:

1. Ms. Bland's letter to S, Hulin regarding permitting fees and timeline for SFR construction at 022-312-038
2. Cambria Community Services District Fee Schedule

## BOARD OF DIRECTORS' MEETING – MAY 21, 2020

### FINANCE MANAGER'S REPORT

#### **EXPENDITURE REPORT FOR THE MONTH OF APRIL 2020**

The Expenditure Report for the month of April 2020 is being submitted to the CCSD Board of Directors in today's meeting (see Agenda Item 6.A.). The report includes a detailed listing and monthly sub-total for each Accounts Payable Vendor, and a summary of each department's monthly expenditures.

#### **CCSD DIRECTOR MEETINGS & COMPENSATION FOR THE MONTH OF APRIL 2020**

CCSD Directors may receive compensation of \$100 for each meeting attended, up to a maximum compensation of \$600 in each month, per the CCSD Board Bylaws. The table below shows the meeting month, number of meetings attended and the total compensation for each CCSD Director.

Director Name	Meeting	Number of	Amt Per	Total
Farmer, Harry	Mar-20	6	\$ 100.00	\$ 600.00
Howell, Donn	Feb-20, Mar-20	10	\$ 100.00	\$ 1,000.00
Pierson, David	Mar-20	6	\$ 100.00	\$ 600.00
Rice, Amanda		0	\$ 100.00	\$ -
Steidel, Cynthia	Mar-20	6	\$ 100.00	\$ 600.00
Total		28		\$ 2,800.00

#### **AVAILABLE CASH BALANCES AS OF APRIL 2020**

The total available cash is listed as follows:

Account Type	Balance
Main Checking	\$ 1,835,922.04
Money Market	\$ 1,235,402.69
Local Agency Investment Fund (LAIF)	\$ 1,350,559.68
Total	\$ 4,421,884.41

Available cash is defined as the balance in the Main Checking Account, less outstanding checks, plus Money Market Account, plus Local Agency Investment Fund (LAIF). The total available cash as of April 30, 2020 was \$4,421,884.41.

The total available cash in all restricted accounts are listed as follows:

Account Type (Restricted)	Balance
Payroll	\$ 230,011.97
Veterans Hall	\$ 10,005.13
Health Reimbursement Account (HRA)	\$ 61,400.01
Total	\$ 301,417.11

At this time, the CCSD has adequate resources to meet its cash commitments. Staff will continue to be frugal in purchases, postpone non-critical purchases and carefully monitor their respective budget(s).

#### **NEW FINANCIAL SYSTEM UPGRADE - STATUS**

Staff and the Tyler Ad-hoc Committee will continue routine conference calls with Tyler Technologies, in developing the next steps required for implementation. Due to the County's COVID-19 environment and to meet social distancing requirements, the on-site assessment previously scheduled for the week of March 16<sup>th</sup> will be rescheduled in the next few months.

#### **ANNUAL AUDIT – STATUS**

Staff is working on a schedule to begin the FY 2018/19 audit.



# Utilities Report for May 2020

Department Activities During the Month of April

## Wastewater Treatment Plant (WWTP)

We are still working under COVID-19 restrictions.

In April, we processed 17 million gallons of water and disposed of 76 tons of sludge.

Staff repaired a broken 3-inch line in the driveway at the WWTP; see Fig 1. This is the water line that supplies the screw press, hoses and sprayers on the plant.



Figure 1 Leak at WWTP



Figure 2 Digester basin



Figure 3 Bathroom at WWTP

This month we also cleaned out the digester basins in preparation for inspection/integrity testing to determine feasibility of repurposing these existing tanks for the PG&E Sustainable Solutions Turnkey Capital Improvement Projects. Good news is yes we can! Details to follow in next month's report. We used the new vacor truck and, even though it was a two-week job, it was much faster than using the old vacor. Our operators were able to get all sections cleaned and debris hauled off.

Operator Tim O'Marr has been working on getting the bathroom ready for painting. The stalls are rusting and in need of protection. This is a good example of needed maintenance here at the plant that COVID-19 restrictions have given us an opportunity to get done.

## Collection System

We are pleased to welcome our new Collection System Maintenance workers: Ben Bivens and Tristan Reaper. They have already added value to our team. In view of ramping up our Collection System Maintenance activities, we purchased a plexiglass manhole cover with a support for the jetting hose. This will minimize back spray when we need to clean a sewer line. We have used the jet truck in the field only a few times this month. As soon as COVID-19 restrictions ease, we will continue our needed collection system maintenance.

Another maintenance activity accomplished during the month of April was to clean up the lift stations. Staff has also been working with Alpha Electrical to identify the rotation of each lift station in case of backup power failure. The used generator we recently purchased has been fit with the appropriate connections to service both lift stations that do not have generator back-up. Alpha has made a connector to adapt to the stations with back-up generation in the event of generator failure.

## Water Department

Water department staff were been busy exercising, repairing, and raising fire hydrants in the system last month. Tasks include ensuring all hydrants are in working order and at proper height for operation, cleaning and trimming surrounding area, and confirming shut off valve to hydrant is operational. Over time, roads and surfaces on which hydrants were installed degrade or rise. This usually results from road improvement overlays or sediment buildup or rainfall erosion. Almost all the hydrants maintained were partially buried, so staff performed hydrant



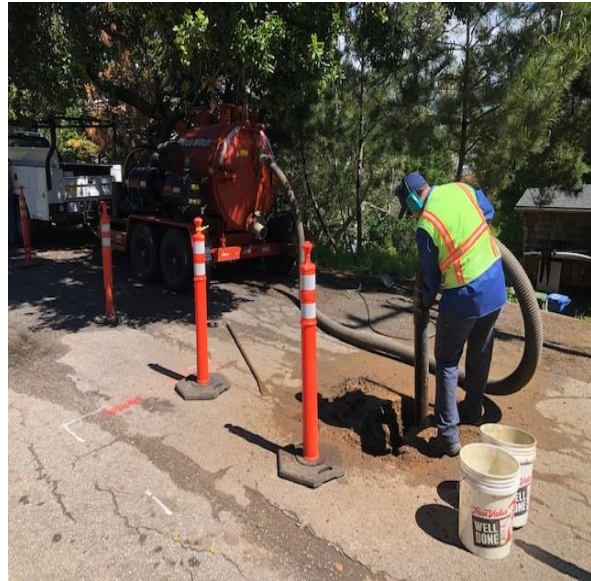
Figure 4 Sandown hydrant before (left) and after raising (right). Blue paint in before photo shows location of buried valve.

raising to ensure proper access and operation. One example was an inoperable hydrant on Sandown due to the hill sliding down behind it (see Figure 4). In this case, the shut off valve had been covered by sediment over the years. To locate such devices and water lines in the field, staff relies on “as built” plans.

When the location is not identified in plans, staff relies on metal detectors. When all else fails, we simply excavate until the device is found. On Sandown, the valve can was located ten inches below the road surface. The area was excavated, and the valve can was elevated. A concrete ring was installed around the valve can lid to bring it up to county road specifications.

While in the area performing hydrant work, water staff noticed a possible leak on Cardiff Drive. Operators marked the location and called in a dig alert for other utility companies to mark their underground services. Repair went without delay, excavation backfilled, and road put back into service.

SoCal Gas Company has been upgrading gas transmission mains and service lines within the Leimert tract. Initially intended to be a separate water district for the area, the Leimert mains and service lines were installed prior to annexation by the CCSD. Detailed as-builts indicating service line type or location are not available, so Water Department staff spent several days each week of the month locating domestic water lines for the SoCalGas sub-contractor. On the positive side, line information is now memorialized in our GIS database.



*Figure 5 Cardiff repair*



On April 12st Utility Services Associates began a leak detection program on our entire 67-mile domestic water distribution system. A typical three-day process usually covers ten to thirteen linear miles of distribution transmission lines. However, beginning at the Marine Terrace area, we were able to complete nearly twenty linear miles in our first checks - almost a third of entire system. While a few small service line leaks were revealed, we also found a medium-sized service leak that showed no surface indication and had been leaking for an undetermined period. The district will continue detection services for the remainder of the distribution system to repair any further failures causing water loss.

Other Water Department activities are included in the table below.

<b>Activity</b>	<b># Completed</b>
Manual Meter Reads/Locates for Billing Purposes	374
Customer assists for high water usage on customer side of meter	1
Locking/Unlocking Water Meters	0
Meter Shut Off/Turn-On at Owner's Request	6
Repairs of distribution system leaks	3
After-Hours System Alarm Responses	1
USA Locations	24
Water Service Line Information Requests	24
Service Angle Stop/Valves Replaced	3

*Figure 6 SoCalGas excavation in Leimert tract*

**Well level data and production summary reports are available on the District [website](#).** As of April 30, the District has diverted 16% and 11% of the annual San Simeon Creek and Santa Rosa Creek allocations, respectively, with 84% of total production coming from the San Simeon Creek aquifer. Production is down 6.65-acre feet compared to April 2019 due to the COVID-19 Shelter-at-Home orders.

### Sustainable Water Facility

The system remains in stand-by mode. Planned Clean-in-Place operations and system audit have been delayed due to the ongoing COVID-19 emergency declaration.

### Conservation & Permits

Use of the Flume Utility Portal has already proven to be beneficial to the District and its customers. As of the date of this report, 28 systems have been installed within the District through the Intelligent Leak Detection Rebate Project. In April, staff noticed a leak alert and contacted the homeowner to follow up. The homeowner explained that a garden hose had been left on late in the evening when the Flume app triggered a leak alert notification via text message and app notification. Had it not been for the Flume system, the homeowner said the hose would have run for approximately 12 hours before being discovered. As an aside, the District recommends use of a spray nozzle with automatic shut-off to minimize the risk of over-irrigating via hose.

Updates to the Water Conservation section on the website include a new [Water Conservation Frequently Asked Questions](#) page providing information related to water efficiency regulations put into effect at the State level, including the 55 gallons per capita daily indoor water budget imposed upon all water purveyors.

### Voluntary Lot Mergers

1. APN 023-121-016 and -017 (4 lots to 1)

### Retrofit Inspections

1. 2301 Sherwood

### Water Service Line/Meter Upgrade

1. 486 Lancaster (Fire Flow)

### Sewer Connection Application – still in process

### Daou Ocean Wastewater Connection

### Regulatory Reports Submitted

1. Title 22 March 2020 Self-Monitoring Report Order No. R3-2019-0051
2. Division of Drinking Water (DDW) Monthly Reports for March 2020
  - a. Surface Water Treatment Regulations (SR4)
  - b. Surface Water Treatment Regulations (SR3)
  - c. Groundwater Rule (San Simeon Well Field)
  - d. Total Coliform Rule

3. DDW Quarterly Report for Disinfection Residual Compliance (1<sup>st</sup> Quarter)
4. Discharger March 2020 Self-Monitoring Report Order No. 01-100

**CAMBRIA COMMUNITY SERVICES DISTRICT  
EXPENDITURE REPORT  
FOR THE MONTH OF APRIL 2020**

VENDOR	CHECK NO.	CHECK DATE	LINE NO.	LINE AMOUNT	DESCRIPTION	ACCOUNT NUMBER
ABALONE COAST ANALYTICAL, INC.	71307	4/2/2020	1	372.00	WW/TOTAL SUSPENDED SOLIDS & OTHER MISC LAB TESTING	12 6091 12
ABALONE COAST ANALYTICAL, INC.	71307	4/2/2020	1	90.00	WW/TOTAL SUSPENDED SOLIDS, ELAP FEE	12 6091 12
ABALONE COAST ANALYTICAL, INC.	71321	4/7/2020	1	122.00	WW/TOTAL SUSPENDED SOLIDS, ELAP FEE	12 6091 12
ABALONE COAST ANALYTICAL, INC.	71321	4/7/2020	1	122.00	WW/TOTAL SUSPENDED SOLIDS, ELAP FEE	12 6091 12
ABALONE COAST ANALYTICAL, INC.	71321	4/7/2020	1	90.00	WW/TOTAL SUSPENDED SOLIDS, ELAP FEE	12 6091 12
ABALONE COAST ANALYTICAL, INC.	71428	4/23/2020	1	122.00	WW/TOTAL SUSPENDED SOLIDS, ELAP FEE	12 6091 12
ABALONE COAST ANALYTICAL, INC.	71428	4/23/2020	1	90.00	WW/TOTAL SUSPENDED SOLIDS, ELAP FEE	12 6091 12
ABALONE COAST ANALYTICAL, INC.	71428	4/23/2020	1	65.00	WW/TOTAL SUSPENDED SOLIDS, ELAP FEE	12 6091 12
ABALONE COAST ANALYTICAL, INC.	71428	4/23/2020	1	372.00	WW/TOTAL SUSPENDED SOLIDS & OTHER MISC LAB TESTING	12 6091 12
ABALONE COAST ANALYTICAL, INC.	71428	4/23/2020	1	90.00	WW/TOTAL SUSPENDED SOLIDS, ELAP FEE	12 6091 12
ABALONE COAST ANALYTICAL, INC.	71428	4/23/2020	1	122.00	WW/TOTAL SUSPENDED SOLIDS, ELAP FEE	12 6091 12
				1,657.00		
ACCURATE MAILING SERVICE	71429	4/23/2020	1	51.92	WD/POSTAGE SERVICE	11 6051 11
ACCURATE MAILING SERVICE	71429	4/23/2020	2	51.92	WW/POSTAGE SERVICE	12 6051 12
ACCURATE MAILING SERVICE	71429	4/23/2020	3	7.07	WD/MAILING SERVICE	11 6080M 11
ACCURATE MAILING SERVICE	71429	4/23/2020	4	7.07	WW/MAILING SERVICE	12 6080M 12
ACCURATE MAILING SERVICE	71446	4/28/2020	1	128.28	WD/MAILING FOR AVAILABILITY NOTICES	11 6080M 11
ACCURATE MAILING SERVICE	71446	4/28/2020	2	128.28	WW/MAILING FOR AVAILABILITY NOTICES	12 6080M 12
ACCURATE MAILING SERVICE	71446	4/28/2020	3	518.70	WD/POSTAGE FOR AVAILABILITY NOTICES	11 6051 11
ACCURATE MAILING SERVICE	71446	4/28/2020	4	518.70	WW/POSTAGE FOR AVAILABILITY NOTICES	12 6051 12
ACCURATE MAILING SERVICE	71446	4/28/2020	1	269.34	FD/MAILING 2020 WEED ABATEMENT NOTICES	01 6080M 01
ACCURATE MAILING SERVICE	71446	4/28/2020	2	777.89	FD/POSTAGE 2020 WEED ABATEMENT NOTICES	01 6051 01
				2,459.17		
ADOBE INC.	71322	4/7/2020	1	1,019.40	ADM/ADOBE PRO ANNUAL SUBSCRIPTION 5 USERS	01 6060I 09
ADOBE INC.	71322	4/7/2020	2	1,427.16	FD/ADOBE PRO ANNUAL SUBSCRIPTION 7 USERS	01 6060I 01
ADOBE INC.	71322	4/7/2020	3	611.64	WW/ADOBE PRO ANNUAL SUBSCRIPTION 3 USERS	12 6060I 12
ADOBE INC.	71322	4/7/2020	4	407.76	WD/ADOBE PRO ANNUAL SUBSCRIPTION 2 USERS	11 6060I 11
				3,465.96		
ALL WAYS CLEAN	71430	4/23/2020	1	255.00	F&R/VETS HALL MONTHLY CLEANING APRIL 2020	01 6033V 02
ALL WAYS CLEAN	71430	4/23/2020	1	152.00	F&R/MONTHLY CLEANING APRIL 2020	01 6080M 02
ALL WAYS CLEAN	71430	4/23/2020	2	368.33	WW/MONTHLY CLEANING APRIL 2020	12 6033B 12
ALL WAYS CLEAN	71430	4/23/2020	1	240.30	ADM/MONTHLY CLEANING APR 2020	01 6033B 09
				1,015.63		
ALPHA FIRE & SECURITY ALARM CO	71323	4/7/2020	1	230.00	WD/SERVICE CALL TO VETS HALL	11 6031D 11
ALPHA FIRE & SECURITY ALARM CO	71371	4/16/2020	1	135.00	F&R/VETS HALL FIRE ALARM MONTRNG MAY,JUN,JUL 2020	01 6033V 02
				365.00		
ANDREW THOMSON	71317	4/2/2020	1	16,302.00	WD/SCADA & NETWORK SERVICE CONTRACT FY 19/20	11 6037 11
ANDREW THOMSON	71317	4/2/2020	2	6,566.40	WW/SCADA & NETWORK SERVICE CONTRACT FY 19/20	12 6037 12
				22,868.40		
ANNETTE YOUNG	71306	4/2/2020	1	2.59	ADM/REIMB MILEAGE MISC DIST BUSINESS 1/27-31	01 6122 09
ANNETTE YOUNG	71306	4/2/2020	1	5.43	ADM/REIMB MILEAGE MISC DIST BUSINESS 2/10-13	01 6122 09
ANNETTE YOUNG	71306	4/2/2020	1	50.00	ADM/MARCH HALF-MONTH CELL PHONE & INTERNET REIMB	01 6060C 09
				58.02		
ASAP REPROGRAPHICS	71339	4/9/2020	1	284.12	F&R/SIGNS FOR FISCALINI RANCH TRAILS	01 6033R 02
AT&T	71308	4/2/2020	1	297.34	WD/WELL HEAD ZONE TO ZONE TRANSMISSION	11 6060P 11
AT&T	71340	4/9/2020	1	237.49	WW/ALARM AT LIFT STN B-4	12 6060P 12
AT&T	71448	4/28/2020	1	297.34	WD/WELL HEAD ZONE TO ZONE TRANSMISSION	11 6060P 11
				832.17		
AT&T MOBILITY	71310	4/2/2020	1	98.53	FD/MONTHLY CELL SERVICE	01 6060C 01
AT&T/CALNET3	71309	4/2/2020	1	21.05	WW/ALARM AT LIFT STN A	12 6060P 12

**CAMBRIA COMMUNITY SERVICES DISTRICT  
EXPENDITURE REPORT  
FOR THE MONTH OF APRIL 2020**

VENDOR	CHECK NO.	CHECK DATE	LINE NO.	LINE AMOUNT	DESCRIPTION	ACCOUNT NUMBER
AT&T/CALNET3	71309	4/2/2020	1	21.05	WW/ALARM AT LIFT STN B3	12 6060P 12
AT&T/CALNET3	71309	4/2/2020	1	32.26	FD/228 CENTER ST	01 6060P 01
AT&T/CALNET3	71309	4/2/2020	1	21.04	WW/ALARM AT LIFT STN B1	12 6060P 12
AT&T/CALNET3	71309	4/2/2020	1	21.04	WW/ALARM AT LIFT STN B2	12 6060P 12
AT&T/CALNET3	71309	4/2/2020	1	21.06	WW/ALARM AT LIFT STN B	12 6060P 12
AT&T/CALNET3	71309	4/2/2020	1	21.05	WW/ALARM AT LIFT STN 9	12 6060P 12
AT&T/CALNET3	71309	4/2/2020	1	21.20	WW/ALARM AT LIFT STN A1	12 6060P 12
AT&T/CALNET3	71309	4/2/2020	1	21.25	WW/FAX LINE	12 6060P 12
AT&T/CALNET3	71309	4/2/2020	1	21.14	WD/TELEMETRY SYSTEMS	11 6060P 11
AT&T/CALNET3	71309	4/2/2020	1	40.43	F&R/FIRE ALARMS AT VETS HALL	01 6060P 02
AT&T/CALNET3	71309	4/2/2020	1	21.14	WW/ALARM AT LIFT STN 4	12 6060P 12
AT&T/CALNET3	71309	4/2/2020	1	21.04	WW/ALARM AT LIFT STN 8	12 6060P 12
AT&T/CALNET3	71309	4/2/2020	1	21.07	WD/LEIMERT PUMP STN	11 6060P 11
AT&T/CALNET3	71309	4/2/2020	1	21.63	ADM/OFFICE FAX LINE	01 6060P 09
AT&T/CALNET3	71309	4/2/2020	1	23.14	F&R/RODEO GROUNDS	01 6060P 02
AT&T/CALNET3	71309	4/2/2020	1	50.89	WW/HEATH LANE PHONE	12 6060P 12
				421.48		
BADGER METER INC.	71372	4/16/2020	1	30.00	WD/ORION CELLULAR SERVICE MARCH 2020	11 6031M 11
BATTERY SYSTEMS, INC.	71373	4/16/2020	1	148.01	WD/BATTERY KIT FOR BACKHOE	11 6041N 11
BIOBOT ANALYTICS, INC.	71341	4/9/2020	1	120.00	WW/SAMPLING TEST KIT	12 6091 12
BLAND, MELISSA	71292	4/2/2020	1	65.00	WD/MEAL REIMB ORANGE CNTY WATER PLANT TOUR 3/12,13	11 6120E 11
BLAND, MELISSA	71292	4/2/2020	1	33.33	WD/MONTHLY CELL PHONE & INTERNET REIMB	11 6060C 11
BLAND, MELISSA	71292	4/2/2020	2	33.33	WW/MONTHLY CELL PHONE & INTERNET REIMB	12 6060C 12
BLAND, MELISSA	71292	4/2/2020	3	33.34	SWF/MONTHLY CELL PHONE & INTERNET REIMB	39 6060C 25
				165.00		
BOUND TREE MEDICAL, LLC	71357	4/14/2020	1	1,267.45	FD/EMERGENCY MEDICAL SUPPLIES	01 6089 01
BOUND TREE MEDICAL, LLC	71357	4/14/2020	1	33.42	FD/EMERGENCY MEDICAL SUPPLIES	01 6089 01
BOUND TREE MEDICAL, LLC	71357	4/14/2020	1	8.79	FD/EMERGENCY MEDICAL SUPPLIES	01 6089 01
BOUND TREE MEDICAL, LLC	71357	4/14/2020	1	8.79	FD/EMERGENCY MEDICAL SUPPLIES	01 6089 01
BOUND TREE MEDICAL, LLC	71357	4/14/2020	1	207.25	FD/EMERGENCY MEDICAL SUPPLIES	01 6089 01
				1,525.70		
BRENNTAG PACIFIC, INC.	71374	4/16/2020	1	355.71	WD/CHEMICALS	11 6090 11
BRENNTAG PACIFIC, INC.	71374	4/16/2020	1	220.21	WD/CHEMICALS	11 6090 11
BRENNTAG PACIFIC, INC.	71449	4/28/2020	1	303.87	WD/CHEMICALS	11 6090 11
				879.79		
BREZDEN PEST CONTROL, INC.	71375	4/16/2020	1	85.00	ADM/SPRAY AND DEWEB	01 6033B 09
BUSINESSPLANS, INC.	71433	4/23/2020	1	313.00	ADM/MONTHLY HRA PLAN ADMINISTRATION APRIL 2020	01 6086 09
CAL SPECIAL DIST ASSOC (CSDA)	71324	4/7/2020	1	600.00	ADM/REGIST LDRSHP ACADEMY 11/15-18/20 CSTEIDEL	01 6120D 09
CAL SPECIAL DIST ASSOC (CSDA)	71324	4/7/2020	1	400.00	ADM/REGIST LDRSHP ACADEMY 11/15-18/20 JWEIGOLD	01 6120E 09
CAL SPECIAL DIST ASSOC (CSDA)	71434	4/23/2020	1	100.00	ADM/REGIST ON-LINE HR BOOT CAMP HDODSON 5/12,13	01 6120E 09
				1,100.00		
CALIFORNIA STATE LANDS COMMISS	71325	4/7/2020	1	3,025.00	SWF/PUBLIC AGENCY EXP DEPOSIT & FILING FEE	39 6055 25
CALIFORNIA WATER EFFICIENCY PA	71355	4/14/2020	1	3,001.33	WD/2020 MEMBERSHIP DUES	11 6054 11
CAMBRIA AUTO SUPPLY LP	71431	4/23/2020	1	70.25	WW/LUBRICANT, GAUGE	12 6041N 12
CAMBRIA AUTO SUPPLY LP	71431	4/23/2020	1	3.23	F&R/SPARK PLUG	01 6041N 02
				73.48		
CAMBRIA COMMUNITY HEALTHCARE I	71376	4/16/2020	1	2,262.75	FD/DISPOSABLE PROTECTIVE GOWNS	01 6089 01



**CAMBRIA COMMUNITY SERVICES DISTRICT  
EXPENDITURE REPORT  
FOR THE MONTH OF APRIL 2020**

VENDOR	CHECK NO.	CHECK DATE	LINE NO.	LINE AMOUNT	DESCRIPTION	ACCOUNT NUMBER
CAMBRIA HARDWARE CENTER	71385	4/21/2020	1	10.70	ADM/CLEANER FOR OFFICE	01 6050 09
CAMBRIA HARDWARE CENTER	71386	4/21/2020	1	54.67	F&R/BATTERIES & TESTER	01 6033V 02
CAMBRIA HARDWARE CENTER	71387	4/21/2020	1	20.33	FD/PARTS FOR STATION REPAIRS	01 6033F 01
CAMBRIA HARDWARE CENTER	71387	4/21/2020	1	38.58	FD/CLEANER, BRUSH	01 6090 01
CAMBRIA HARDWARE CENTER	71387	4/21/2020	1	18.21	FD/DISH SOAP, DOORMAT	01 6090 01
CAMBRIA HARDWARE CENTER	71388	4/21/2020	1	3.15	WD/MISC PARTS	11 6090 11
CAMBRIA HARDWARE CENTER	71388	4/21/2020	1	121.60	WD/SAFETY EAR MUFF	11 6091B 11
CAMBRIA HARDWARE CENTER	71388	4/21/2020	1	37.93	WD/SAFETY EAR MUFF, KEYS FOR NEW EMPLOYEE	11 6090 11
CAMBRIA HARDWARE CENTER	71388	4/21/2020	1	(121.60)	WD/RETURN SAFETY EAR MUFF	11 6091B 11
CAMBRIA HARDWARE CENTER	71388	4/21/2020	1	24.95	WD/GLOVES, WINDSHIELD TREATMENT	11 6090 11
CAMBRIA HARDWARE CENTER	71388	4/21/2020	1	11.99	WD/VALVE BOX, GLOVES	11 6090 11
CAMBRIA HARDWARE CENTER	71388	4/21/2020	1	17.54	WD/PVC SUPPLIES	11 6037 11
CAMBRIA HARDWARE CENTER	71388	4/21/2020	1	23.77	WD/CONDUIT LOCKS, TRIMMER LINE	11 6091B 11
CAMBRIA HARDWARE CENTER	71388	4/21/2020	1	5.11	WD/KEYS	11 6090 11
CAMBRIA HARDWARE CENTER	71388	4/21/2020	1	54.62	WD/HANDRAIL BRACKET, TAPE	11 6090 11
CAMBRIA HARDWARE CENTER	71388	4/21/2020	1	3.42	WD/SANDPAPER	11 6090 11
CAMBRIA HARDWARE CENTER	71388	4/21/2020	1	1.34	WD/NUTS & BOLTS	11 6090 11
CAMBRIA HARDWARE CENTER	71388	4/21/2020	1	45.94	WD/SANDING BLOCKS, GLOVES	11 6031Y 11
CAMBRIA HARDWARE CENTER	71388	4/21/2020	1	13.92	WD/PRIMER	11 6031Y 11
CAMBRIA HARDWARE CENTER	71389	4/21/2020	1	16.69	WW/MISC PARTS	12 6032T 12
CAMBRIA HARDWARE CENTER	71389	4/21/2020	1	94.72	WW/COUPLINGS, BRUSHES, SOAP	12 6032T 12
CAMBRIA HARDWARE CENTER	71389	4/21/2020	1	18.83	WW/TAPE, EPOXY	12 6032T 12
CAMBRIA HARDWARE CENTER	71389	4/21/2020	1	5.98	WW/PVC PARTS	12 6032S 12
CAMBRIA HARDWARE CENTER	71389	4/21/2020	1	4.70	WW/PVC PARTS	12 6032S 12
CAMBRIA HARDWARE CENTER	71389	4/21/2020	1	39.67	WW/EXTERIOR STAIN	12 6050 12
CAMBRIA HARDWARE CENTER	71389	4/21/2020	1	2.67	WW/SHIMS	12 6032T 12
CAMBRIA HARDWARE CENTER	71389	4/21/2020	1	12.30	WW/PAINTING SUPPLIES	12 6032T 12
CAMBRIA HARDWARE CENTER	71389	4/21/2020	1	135.04	WW/LUMBER	12 6095 12
CAMBRIA HARDWARE CENTER	71389	4/21/2020	1	38.58	WW/BRUSHES, ROLLER	12 6032T 12
				<u>755.35</u>		
CAMBRIA VILLAGE SQUARE	71303	4/2/2020	1	440.69	ADM/NOV, DEC 2019 ADMIN OFFICE OUTSIDE MAINT	01 6033G 09
CAMBRIA VILLAGE SQUARE	71303	4/2/2020	2	392.66	ADM/JAN, FEB 2020 ADMIN OFFICE OUTSIDE MAINT	01 6033G 09
CAMBRIA VILLAGE SQUARE	71303	4/2/2020	1	2,553.03	ADM/MONTHLY OFFICE LEASE PMT 1316 TAMSEN	01 6075 09
				<u>3,386.38</u>		
CARMEL & NACCASHA LLP	71391	4/21/2020	1	8,775.00	ADM/MONTHLY SVCS PRIV & CONF MARCH 2020	01 6080L 09
CARMEL & NACCASHA LLP	71391	4/21/2020	1	3,322.85	ADM/LEGAL SERVICES GENERAL MARCH 2020	01 6080K 09
CARMEL & NACCASHA LLP	71391	4/21/2020	1	11,100.00	ADM/MONTHLY RETAINER FOR LEGAL SERVICES MARCH 2020	01 6080K 09
				<u>23,197.85</u>		
CENTRAL COAST COFFEE ROASTING	71311	4/2/2020	1	55.08	WW/COFFEE FOR OFFICE	12 6050 12
CENTRAL COAST COFFEE ROASTING	71358	4/14/2020	1	110.16	F&R/COFFEE FOR OFFICE	01 6090 02
				<u>165.24</u>		
CHARTER COMMUNICATIONS	71354	4/14/2020	1	273.57	F&R/ETHERNET SERVICES VETS HALL	01 6060I 02
CHARTER COMMUNICATIONS	71354	4/14/2020	2	137.33	F&R/ETHERNET SERVICES RODEO GROUNDS	01 6060I 02
CHARTER COMMUNICATIONS	71354	4/14/2020	3	230.65	ADM/ETHERNET SERVICES TAMSON DR	01 6060I 09
CHARTER COMMUNICATIONS	71354	4/14/2020	4	253.42	WD/ETHERNET SERVICES HEATH LANE	11 6060I 11
CHARTER COMMUNICATIONS	71354	4/14/2020	5	253.42	WW/ETHERNET SERVICES HEATH LANE	12 6060I 12
CHARTER COMMUNICATIONS	71425	4/23/2020	1	39.99	F&R/BUSINESS VOICE FOR RODEO GROUNDS RD	01 6060I 02
CHARTER COMMUNICATIONS	71425	4/23/2020	1	162.50	FD/BUSINESS INTERNET	01 6060I 01
CHARTER COMMUNICATIONS	71425	4/23/2020	2	162.50	ADM/BUSINESS INTERNET	01 6060I 09
CHARTER COMMUNICATIONS	71425	4/23/2020	3	162.50	WD/BUSINESS INTERNET	11 6060I 11
CHARTER COMMUNICATIONS	71425	4/23/2020	4	162.50	WW/BUSINESS INTERNET	12 6060I 12
CHARTER COMMUNICATIONS	71425	4/23/2020	5	504.14	ADM/BUSINESS VOICE	01 6060I 09
CHARTER COMMUNICATIONS	71425	4/23/2020	1	174.97	WW/BUSINESS INTERNET & VOICE	12 6060I 12
				<u>2,517.49</u>		

**CAMBRIA COMMUNITY SERVICES DISTRICT  
EXPENDITURE REPORT  
FOR THE MONTH OF APRIL 2020**

VENDOR	CHECK NO.	CHECK DATE	LINE NO.	LINE AMOUNT	DESCRIPTION	ACCOUNT NUMBER
CIO SOLUTIONS, LP	71318	4/2/2020	1	2,844.24	ADM/MONTHLY BILLING FOR APRIL 2020	01 6044 09
CIO SOLUTIONS, LP	71353	4/14/2020	1	455.00	ADM/REMOTE USERS SET UP	01 6044 09
				3,299.24		
CIT BANK, N.A.	71359	4/14/2020	1	333.42	FD/MONTHLY IP PHONE CHARGES	01 6060P 01
CIT BANK, N.A.	71359	4/14/2020	2	206.40	ADM/MONTHLY IP PHONE CHARGES	01 6060P 09
CIT BANK, N.A.	71359	4/14/2020	3	113.97	WD/MONTHLY IP PHONE CHARGES	11 6060P 11
CIT BANK, N.A.	71359	4/14/2020	4	113.97	WW/MONTHLY IP PHONE CHARGES	12 6060P 12
				767.76		
CLEVELAND BIOLOGICAL, LLC	71435	4/23/2020	1	3,705.00	SWF/SECTION 7 NEPA REPORTS	40 6910 30
CLEVELAND BIOLOGICAL, LLC	71435	4/23/2020	1	791.66	WD/BIOLOGICAL SURVEY, PERMITTING	11 6080M 11
CLEVELAND BIOLOGICAL, LLC	71435	4/23/2020	2	791.67	WW/BIOLOGICAL SURVEY, PERMITTING	12 6080M 12
CLEVELAND BIOLOGICAL, LLC	71435	4/23/2020	3	791.67	SWF/BIOLOGICAL SURVEY, PERMITTING	39 6080M 25
				6,080.00		
COAST UNIFIED SCHOOL DIST	71342	4/9/2020	1	41,504.18	WD/ANNUAL LEASE FOR USE OF SR4 WELL SITE AT CUHS	11 6078 11
CORBIN WILLITS SYSTEMS INC.	71293	4/2/2020	1	130.00	ADM/UTILITY BILLING TRAINING	01 6044 09
CORBIN WILLITS SYSTEMS INC.	71293	4/2/2020	1	1,248.60	ADM/MONTHLY SUPPORT AGMT MOMS SOFTWARE 04/20	01 6044 09
CORBIN WILLITS SYSTEMS INC.	71360	4/14/2020	1	200.00	ADM/ADD ONE NEW MICR SIGNATURE	01 6044 09
				1,578.60		
CULLIGAN-KITZMAN WATER	71343	4/9/2020	1	90.00	FD/RO SERVICE HICAP SOFTENER	01 6033B 01
DAVIZ/NAHREN BADAL	71390	4/21/2020	1	197.70	MQ CUSTOMER REFUND	11 2005
DIGITAL DEPLOYMENT, INC	71344	4/9/2020	1	200.00	ADM/STREAMLINE MONTHLY MEMBER FEE	01 6011W 09
DONALD UKKESTAD	71338	4/7/2020	1	145.42	MQ CUSTOMER REFUND	11 2005
ELECTRICRAFT INC.	71346	4/9/2020	1	791.00	F&R/GENERATOR CONNECTION AT VETS HALL	01 6033V 02
ERNEST PACKAGING SOLUTIONS	71326	4/7/2020	1	213.07	FD/SUPPLIES FOR FIRE STATION	01 6090 01
ERNEST PACKAGING SOLUTIONS	71361	4/14/2020	1	828.65	FD/SUPPLIES FOR FIRE STATION	01 6090 01
				1,041.72		
FAMCOM PIPE & SUPPLY, INC.	71377	4/16/2020	1	1,523.59	WD/MISC TOOLS, PARTS FOR WATER OPERATIONS	11 6031D 11
FAMCOM PIPE & SUPPLY, INC.	71377	4/16/2020	1	32.33	WD/HYDRANT WRENCH	11 6031D 11
				1,555.92		
FENCE FACTORY, THE	71327	4/7/2020	1	91.38	WD/FENCING	11 6037 11
FENCE FACTORY, THE	71327	4/7/2020	1	72.60	PROS/FENCE RENTAL SKATE PARK CLOSURE 3/19-4/18/20	01 6033P 16
				163.98		
FGL ENVIRONMENTAL INC.	71312	4/2/2020	1	60.00	WD/BACTI ANALYSIS 3/3/20	11 6091 11
FGL ENVIRONMENTAL INC.	71312	4/2/2020	1	136.00	WD/BACTI & SUPPORT ANALYSIS 3/3/20	11 6091 11
FGL ENVIRONMENTAL INC.	71312	4/2/2020	1	112.00	WD/BACTI & SUPPORT ANALYSIS 3/10/20	11 6091 11
FGL ENVIRONMENTAL INC.	71362	4/14/2020	1	96.00	WW/INORGANIC ANALYSIS 3/3/20	12 6091 12
FGL ENVIRONMENTAL INC.	71362	4/14/2020	1	490.00	WW/INORGANIC ANALYSIS 3/3/20	12 6091 12
FGL ENVIRONMENTAL INC.	71362	4/14/2020	1	112.00	WD/BACTI & SUPPORT ANALYSIS 3/17/20	11 6091 11
FGL ENVIRONMENTAL INC.	71362	4/14/2020	1	112.00	WD/BACTI & SUPPORT ANALYSIS 3/24/20	11 6091 11
FGL ENVIRONMENTAL INC.	71436	4/23/2020	1	197.00	WW/INORGANIC & SUPPORT ANALYSIS 3/3/20	12 6091 12
FGL ENVIRONMENTAL INC.	71436	4/23/2020	1	112.00	WD/BACTI & SUPPORT ANALYSIS 3/31/20	11 6091 11
				1,427.00		
FIRST BANKCARD	71356	4/14/2020	1	-	F&R/C MENDOZA VISA CHARGES	01 6033E 02
FIRST BANKCARD	71356	4/14/2020	2	30.00	F&R/LANDFILL LOAD HOMELESS CLEANUP	01 6033E 02
FIRST BANKCARD	71356	4/14/2020	1	-	ADM/J WEIGOLD VISA CHARGES	01 6115 09
FIRST BANKCARD	71356	4/14/2020	2	34.85	WW/REFRESHMENTS FOR PG&E IGA KICK OFF MEETING	12 6115 12

**CAMBRIA COMMUNITY SERVICES DISTRICT  
EXPENDITURE REPORT  
FOR THE MONTH OF APRIL 2020**

VENDOR	CHECK NO.	CHECK DATE	LINE NO.	LINE AMOUNT	DESCRIPTION	ACCOUNT NUMBER
FIRST BANKCARD	71356	4/14/2020	3	39.84	ADM/STAFF LUNCH	01 6115 09
FIRST BANKCARD	71356	4/14/2020	4	66.00	WD/FEDEX FLUME GRANT	11 6051 11
FIRST BANKCARD	71356	4/14/2020	5	360.00	WD/FULCRUM ANNUAL SUBSCRIPTION	11 6080G 11
FIRST BANKCARD	71356	4/14/2020	6	360.00	WW/FULCRUM ANNUAL SUBSCRIPTION	12 6060G 12
FIRST BANKCARD	71356	4/14/2020	7	3.50	ADM/PARKING SLO MEETING WITH SUPERVISOR GIBSON	01 6115 09
FIRST BANKCARD	71356	4/14/2020	8	249.90	ADM/ZOOM MONTHLY CHARGE FOR BOARD/COMMITTEE MTG	01 6115 09
FIRST BANKCARD	71356	4/14/2020	9	126.45	ADM/ZOOM WEBINAR MONTHLY CHG BOARD/COMM MTGS	01 6115 09
FIRST BANKCARD	71356	4/14/2020	1	-	ADM/M MADRID VISA CHARGES	01 6050 09
FIRST BANKCARD	71356	4/14/2020	2	28.69	WW/FOOD FOR PG&E IGA KICKOFF MEETING	12 6115 12
FIRST BANKCARD	71356	4/14/2020	3	111.89	WW/FOOD FOR PG&E IGA KICKOFF MEETING	12 6115 12
FIRST BANKCARD	71356	4/14/2020	4	96.76	WD/LUNCH/MEETING WITH COASTAL COMM SANTA CRUZ	11 6115 11
FIRST BANKCARD	71356	4/14/2020	5	28.66	ADM/FUEL	01 6096 09
FIRST BANKCARD	71356	4/14/2020	6	5.00	WD/PARKING/MEETING WITH COASTAL COMM SANTA CRUZ	11 6115 11
FIRST BANKCARD	71356	4/14/2020	1	-	FD/W HOLLINGSWORTH VISA CHARGES	01 6090 01
FIRST BANKCARD	71356	4/14/2020	2	49.48	FD/STAFF LUNCH	01 6115 01
FIRST BANKCARD	71356	4/14/2020	3	141.21	FD/OIL CHANGE 2017 F-250 SUPER DUTY	01 6041L 01
FIRST BANKCARD	71356	4/14/2020	4	15.99	FD/OFFICE SUPPLIES	01 6050 01
FIRST BANKCARD	71356	4/14/2020	5	107.74	FD/CELL PHONE SCREEN PROTECTORS & POWER STATION	01 6060C 01
FIRST BANKCARD	71356	4/14/2020	6	28.00	FD/FULCRUM MONTHLY SUBSCRIPTION	01 6054 01
FIRST BANKCARD	71356	4/14/2020	7	30.00	FD/FUEL FOR TRUCK	01 6096 01
				1,913.96		
FLUME, INC.	71328	4/7/2020	1	7,500.00	WD/SMART WATER SYSTEM	11 6611 11
FORD MOTOR CREDIT COMPANY LLC	71363	4/14/2020	1	637.09	F&R/2016 FORD F-250 W/UTILITY BODY	01 2516 02
FURNITURE INSTALLATION TEAM IN	71450	4/28/2020	1	195.00	ADM/PROVIDE A SPACE/PLAN DESIGN FOR OFFICE	01 6095 09
FURNITURE INSTALLATION TEAM IN	71450	4/28/2020	1	714.38	ADM/FRONT DESK SHIELD	01 6095 09
				909.38		
GERBER'S AUTO SERVICE	71451	4/28/2020	1	73.80	WW/OIL CHANGE 2012 FORD F250	12 6041L 12
GRAVENDER, NANCY	71297	4/2/2020	1	50.00	ADM/MARCH HALF-MONTH CELL PHONE & INTERNET REIMB	01 6060C 09
GREEN, JAMES R	71298	4/2/2020	1	40.09	WD/REIMB FUEL-ORANGE CNTY PLANT TOUR 3/12,13	11 6096 11
GREEN, JAMES R	71298	4/2/2020	1	9.00	WD/MONTHLY CELL PHONE REIMBURSEMENT	11 6060C 11
GREEN, JAMES R	71298	4/2/2020	2	36.00	SWF/MONTHLY CELL PHONE REIMBURSEMENT	39 6060C 25
				85.09		
HALEY DODSON	71295	4/2/2020	1	5.39	ADM/REIMB MILEAGE BD MTG SETUP & AGENDA 2/18,20	01 6115 09
HALEY DODSON	71295	4/2/2020	1	7.46	ADM/REIMB MILEAGE BD MTG SETUP & AGENDAS 2/24-28	01 6115 09
HALEY DODSON	71295	4/2/2020	1	5.29	ADM/REIMB MILEAGE BD MTG AGENDAS 3/3,5	01 6115 09
HALEY DODSON	71295	4/2/2020	1	2.65	ADM/REIMB MILEAGE MISC DIST BUSINESS 3/10,12,13	01 6115 09
HALEY DODSON	71295	4/2/2020	2	2.87	ADM/REIMB OFFICE SUPPLIES	01 6050 09
HALEY DODSON	71295	4/2/2020	1	100.00	ADM/MONTHLY CELL PHONE & INTERNET REIMBURSEMENT	01 6060C 09
				123.66		
HARTMAN, CHAD	71329	4/7/2020	1	2,913.90	WD/MOBILE REPAIR OF CASE BACKHOE	11 6041N 11
HARVEYS HONEYHUTS	71437	4/23/2020	1	290.22	F&R/TOILET & HANDWASH STATION RENTAL 3/31-4/27/20	01 6033B 02
HD SUPPLY FACILITIES MAINTENAN	71335	4/7/2020	1	226.04	WW/LAB SUPPLIES	12 6092 12
HOLLINGSWORTH, WILLIAM	71299	4/2/2020	1	55.00	FD/MONTHLY INTERNET REIMBURSEMENT	01 6060C 01
HOME DEPOT CREDIT SERVICE	71347	4/9/2020	1	38.99	WD/MISC DEPT SUPPLIES	11 6090 11
HOME DEPOT CREDIT SERVICE	71347	4/9/2020	1	(22.61)	WD/RETURN STEEL POST FOR SOLAR PANEL MOUNT	11 6037 11
HOME DEPOT CREDIT SERVICE	71364	4/14/2020	1	249.90	WW/MISC SUPPLIES FOR WATER TREATMENT PLANT	12 6032T 12
HOME DEPOT CREDIT SERVICE	71364	4/14/2020	2	241.99	WD/MISC SUPPLIES FOR GENERATORS	11 6031G 11
HOME DEPOT CREDIT SERVICE	71364	4/14/2020	3	351.46	WD/MISC DEPT SUPPLIES	11 6090 11

**CAMBRIA COMMUNITY SERVICES DISTRICT  
EXPENDITURE REPORT  
FOR THE MONTH OF APRIL 2020**

VENDOR	CHECK NO.	CHECK DATE	LINE NO.	LINE AMOUNT	DESCRIPTION	ACCOUNT NUMBER
				859.73		
INNOVATIVE CONCEPTS	71330	4/7/2020	1	25.00	FD/BUSINESS WEBSITE HOSTING	01 6044 01
INNOVATIVE CONCEPTS	71330	4/7/2020	2	25.00	ADM/BUSINESS WEBSITE HOSTING	01 6044 09
				50.00		
J B DEWAR INC.	71351	4/9/2020	1	637.99	F&R/158.7 GALS GAS; 80.2 GALS DIESEL	01 6096 02
J B DEWAR INC.	71427	4/23/2020	1	803.78	FD/106.8 GALS GAS; 192.3 GALS DIESEL	01 6096 01
J B DEWAR INC.	71427	4/23/2020	1	344.62	F&R/145.80 GALS GAS	01 6096 02
J B DEWAR INC.	71427	4/23/2020	1	343.03	F&R/155.10 GALS GAS	01 6096 02
				2,129.42		
J. J. KELLER & ASSOCIATES, INC	71378	4/16/2020	1	95.47	WD/SAFETY SIGNS FOR WATER PLANT	11 6033B 11
J. J. KELLER & ASSOCIATES, INC	71378	4/16/2020	2	95.48	WW/SAFETY SIGNS FOR WASTEWATER PLANT	12 6033B 12
J. J. KELLER & ASSOCIATES, INC	71378	4/16/2020	1	45.43	WD/OSHA SIGNS FOR WATER/WASTEWATER YARD	11 6033B 11
J. J. KELLER & ASSOCIATES, INC	71378	4/16/2020	2	45.43	WW/OSHA SIGNS FOR WATER/WASTEWATER YARD	12 6033B 12
				281.81		
JAMES MANG & ALLYSON DALLMANN	71352	4/13/2020	1	1,012.31	MQ CUSTOMER REFUND	11 2005
JAMES SOLDENWAGNER	71302	4/2/2020	1	45.00	WD/MONTHLY CELL PHONE REIMBURSEMENT	11 6060C 11
JOESPH MARKHAM	71384	4/16/2020	1	987.24	MQ CUSTOMER REFUND	11 2005
JOHN ALLCHIN	71291	4/2/2020	1	45.00	WW/MONTHLY CELL PHONE REIMBURSEMENT	12 6060C 12
JOHN F WEIGOLD, IV	71304	4/2/2020	1	100.00	ADM/MONTHLY CELL PHONE & INTERNET REIMBURSEMENT	01 6060C 09
MARC GODFREY	71337	4/7/2020	1	59.72	MQ CUSTOMER REFUND	11 2005
MED-STOP MEDICAL CLINIC, INC.	71348	4/9/2020	1	215.00	WW/POST OFFER PHYSICAL	12 6125 12
MED-STOP MEDICAL CLINIC, INC.	71438	4/23/2020	1	165.00	WW/POST OFFER PHYSICAL	12 6125 12
				380.00		
MEL'S LOCK & KEY	71313	4/2/2020	1	5.36	WD/KEYS	11 6090 11
MENDOZA, CARLOS	71300	4/2/2020	1	22.50	ADM/MONTHLY CELL PHONE REIMBURSEMENT	01 6060C 09
MENDOZA, CARLOS	71300	4/2/2020	2	22.50	F&R/MONTHLY CELL PHONE REIMBURSEMENT	01 6060C 02
				45.00		
MICHELLE DYER	71447	4/28/2020	1	723.67	WW/GLOVES, RAIN GEAR, HARD HAT	12 6094 12
MINER'S ACE HARDWARE	71439	4/23/2020	1	296.50	F&R/MISC SHOP SUPPLIES	01 6090 02
MINER'S ACE HARDWARE	71439	4/23/2020	1	222.72	F&R/MISC SHOP SUPPLIES	01 6090 02
				519.22		
MIRIAM OROZCO	71301	4/2/2020	1	50.00	ADM/MARCH HALF-MONTH CELL PHONE & INTERNET REIMB	01 6060C 09
MISSION LINEN SUPPLY	71331	4/7/2020	1	77.04	WD/TOWELS, WET MOPS, FLOOR MATS, COVERALLS	11 6033B 11
MISSION LINEN SUPPLY	71331	4/7/2020	1	77.04	WD/TOWELS, WET MOPS, FLOOR MATS, COVERALLS	11 6033B 11
MISSION LINEN SUPPLY	71331	4/7/2020	1	17.46	WW/FLOOR MATS	12 6033B 12
MISSION LINEN SUPPLY	71440	4/23/2020	1	77.04	WD/TOWELS, WET MOPS, FLOOR MATS, COVERALLS	11 6033B 11
MISSION LINEN SUPPLY	71440	4/23/2020	1	17.46	WW/FLOOR MATS	12 6033B 12
MISSION LINEN SUPPLY	71440	4/23/2020	1	77.04	WD/TOWELS, WET MOPS, FLOOR MATS, COVERALLS	11 6033B 11
MISSION LINEN SUPPLY	71440	4/23/2020	1	17.46	WW/FLOOR MATS	12 6033B 12
MISSION LINEN SUPPLY	71440	4/23/2020	1	73.20	WD/TOWELS, WET MOPS, FLOOR MATS, COVERALLS	11 6033B 11
MISSION LINEN SUPPLY	71440	4/23/2020	1	17.46	WW/FLOOR MATS	12 6033B 12
				451.20		
NOBLE SAW, INC.	71365	4/14/2020	1	30.16	F&R/NEW HEAD FOR WEED WACKER	01 6090 02

**CAMBRIA COMMUNITY SERVICES DISTRICT  
EXPENDITURE REPORT  
FOR THE MONTH OF APRIL 2020**

VENDOR	CHECK NO.	CHECK DATE	LINE NO.	LINE AMOUNT	DESCRIPTION	ACCOUNT NUMBER
NOBLE SAW, INC.	71452	4/28/2020	1	53.68	F&R/FEED HEAD, AIR CLEANER, SPARK PLUG	01 6040 02
				83.84		
OFFICE DEPOT CORPORATE	71314	4/2/2020	1	321.64	ADM/COPY PAPER	01 6050 09
OFFICE DEPOT CORPORATE	71332	4/7/2020	1	65.30	ADM/TAB DIVIDERS	01 6115 09
				386.94		
OFFICE1	71366	4/14/2020	1	477.54	ADM/COPIER CONTRACT BASE & OVERAGE CHARGES	01 6044 09
OFFICE1	71441	4/23/2020	1	50.60	FD/COPIER CONTRACT BASE & OVERAGE CHARGES	01 6044 01
				528.14		
PACIFIC GAS & ELECTRIC	71319	4/7/2020	1	16,484.41	WW/ELEC SVC VARIOUS LIFT STATIONS	12 6060E 12
PACIFIC GAS & ELECTRIC	71319	4/7/2020	1	61.26	WW/ELEC SVC SAN SIMEON CK RD	12 6060E 12
PACIFIC GAS & ELECTRIC	71319	4/7/2020	1	445.49	SWF/ELEC SVC SAN SIMEON CK RD UNIT 1	39 6060E 25
PACIFIC GAS & ELECTRIC	71319	4/7/2020	1	9.53	WD/ELEC SVC VAN GORDON CRK RD	11 6060E 11
PACIFIC GAS & ELECTRIC	71319	4/7/2020	1	25.94	F&R/ELEC SVC WEST VILLAGE RESTROOMS	01 6060E 02
PACIFIC GAS & ELECTRIC	71319	4/7/2020	2	27.01	F&R/ELEC SVC EAST VILLAGE RESTROOMS	01 6060E 02
PACIFIC GAS & ELECTRIC	71319	4/7/2020	3	1,130.29	F&R/ELEC SVC STREET LIGHTING	01 6060E 02
PACIFIC GAS & ELECTRIC	71319	4/7/2020	4	258.04	F&R/ELEC SVC VETS HALL	01 6060E 02
PACIFIC GAS & ELECTRIC	71319	4/7/2020	5	705.96	FD/ELEC SVC 2850 BURTON DR	01 6060E 01
PACIFIC GAS & ELECTRIC	71319	4/7/2020	6	352.82	ADM/ELEC SVC 1316 TAMSON	01 6060E 09
PACIFIC GAS & ELECTRIC	71319	4/7/2020	7	139.01	ADM/ELEC SVC RADIO SHACK	01 6060E 09
PACIFIC GAS & ELECTRIC	71319	4/7/2020	1	7,278.77	WD/ELEC SVC VARIOUS WELLS	11 6060E 11
PACIFIC GAS & ELECTRIC	71319	4/7/2020	1	890.02	WD/ELEC SVC 2820 SANTA ROSA CRK RD	11 6060E 11
PACIFIC GAS & ELECTRIC	71319	4/7/2020	1	46.82	SWF/ELEC SVC SAN SIMEON CRK RD UNIT 2	39 6060E 25
				27,855.37		
PAMELA DUFFIELD	71296	4/2/2020	1	100.00	ADM/MONTHLY CELL PHONE & INTERNET REIMBURSEMENT	01 6060C 09
PASO ROBLES FORD	71379	4/16/2020	1	57.27	WD/OIL CHANGE AND INSPECTION 2018 F-150 TRUCK	11 6041L 11
PETTY CASH	71380	4/16/2020	1	98.02	ADM/POSTAGE EXPENSE	01 6051 09
PLACER TITLE COMPANY	71381	4/16/2020	1	679.00	WD/VLM ESCROW DEP FOR BATTLES APN 023-121-016,017	11 6080V 11
PROCARE JANITORIAL SUPPLY INC.	71367	4/14/2020	1	79.47	F&R/HAND SANITIZER	01 6090 02
PROFESSIONAL WATER TECHNOLOGIE	71315	4/2/2020	1	277.80	SWF/LAVASOL	39 6090 25
QUILL CORP	71368	4/14/2020	1	199.46	FD/BATTERIES	01 6050 01
RAY DIENZO	71294	4/2/2020	1	33.33	WD/MONTHLY CELL PHONE & INTERNET REIMBURSEMENT	11 6060C 11
RAY DIENZO	71294	4/2/2020	2	33.33	WW/MONTHLY CELL PHONE & INTERNET REIMBURSEMENT	12 6060C 12
RAY DIENZO	71294	4/2/2020	3	33.34	SWF/MONTHLY CELL PHONE & INTERNET REIMBURSEMENT	39 6060C 25
				100.00		
READY REFRESH BY NESTLE	71442	4/23/2020	1	91.33	WW/DRINKING WATER	12 6050 12
RETIREE00	71392	4/21/2020	1	458.36	WD/MONTHLY HEALTH INSUR REIMB	11 5121 11
RETIREE01	71393	4/21/2020	1	458.36	WW/MONTHLY HEALTH INSUR REIMB	12 5121 12
RETIREE02	71394	4/21/2020	1	486.84	F&R/MONTHLY HEALTH INSUR REIMB	01 5121 02
RETIREE04	71395	4/21/2020	1	159.68	ADM/MONTHLY HEALTH INSUR REIMB	01 5121 09
RETIREE05	71396	4/21/2020	1	515.13	WW/MONTHLY HEALTH INSUR REIMB	12 5121 12
RETIREE06	71397	4/21/2020	1	159.68	WD/MONTHLY HEALTH INSUR REIMB	11 5121 11
RETIREE07	71398	4/21/2020	1	159.68	WD/MONTHLY HEALTH INSUR REIMB	11 5121 11
RETIREE08	71399	4/21/2020	1	138.98	WD/MONTHLY HEALTH INSUR REIMB	11 5121 11
RETIREE09	71400	4/21/2020	1	159.68	ADM/MONTHLY HEALTH INSUR REIMB	01 5121 09
RETIREE10	71401	4/21/2020	1	159.68	ADM/MONTHLY HEALTH INSUR REIMB	01 5121 09
RETIREE11	71402	4/21/2020	1	159.68	ADM/MONTHLY HEALTH INSUR REIMB	01 5121 09
RETIREE12	71403	4/21/2020	1	1,067.42	WW/MONTHLY HEALTH INSUR REIMB	12 5121 12

**CAMBRIA COMMUNITY SERVICES DISTRICT  
EXPENDITURE REPORT  
FOR THE MONTH OF APRIL 2020**

VENDOR	CHECK NO.	CHECK DATE	LINE NO.	LINE AMOUNT	DESCRIPTION	ACCOUNT NUMBER
RETIREE13	71404	4/21/2020	1	159.68	FD/MONTHLY HEALTH INSUR REIMB	01 5121 01
RETIREE14	71405	4/21/2020	1	159.68	F&R/MONTHLY HEALTH INSUR REIMB	01 5121 02
RETIREE15	71406	4/21/2020	1	188.06	FD/MONTHLY HEALTH INSUR REIMB	01 5121 01
RETIREE16	71407	4/21/2020	1	515.13	WD/MONTHLY HEALTH INSUR REIMB	11 5121 11
RETIREE17	71408	4/21/2020	1	458.36	ADM/MONTHLY HEALTH INSUR REIMB	01 5121 09
RETIREE19	71409	4/21/2020	1	458.36	FD/MONTHLY HEALTH INSUR REIMB	01 5121 01
RETIREE20	71410	4/21/2020	1	159.68	WW/MONTHLY HEALTH INSUR REIMB	12 5121 12
RETIREE21	71411	4/21/2020	1	188.06	WW/MONTHLY HEALTH INSUR REIMB	12 5121 12
RETIREE22	71412	4/21/2020	1	458.36	WW/MONTHLY HEALTH INSUR REIMB	12 5121 12
RETIREE24	71413	4/21/2020	1	188.06	F&R/MONTHLY HEALTH INSUR REIMB	01 5121 02
RETIREE26	71414	4/21/2020	1	820.29	ADM/MONTHLY HEALTH INSUR REIMB	01 5121 09
RETIREE27	71415	4/21/2020	1	1,112.68	FD/MONTHLY HEALTH INSUR REIMB	01 5121 01
RETIREE28	71416	4/21/2020	1	458.36	F&R/MONTHLY HEALTH INSUR REIMB	01 5121 02
RETIREE30	71417	4/21/2020	1	464.21	WD/MONTHLY HEALTH INSUR REIMB	11 5121 11
RETIREE31	71418	4/21/2020	1	159.68	ADM/MONTHLY HEALTH INSUR REIMB	01 5121 09
RETIREE32	71419	4/21/2020	1	1,112.68	ADM/MONTHLY HEALTH INSUR REIMB	01 5121 09
RETIREE33	71420	4/21/2020	1	486.84	ADM/MONTHLY HEALTH INSUR REIMB	01 5121 09
RETIREE34	71421	4/21/2020	1	762.89	FD/MONTHLY HEALTH INSUR REIMB	01 5121 01
RETIREE34	71421	4/23/2020	9000	(762.89)	Ck# 071421 Reversed	01 5121 01
RETIREE34	71426	4/21/2020	1	762.89	FD/MONTHLY HEALTH INSUR REIMB	01 5121 01
RETIREE34	71426	4/21/2020	2	(310.38)	FD/MONTHLY HEALTH INSUR REIMB	01 5121 01
RETIREE36	71422	4/21/2020	1	628.62	ADM/MONTHLY HEALTH INSUR REIMB	01 5121 09
RETIREE37	71423	4/21/2020	1	52.61	ADM/MONTHLY INSUR REIMB	01 5121 09
RETIREE37	71423	4/21/2020	2	684.03	WD/MONTHLY HEALTH INSUR REIMB	11 5121 11
RETIREE37	71423	4/21/2020	3	315.71	WW/MONTHLY HEALTH INSUR REIMB	12 5121 12
RETIREE38	71424	4/21/2020	1	1,488.18	WD/MONTHLY HEALTH INSUR REIMB	11 5121 11
				15,253.00		
RUTAN & TUCKER, LLP	71333	4/7/2020	1	3,867.43	SWF/PROFESSIONAL FEES	40 1829I 30
SAN LUIS OBISPO COUNTY	71334	4/7/2020	1	406.70	FD/EQUIPMENT PERMIT RENEWAL #1007-1	01 6055 01
SM TIRE	71453	4/28/2020	1	309.10	FD/TIRE REPAIR ENGINE #5791	01 6041L 01
STATE OF CALIFORNIA-DEPT FISH & W	71349	4/9/2020	1	2,443.67	WD/BASE FEE - ROUTINE MAINT AGMT-LAKE, STREAM	11 6055 11
STATE OF CALIFORNIA-DEPT FISH & W	71349	4/9/2020	2	2,443.67	WW/BASE FEE - ROUTINE MAINT AGMT-LAKE, STREAM	12 6055 12
STATE OF CALIFORNIA-DEPT FISH & W	71349	4/9/2020	3	2,443.66	SWF/BASE FEE - ROUTINE MAINT AGMT-LAKE, STREAM	39 6055 25
				7,331.00		
STICKS & STONES TRUCKING LLC	71316	4/2/2020	1	50.00	WD/DISPOSAL OF TRIMMINGS LEIMERT TANK SITE	11 6031S 11
SYNCB/AMAZON	71382	4/16/2020	1	98.67	WD/SECURITY REMOTE CONTROLS	12 6093 12
SYNCB/AMAZON	71382	4/16/2020	2	54.59	ADM/OFFICE SUPPLIES	01 6050 09
SYNCB/AMAZON	71382	4/16/2020	3	53.60	F&R/RATCHETING GRIPS	01 6041N 02
SYNCB/AMAZON	71382	4/16/2020	4	11.31	ADM/OFFICE SUPPLIES	01 6050 09
SYNCB/AMAZON	71382	4/16/2020	5	16.08	FD/HAND SANITIZER	01 6048 01
SYNCB/AMAZON	71382	4/16/2020	6	92.69	WD/HITCH MOUNT	11 6090 11
SYNCB/AMAZON	71382	4/16/2020	7	59.35	ADM/OFFICE SUPPLIES	01 6050 09
SYNCB/AMAZON	71382	4/16/2020	8	128.44	FD/HAND SANITIZER	01 6048 01
SYNCB/AMAZON	71382	4/16/2020	9	92.31	FD/DISINFECTING WIPES	01 6048 01
SYNCB/AMAZON	71382	4/16/2020	10	39.95	FD/DISINFECTING WIPES	01 6048 01
SYNCB/AMAZON	71382	4/16/2020	11	35.23	ADM/OFFICE SUPPLIES	01 6050 09
SYNCB/AMAZON	71382	4/16/2020	12	10.71	FD/OFFICE SUPPLIES	01 6050 01
SYNCB/AMAZON	71382	4/16/2020	13	16.10	FD/MEDICAL NITRILE GLOVES	01 6089 01
SYNCB/AMAZON	71382	4/16/2020	14	171.56	FD/FACE MASKS	01 6089 01
				880.59		
TAPS TRUCK ACCESSORY	71383	4/16/2020	1	420.23	WW/FLOOR LINER & STEPS 2019 F350 SERVICE TRUCK	12 6041L 12
TEMPLETON GLASS COMPANY, INC.	71444	4/23/2020	1	233.47	ADM/REPLACE DOOR PIVOT 1316 TAMSON	01 6033B 09

**CAMBRIA COMMUNITY SERVICES DISTRICT  
EXPENDITURE REPORT  
FOR THE MONTH OF APRIL 2020**

VENDOR	CHECK NO.	CHECK DATE	LINE NO.	LINE AMOUNT	DESCRIPTION	ACCOUNT NUMBER
TEMPLETON UNIFORMS	71443	4/23/2020	1	447.51	FD/WILDLAND TACTICAL PANTS TORLANO	01 6220P 01
THE BLUEPRINTER	71432	4/23/2020	1	604.91	ADM/NEWSLETTER	01 6053 09
THE BLUEPRINTER	71432	4/23/2020	2	473.46	ADM/SURVEY	01 6053 09
THE BLUEPRINTER	71432	4/23/2020	3	172.83	WD/UTILITY BILLS	11 6053 11
THE BLUEPRINTER	71432	4/23/2020	4	172.83	WW/UTILITY BILLS	12 6053 12
THE BLUEPRINTER	71432	4/23/2020	1	22.50	WD/LATE NOTICES	11 6053 11
THE BLUEPRINTER	71432	4/23/2020	2	22.50	WW/LATE NOTICES	12 6053 12
				1,469.03		
THE DOCUTEAM	71345	4/9/2020	1	519.57	ADM/BOX STORAGE PICKUP & DELIVERY	01 6080M 09
THE GAS COMPANY	71320	4/7/2020	1	221.54	F&R/GAS SVC VETS HALL	01 6060G 02
THE GAS COMPANY	71320	4/7/2020	1	45.33	ADM/GAS SVC 1316 TAMSON ST #201	01 6060G 09
THE GAS COMPANY	71320	4/7/2020	1	267.46	FD/GAS SVC 2850 BURTON DR	01 6060G 01
THE GAS COMPANY	71320	4/7/2020	1	49.12	WW/GAS SVC 5500 HEATH LANE, #B	12 6060G 12
THE GAS COMPANY	71320	4/7/2020	1	47.49	FD/GAS SVC 5490 HEATH LANE	01 6060G 01
THE GAS COMPANY	71320	4/7/2020	1	118.75	WW/GAS SVC 5500 HEATH LANE	12 6060G 12
				749.69		
THE TRIBUNE	71350	4/9/2020	1	235.95	ADM/PUBLICATION OF ORDINANCE 01-2020	01 6011I 09
TYLER TECHNOLOGIES, INC	71369	4/14/2020	1	100.00	ADM/INCODE FINANCIAL MGMT ANALYSIS	01 6170 09
UNITED RENTALS (NA) INC.	71370	4/14/2020	1	85.56	F&R/MISC SUPPLIES FOR FISCALINI RANCH	01 6033R 02
US BANK EQUIPMENT FINANCE	71336	4/7/2020	1	199.53	ADM/COPIER LEASE PAYMENT	01 6044 09
US BANK EQUIPMENT FINANCE	71336	4/7/2020	2	109.85	FD/COPIER LEASE PAYMENT	01 6044 01
				309.38		
VERIZON WIRELESS	71445	4/23/2020	1	216.40	FD/MONTHLY ON-CALL CELL PHONES AND TABLETS	01 6060C 01
VERIZON WIRELESS	71445	4/23/2020	2	48.08	ADM/MONTHLY ON-CALL CELL PHONES AND TABLETS	01 6060C 09
VERIZON WIRELESS	71445	4/23/2020	3	48.09	F&R/MONTHLY ON-CALL CELL PHONES AND TABLETS	01 6060C 02
VERIZON WIRELESS	71445	4/23/2020	4	62.66	WD/MONTHLY ON-CALL CELL PHONES AND TABLETS	11 6060C 11
VERIZON WIRELESS	71445	4/23/2020	5	83.03	WW/MONTHLY ON-CALL CELL PHONES AND TABLETS	12 6060C 12
				458.26		
WESTERN EQUIPMENT FINANCE, INC	71305	4/2/2020	1	295.59	F&R/TORO TX 1000 DINGO WIDE TRACK APRIL 2020 PRINC	01 2520 02
WESTERN EQUIPMENT FINANCE, INC	71305	4/2/2020	2	44.26	F&R/TORO TX 1000 DINGO WIDE TRACK APRIL 2020 INT	01 6180H 02
				339.85		
<b>Accounts Payable Vendor Subtotal</b>				<b>221,645.15</b>		
Fire Department Accounts Payable Subtotal				14,961.56		
Facilities & Resources Accounts Payable Subtotal				8,843.08		
Administration Accounts Payable Subtotal				45,875.61		
Water Accounts Payable Subtotal				98,236.90		
Wastewater Accounts Payable Subtotal				39,022.45		
SWF Operations Accounts Payable Subtotal				7,133.12		
SWF Capital Accounts Payable Subtotal				7,572.43		
<b>Accounts Payable Vendor Subtotal</b>				<b>221,645.15</b>		
AMERITAS	6708	4/30/2020	1	3,767.83	DENTAL INSURANCE-YER	01 2150
AMERITAS	6708	4/30/2020	1	592.02	DENTAL INSURANCE-YER	01 2150
				4,359.85		
CAMBRIA COMMUNITY SERVICES DIS	6688	4/3/2020	1	1,240.00	MEDICAL REIMBURSEMNT	01 2171
CAMBRIA COMMUNITY SERVICES DIS	6688	4/3/2020	2	250.00	MEDICAL REIMBURSEMNT	01 5122 01

**CAMBRIA COMMUNITY SERVICES DISTRICT  
EXPENDITURE REPORT  
FOR THE MONTH OF APRIL 2020**

VENDOR	CHECK NO.	CHECK DATE	LINE NO.	LINE AMOUNT	DESCRIPTION	ACCOUNT NUMBER
CAMBRIA COMMUNITY SERVICES DIS	6688	4/3/2020	3	50.00	MEDICAL REIMBURSEMNT	01 5122 02
CAMBRIA COMMUNITY SERVICES DIS	6688	4/3/2020	4	250.00	MEDICAL REIMBURSEMNT	01 5122 09
CAMBRIA COMMUNITY SERVICES DIS	6688	4/3/2020	5	200.00	MEDICAL REIMBURSEMNT	11 5122 11
CAMBRIA COMMUNITY SERVICES DIS	6688	4/3/2020	6	200.00	MEDICAL REIMBURSEMNT	12 5122 12
CAMBRIA COMMUNITY SERVICES DIS	6696	4/17/2020	1	1,240.00	MEDICAL REIMBURSEMNT	01 2171
CAMBRIA COMMUNITY SERVICES DIS	6696	4/17/2020	2	250.00	MEDICAL REIMBURSEMNT	01 5122 01
CAMBRIA COMMUNITY SERVICES DIS	6696	4/17/2020	3	50.00	MEDICAL REIMBURSEMNT	01 5122 02
CAMBRIA COMMUNITY SERVICES DIS	6696	4/17/2020	4	250.00	MEDICAL REIMBURSEMNT	01 5122 09
CAMBRIA COMMUNITY SERVICES DIS	6696	4/17/2020	5	200.00	MEDICAL REIMBURSEMNT	11 5122 11
CAMBRIA COMMUNITY SERVICES DIS	6696	4/17/2020	6	200.00	MEDICAL REIMBURSEMNT	12 5122 12
				4,380.00		
CAMBRIA FIRE FIGHTERS LOCAL 46	6690	4/3/2020	1	240.00	DUES-FIRE IAFF	01 2160
CAMBRIA FIRE FIGHTERS LOCAL 46	6699	4/17/2020	1	240.00	DUES-FIRE IAFF	01 2160
				480.00		
CAMBRIA FIREFIGHTERS ASSN	6698	4/17/2020	1	126.02	RESERVE FIREFTR DUES	01 2160
EMPLOYMENT DEVELOPMENT DP	6709	4/30/2020	1	909.00	UNEMPLOYMENT CLAIM	01 5112 01
EMPLOYMENT DEVELOPMENT DP	6689	4/3/2020	1	3,270.89	STATE INCOME TAX	01 2110
EMPLOYMENT DEVELOPMENT DP	6689	4/3/2020	1	1,016.27	STATE INCOME TAX	01 2130
EMPLOYMENT DEVELOPMENT DP	6697	4/17/2020	1	4,533.76	STATE INCOME TAX	01 2110
EMPLOYMENT DEVELOPMENT DP	6697	4/17/2020	1	1,236.60	STATE INCOME TAX	01 2130
EMPLOYMENT DEVELOPMENT DP	6705	4/17/2020	1	0.47	STATE INCOME TAX	01 2110
				10,966.99		
ICMA-VNTGPT TRSFR AGT 457	6693	4/3/2020	1	3,784.84	457 DEFERRED COMP IN	01 2141
ICMA-VNTGPT TRSFR AGT 457	6693	4/3/2020	1	1,070.00	457 DEFERRED COMP IN	01 2141
ICMA-VNTGPT TRSFR AGT 457	6702	4/17/2020	1	5,953.75	457 DEFERRED COMP IN	01 2141
ICMA-VNTGPT TRSFR AGT 457	6702	4/17/2020	1	1,070.00	457 DEFERRED COMP IN	01 2141
				11,878.59		
IRS/FEDERAL PAYROLL TAXES	6692	4/3/2020	1	9,580.94	FEDERAL INCOME TAX	01 2100
IRS/FEDERAL PAYROLL TAXES	6692	4/3/2020	1	12,651.28	FEDERAL INCOME TAX	01 2120
IRS/FEDERAL PAYROLL TAXES	6692	4/3/2020	1	2,958.78	FEDERAL INCOME TAX	01 2120
IRS/FEDERAL PAYROLL TAXES	6701	4/17/2020	1	12,866.15	FEDERAL INCOME TAX	01 2100
IRS/FEDERAL PAYROLL TAXES	6701	4/17/2020	1	15,482.42	FEDERAL INCOME TAX	01 2120
IRS/FEDERAL PAYROLL TAXES	6701	4/17/2020	1	3,620.86	FEDERAL INCOME TAX	01 2120
IRS/FEDERAL PAYROLL TAXES	6707	4/17/2020	1	29.23	FEDERAL INCOME TAX	01 2100
IRS/FEDERAL PAYROLL TAXES	6707	4/17/2020	1	148.80	FEDERAL INCOME TAX	01 2120
IRS/FEDERAL PAYROLL TAXES	6707	4/17/2020	1	34.80	FEDERAL INCOME TAX	01 2120
				57,373.26		
LINCOLN FINANCIAL GROUP	6710	4/30/2020	1	258.91	LIFE INSURANCE	01 2164
LINCOLN FINANCIAL GROUP	6710	4/30/2020	2	3.89	LIFE INSURANCE	12 2164 12
LINCOLN FINANCIAL GROUP	6710	4/30/2020	3	-	LIFE INSURANCE	
				262.80		
PERS HEALTH BENEFIT SERV	6712	4/30/2020	1	33,192.47	MEDICAL INSURANC-YER	01 2151
PERS HEALTH BENEFIT SERV	6712	4/30/2020	2	(671.60)	MEDICAL INSURANC-YER	12 5103 12
PERS HEALTH BENEFIT SERV	6712	4/30/2020	3	0.08	MEDICAL INSURANC-YER	01 5103 09
PERS HEALTH BENEFIT SERV	6712	4/30/2020	4	103.62	MEDICAL INSURANC-YER	01 5103 09
PERS HEALTH BENEFIT SERV	6712	4/30/2020	5	695.00	MEDICAL INSURANC-YER	01 5121 01
PERS HEALTH BENEFIT SERV	6712	4/30/2020	6	556.00	MEDICAL INSURANC-YER	01 5121 02
PERS HEALTH BENEFIT SERV	6712	4/30/2020	7	1,529.00	MEDICAL INSURANC-YER	01 5121 09
PERS HEALTH BENEFIT SERV	6712	4/30/2020	8	834.00	MEDICAL INSURANC-YER	11 5121 11
PERS HEALTH BENEFIT SERV	6712	4/30/2020	9	973.00	MEDICAL INSURANC-YER	12 5121 12
PERS HEALTH BENEFIT SERV	6712	4/30/2020	10	64.01	MEDICAL INSURANC-YER	01 5121 09
PERS HEALTH BENEFIT SERV	6712	4/30/2020	1	5,857.38	MEDICAL INSURANC-YER	01 2151
				43,132.96		



**CAMBRIA COMMUNITY SERVICES DISTRICT  
EXPENDITURE REPORT  
FOR THE MONTH OF APRIL 2020**

VENDOR	CHECK NO.	CHECK DATE	LINE NO.	LINE AMOUNT	DESCRIPTION	ACCOUNT NUMBER
PERS RETIREMENT SYSTEM	6694	4/3/2020	1	-	PERS PAYROLL REMITTANCE	01 5111 09
PERS RETIREMENT SYSTEM	6694	4/3/2020	2	19,350.90	PERS PAYROLL REMITTANCE	01 2140
PERS RETIREMENT SYSTEM	6694	4/3/2020	3	(92.78)	PERS PAYROLL REMITTANCE	01 5111 01
PERS RETIREMENT SYSTEM	6703	4/17/2020	1	(0.01)	PERS PAYROLL REMITTANCE	01 5111 09
PERS RETIREMENT SYSTEM	6703	4/17/2020	2	21,245.07	PERS PAYROLL REMITTANCE	01 2140
PERS RETIREMENT SYSTEM	6703	4/17/2020	3	57.52	PERS PAYROLL REMITTANCE	12 5109 12
PERS RETIREMENT SYSTEM	6711	4/30/2020	1	7,408.08	Unaccrued Liab - SAFETY	01 5109 01
PERS RETIREMENT SYSTEM	6711	4/30/2020	1	8,371.14	Unaccrued Liab - MISC	01 5109 09
PERS RETIREMENT SYSTEM	6711	4/30/2020	2	2,110.36	Unaccrued Liab - MISC	01 5109 02
PERS RETIREMENT SYSTEM	6711	4/30/2020	3	5,182.10	Unaccrued Liab - MISC	11 5109 11
PERS RETIREMENT SYSTEM	6711	4/30/2020	4	6,026.24	Unaccrued Liab - MISC	12 5109 12
PERS RETIREMENT SYSTEM	6711	4/30/2020	5	1,758.63	Unaccrued Liab - MISC	39 5109 25
				<u>71,417.25</u>		
PPBI-DIRECT DEPOSIT	6691	4/3/2020	1	3,195.00	Direct Deposit Flat	01 2152
PPBI-DIRECT DEPOSIT	6691	4/3/2020	1	64,182.92	Direct Deposit Flat	01 2152
PPBI-DIRECT DEPOSIT	6700	4/17/2020	1	3,345.00	Direct Deposit Flat	01 2152
PPBI-DIRECT DEPOSIT	6700	4/17/2020	1	77,311.06	Direct Deposit Flat	01 2152
PPBI-DIRECT DEPOSIT	6706	4/17/2020	1	1,078.50	Direct Deposit -Net	01 2152
				<u>149,112.48</u>		
SEIU LOCAL 620	6695	4/3/2020	1	383.07	SEIU UNION DUES	01 2160
SEIU LOCAL 620	6704	4/17/2020	1	383.07	SEIU UNION DUES	01 2160
				<u>766.14</u>		
				<b>Payroll Payable Subtotal</b>		
				354,256.34		
<b>TOTAL DISBURSEMENTS FOR APRIL 2020</b>				575,901.49		

**CAMBRIA COMMUNITY SERVICES DISTRICT**  
**BOARD OF DIRECTORS SPECIAL MEETING MINUTES**  
Monday, April 6, 2020 2:00 PM

**1. OPENING**

**A. Call to Order**

President Farmer called the meeting to order at 2:00 p.m.

**B. Pledge of Allegiance**

President Farmer led the Pledge of Allegiance.

**C. Establishment of Quorum**

A quorum was established.

Directors present via Zoom: Harry Farmer, Cindy Steidel, Amanda Rice, David Pierson and Donn Howell.

Staff present via Zoom: General Manager John F. Weigold IV, District Counsel Timothy Carmel, Fire Chief William Hollingsworth, Finance Manager Pamela Duffield, Facilities & Resources Supervisor Carlos Mendoza, Utilities Department Manager/District Engineer Ray Dienzo and Deputy District Clerk Haley Dodson.

**2. PUBLIC SAFETY**

**A. CCSD Fire Chief Report**

Chief Hollingsworth provided a summary on the Coronavirus (COVID-19) pandemic.

**3. MANAGER UPDATES**

**A. General Manager Update**

Mr. Weigold provided a summary on staff safety, future planning and continuity of staff operations.

**B. Finance Manager Update**

Ms. Duffield provided an update on the administrative office.

**C. Facilities & Resources Update**

Mr. Mendoza provided a summary on Facilities and Resources and Parks, Recreation and Open Space.

**D. Utilities Department Manager/District Engineer Update**

Mr. Dienzo provided a summary on Utilities operations.

#### **4. PUBLIC COMMENT ON AGENDA ITEMS**

Public Comment: None.

#### **5. REGULAR BUSINESS**

##### **A. DISCUSSION REGARDING OPERATIONAL AND FISCAL IMPACTS OF THE CORONAVIRUS PANDEMIC AND ACTIONS AND EFFORTS UNDERTAKEN TO ADDRESS THOSE IMPACTS**

Mr. Weigold introduced the item and provided a summary.

##### **B. DISCUSSION AND CONSIDERATION OF ADOPTION OF RESOLUTION 10-2020 DECLARING A CONTINUED LOCAL EMERGENCY IN THE CAMBRIA COMMUNITY SERVICES DISTRICT DUE TO THE CORONAVIRUS PANDEMIC**

Mr. Weigold introduced the item and provided a summary.

Director Rice moved to approve Resolution 10-2020 declaring a continued local emergency.

Vice President Steidel seconded the motion.

Motion Passed Unanimously Ayes – 5 Nays - 0 Absent - 0

##### **C. DISCUSSION AND CONSIDERATION OF RESOLUTION 11-2020 SUSPENDING THE IMPOSITION OF LATE PAYMENT CHARGES FOR DISTRICT WATER AND SEWER SERVICE AND SUSPENDING THE DISCONTINUATION OF WATER AND SEWER SERVICE FOR NONPAYMENT**

Mr. Weigold introduced the item and provided a summary.

Public Comment:

Elizabeth Bettenhausen, Cambria (the Deputy District Clerk read the written comment into the record)

Director Rice moved to approve Resolution 11-2020.

Director Howell seconded the motion.

Motion Passed Unanimously Ayes – 5 Nays - 0 Absent - 0

#### **6. ADJOURN**

President Farmer adjourned the meeting at 3:40 p.m.

**CAMBRIA COMMUNITY SERVICES DISTRICT**  
**BOARD OF DIRECTORS REGULAR MEETING MINUTES**  
Thursday, April 16, 2020 2:00 PM

**1. OPENING**

**A. Call to Order**

President Farmer called the meeting to order at 2:00 p.m.

**B. Pledge of Allegiance**

President Farmer led the Pledge of Allegiance.

**C. Establishment of Quorum**

A quorum was established.

Directors present via Zoom: Harry Farmer, Cindy Steidel, Amanda Rice, David Pierson and Donn Howell.

Staff present via Zoom: General Manager John F. Weigold IV, District Counsel Timothy Carmel, Fire Chief William Hollingsworth, Finance Manager Pamela Duffield, Facilities & Resources Supervisor Carlos Mendoza, Utilities Department Manager/District Engineer Ray Dienzo and Deputy District Clerk Haley Dodson.

**D. Report from Closed Session**

District Counsel reported that the Board discussed two pending litigation cases.

**E. Agenda Review: Additions/Deletions**

President Farmer asked for any additions or deletions. There were none.

**2. COMMISSION REPORT**

**A. PROS Chairman's Report**

PROS Chairman Steve Kniffen was unavailable to provide a report.

**3. PUBLIC SAFETY**

**A. Sheriff's Department Report**

Commander Nelson provided a summary of recent activities in Cambria.

**B. CCSD Fire Chief's Report**

Chief Hollingsworth provided a summary on the Coronavirus (COVID-19) pandemic and recent activities in Cambria.

**4. PUBLIC COMMENT**

Public Comment:  
Christine Heinrichs, Cambria (the Deputy District Clerk read three written comments into the record)

Cheryl McDowell, Cambria (the Deputy District Clerk read the written comment into the record)

Michael Calderwood, Cambria (the Deputy District Clerk read the written comment into the record)

Tina Dickason, Cambria (the Deputy District Clerk read two written comments into the record)

## **5. MANAGER'S REPORT**

### **A. General Management Report**

Mr. Weigold provided a summary of the General Management Report.

### **B. Finance Manager's Report**

Ms. Duffield provided a summary of the Finance Manager's Report.

### **C. Utilities Report**

Mr. Dienzo provided a summary of the Utilities Report.

## **6. BOARD MEMBER, COMMITTEE AND LIAISON REPORTS**

### **A. President's Report**

President Farmer acknowledged and thanked local activist Bob Kelly, who handled giving away over 300 masks. He thanked Carlos Mendoza for informing the Hispanic community of free masks. Mr. Kelly and crew are purchasing more masks and hope to give away 460 next week. Mr. Kelly founded the Cambria Opioid Project to help residents dealing with opioid addiction. He acknowledged the CCSD staff for arranging payment plans. He discussed that many community members can't pay their utilities and rent. He asked landlords to consider adjusting rent to assist the community members.

### **B. Finance Committee's Report**

Vice President Steidel reported the Finance Committee will meet on April 28, 2020. There is nothing to report.

### **C. Policy Committee's Report**

Director Howell reported on the Policy Committee Ad Hoc Committee list.

The Board of Directors provided feedback on the list.

### **D. Resources and Infrastructure Committee's Report**

Director Pierson reported on the recent Resources & Infrastructure Committee. The committee reviewed and updated the CIP list. He gave a brief report on the ad hoc committees, but stated they are on hold during the shelter-at-home. The committee will hold a special meeting on Wednesday, April 22, 2020 to discuss the CDP consultant.

Public Comment:

Tina Dickason, Cambria (the Deputy District Clerk read the written comment into the record)

### **E. Other Liaison Reports and Ad Hoc Committee Reports**

Director Pierson had no report for the NCAC or Fire Safe Focus Group.

Vice President reported on the Affordable Housing Ad Hoc Committee meeting. They discussed the development of the application form.

President Farmer reported on the FFRP meeting. The July Kitchen Tour will most likely not happen but they will discuss it in May. They may do a virtual Kitchen Tour, but it may be more expensive. Kitty Connolly suggested moving the FFRP office to somewhere more visible to pedestrians and possibly at a home in the Sea Cliff Estates. The Forest Committee discussed the Forest Health Survey that was put together by a Cal Poly student.

## **7. CONSENT AGENDA**

- A. CONSIDERATION TO ADOPT THE MARCH 2020 EXPENDITURE REPORT**
- B. CONSIDERATION TO ADOPT THE FEBRUARY 13, 2020, FEBRUARY 20, 2020, MARCH 12, 2020 AND MARCH 19, 2020 REGULAR MEETING MINUTES AND FEBRUARY 25, 2020 AND MARCH 23, 2020 SPECIAL MEETING MINUTES**
- C. CONSIDERATION OF ADOPTION OF RESOLUTION 12-2020 DECLARING A PUBLIC NUISANCE FOR THE ANNUAL FIRE HAZARD FUEL REDUCTION PROGRAM**
- D. CONSIDERATION OF ADOPTION OF RESOLUTION 14-2020 AMENDING THE DISTRICT SALARY SCHEDULE AND ESTABLISHING A PAY SCHEDULE FOR THE POSITIONS OF WATER SYSTEMS SUPERINTENDENT AND WASTEWATER SYSTEMS SUPERINTENDENT**
- E. CONSIDERATION OF ADOPTION OF RESOLUTION 16-2020 REGARDING UPDATING THE DISTRICT'S INJURY AND ILLNESS PREVENTION PROGRAM**
- F. CONSIDERATION OF ADOPTION OF RESOLUTION 15-2020 DECLARING A CONTINUED LOCAL EMERGENCY IN THE CAMBRIA COMMUNITY SERVICES DISTRICT DUE TO THE CORONAVIRUS PANDEMIC**

### **Public Comment:**

Tina Dickason, Cambria (the Deputy District Clerk read the written comment into the record)

Mary Webb, Cambria (the Deputy District Clerk read the written comment into the record)

Director Rice pulled item 7D.

Director Rice moved to approve the consent agenda items 7A, 7B, 7C, 7E and 7F.

Director Pierson seconded the motion.

Motion Passed Unanimously Ayes – 5 Nays - 0 Absent – 0

The Board held a separate discussion regarding item 7D.

Director Rice has concerns about the increase in pay and the differential between the amount that the rest of the employees in those departments are paid. It is a fairly significant amount. She discussed concerns about overtime, retirement and having no comparison with similar districts.

Mr. Dienzo provided a summary.

Vice President Steidel moved to extend the meeting to 6:00 p.m.

Director Howell seconded the motion.

Motion Passed Ayes – 4 (Steidel, Howell, Pierson, Farmer) Nays– 1 (Rice) Absent – 0

Director Rice moved to approve consent agenda item 7D.

Director Pierson seconded the motion.

Motion Passed Unanimously Ayes – 5 Nays - 0 Absent – 0

The Board of Directors took a break at 4:57 p.m. and reconvened at 5:10 p.m.

## **8. HEARINGS AND APPEALS**

### **A. DISCUSSION AND CONSIDERATION TO FIX WATER AND WASTEWATER STANDBY OR AVAILABILITY CHARGES AS PROVIDED IN GOVERNMENT CODE §61124(b) AND CONSIDERATION OF ADOPTION OF RESOLUTION 13-2020 FIXING WATER AND WASTEWATER STANDBY OR AVAILABILITY CHARGES FOR FISCAL YEAR 2020/2021**

Mr. Weigold introduced the item and turned it over to District Counsel, who provided a summary.

President Farmer opened the public hearing.

Public Comment:  
None

President Farmer closed the public hearing.

Director Pierson moved to adopt Resolution 13-2020 fixing water and wastewater standby or availability charges for Fiscal Year 2020/2021.

Vice President Steidel seconded the motion.

Motion Passed Ayes – 4 (Steidel, Howell, Pierson, Farmer) Nays– 1 (Rice) Absent – 0

## **9. REGULAR BUSINESS**

### **A. DISCUSSION AND CONSIDERATION REGARDING 2020 BOARD GOALS AND OBJECTIVES**

The Board of Directors tabled this item to the first or second meeting in May.

### **B. DISCUSSION AND CONSIDERATION OF IRRIGATION METER TRANSFER AGREEMENT WITH JESSE ARNOLD AND GREENSPACE**

Mr. Weigold introduced the item and turned it over to District Counsel, who provided a summary.

Public Comment:  
Mary Webb, Cambria (the Deputy District Clerk read the written comment into the record)

Director Pierson suggested setting the water usage at 10 units.

Director Rice does not object to 20 units, but the Board should specify the 20 units.

Vice President Steidel thinks 20 units is high and suggested 12 units, one per month. Due to unusual or unforeseen circumstances, any additional resources could come to the Board for relief.

Director Pierson suggested 12 units and requested they come back to the Board to request relief.

President Farmer suggests giving Greenspace more water to help the new seedlings.

Director Rice stated the code says the transfer must decrease demand. This is reducing water use and potential water demand.

Public Comment:

Christine Heinrichs, Cambria (the Deputy District Clerk read the written comment into the record)

Mary Webb, Cambria (the Deputy District Clerk read the written comment into the record)

Director Pierson moved to approve the draft Irrigation Meter Transfer Agreement between Jesse Arnold and Greenspace to transfer an irrigation meter from property on Pierce Avenue to Greenspace's Creekside Reserve with a limit of 12 units per year.

Vice President Steidel seconded the motion.

Director Howell suggests 18 units and limiting it per month rather than an annual total.

Director Rice agrees with Director Howell and suggests we revisit this item if they get a grant for more seedlings. She agreed that 12 units is enough.

District Counsel suggested they revise section 4A in the draft Irrigation Meter Transfer Agreement to include should the transferee exceed this amount it can return to the Board of Directors to have the allocation reconsidered.

Director Pierson moved to approve the draft Irrigation Meter Transfer Agreement between Jesse Arnold and Greenspace to transfer an irrigation meter from property on Pierce Avenue to Greenspace's Creekside Reserve with a limit of 12 units per year and to revise section 4A in the draft Irrigation Meter Transfer Agreement to include should the transferee exceed this amount it can return to the Board of Directors to have the allocation reconsidered.

Director Rice seconded the motion

Motion Passed Unanimously Ayes – 5 Nays - 0 Absent - 0

**C. DISCUSSION AND CONSIDERATION TO SCHEDULE A SPECIAL MEETING REGARDING COASTAL DEVELOPMENT PERMIT PROGRESS AND DRAFT PROJECT DESCRIPTION FOR THE SUSTAINABLE WATER FACILITY**

Mr. Weigold introduced the item and provided a summary.

Director Pierson moved to extend the meeting to 6:15 p.m.

Director Steidel seconded the motion but suggested amending the motion to 6:30 p.m.

Director Pierson accepted the amendment.

Motion Passed Ayes – 4 (Steidel, Howell, Pierson, Farmer) Nays– 1 (Rice) Absent – 0

Director Rice moved to hold a special meeting on Thursday, May 28<sup>th</sup> at 2:00 p.m.



Director Pierson seconded the motion.

Motion Passed Unanimously Ayes – 5 Nays - 0 Absent - 0

**10. FUTURE AGENDA ITEM(S)**

President Farmer asked for any future agenda items. There were none.

**11. ADJOURN TO CLOSED SESSION**

President Farmer asked for public comment. There was none.

President Farmer adjourned the meeting to closed session at 5:57 p.m.

**A.** Public Comment

**B.** CONFERENCE WITH LEGAL COUNSEL – EXISTING LITIGATION

Pursuant to Government Code Section 54956.9(d)(1)

Number of cases: Two (2)

Name of cases: Windeler v. CCSD, et al. and Madrid v. CCSD

## CAMBRIA COMMUNITY SERVICES DISTRICT

TO: Board of Directors

AGENDA NO. **6.C.**FROM: John F. Weigold, IV, General Manager  
Timothy Carmel, District Counsel

---

Meeting Date: May 21, 2020Subject: CONSIDERATION OF ADOPTION OF  
RESOLUTION 23-2020 DECLARING A  
CONTINUED LOCAL EMERGENCY IN  
THE CAMBRIA COMMUNITY  
SERVICES DISTRICT DUE TO THE  
CORONAVIRUS PANDEMIC

---

**RECOMMENDATIONS:**

Staff recommends that the Board of Directors adopt Resolution 23-2020 declaring a continued local emergency in the Cambria Community Services District due to the Coronavirus Pandemic.

**FISCAL IMPACT:**

Fiscal impacts associated with this item are unknown at this time.

**DISCUSSION:**

As the Board is aware, the State and County of San Luis Obispo have adopted a number of executive orders declaring a public health emergency and imposing restrictions on the general population to help control the spread of the COVID-19 virus. The Board of Directors adopted Resolution 09-2020 on March 23, 2020, which declared a local State of Emergency and provided the General Manager with increased spending and other authority to allow for a more expeditious and effective response to various situations related to the Coronavirus Pandemic as they occur. Resolution 09-2020 requires the Board to determine whether a local State of Emergency continues to exist at each regular and special meeting. As the COVID-19 virus continues to ravage the State and country, it is recommended that the Board adopt Resolution 23-2020 declaring a continued State of Emergency.

Attachment: Resolution 23-2020

RESOLUTION 23-2020  
MAY 21, 2020

A RESOLUTION OF THE BOARD OF DIRECTORS OF  
THE CAMBRIA COMMUNITY SERVICES DISTRICT DECLARING A  
CONTINUED LOCAL EMERGENCY DUE TO THE CORONAVIRUS (COVID-19)

WHEREAS, on March 23, 2020, the Board of Directors adopted Resolution 09-2020 declaring the existence of a State of Emergency in the Cambria Community Services District as a result of the Coronavirus Pandemic; and

WHEREAS, Resolution 09-2020 requires the Board of Directors to determine whether the local State of Emergency continues to exist at each regular or special Board meeting; and

WHEREAS, the Board finds that this emergency, which involves the outbreak of an extremely infectious disease (COVID-19), is a highly fluid and evolving situation, and in the interest of public health, safety and welfare, such a State of Emergency continues to exist in the Cambria Community Services District.

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Cambria Community Services District that a State of Emergency continues to exist in the Cambria Community Services District as a result of the Coronavirus Pandemic.

PASSED AND ADOPTED this 21<sup>st</sup> day of May, 2020.

\_\_\_\_\_  
Harry Farmer, President  
Board of Directors

APPROVED AS TO FORM:

\_\_\_\_\_  
Timothy J. Carmel  
District Counsel

ATTEST:

\_\_\_\_\_  
Haley Dodson  
Deputy District Clerk

## CAMBRIA COMMUNITY SERVICES DISTRICT

TO: Board of Directors

AGENDA NO. **6.D.**FROM: John F. Weigold IV, General Manager  
Ray Dienzo, Utilities Department Manager/District Engineer

Meeting Date: May 21, 2020

Subject: CONSIDERATION TO EXTEND  
PROVISIONAL APPOINTMENT OF  
ADMINISTRATIVE TECHNICIAN II –  
SUPPORT TO DISTRICT ENGINEER**RECOMMENDATIONS:**

Staff recommends the Board direct the General Manager to extend the existing Administrative Technician II provisional appointment for an additional six months, expiring December 1, 2020.

**FISCAL IMPACT:**

The budget impact for FY 2019/20, will be offset by various staffing vacancies in the Enterprise Funds. The Administrative Technician II salary and benefits for the month of June 2020 are estimated at \$5,500. This amount will be split between Water/SWF/Wastewater Funds.

The budget impact for FY 2020/21, will be included in the preliminary budget. The Administrative Technician II salary and benefits for the months of July to December 2020 are estimated at \$27,500. This amount will also be split between Water/SWF/Wastewater Funds.

**DISCUSSION:**

With support from the Board President, the General Manager authorized a provisional appointment of Administrative Technician II – Support to the District Engineer, effective December 2, 2019 to June 2, 2020. This provisional appointment is to support staff efforts to design and implement a Retrofit Points Bank database and perform associated data compilation, entry and points bank reconciliation. The appointee has worked with CCSD staff to create a Microsoft Access database in which retrofit points from verified inspections dating back to 2014 are being deposited, along with electronic copies of the actual inspection forms. The appointee and staff simultaneously designed and tested a new retrofit verification process which will better enable the District to verify and track actual water savings from the Water Conservation & Retrofit Program.

In addition to these efforts, the appointee has also assisted in the in-house development of a GIS program, starting with the migration of vendor-hosted GIS data to a CCSD-managed application. This application can also be utilized to convert paper logs and round-sheets into electronic forms for streamlined field data collection and analysis.

Furthermore, the appointee has been trained in the intake and processing of remodel will serve applications and has temporarily relieved CCSD staff of the front-end tasks related to that

process while continuing to make progress designing an automated Will Serve workflow using our business process automation tool, Laserfiche. The appointee also assists with answering public inquiries for the Engineering & Utilities departments, researching grant funding opportunities, and other water conservation related projects including rebates.

Per CCSD personnel policy, the provisional appointment cannot extend past six months in duration without direct concurrence from the Board. While significant progress has been made in all of the above areas, continued assistance in completing the Retrofit Points Bank reconciliation, as well as full implementation of the in-house GIS program is desired.

Staff recommends that the Board direct the General Manager to extend the existing Administrative Technician II provisional appointment for an additional six months, expiring December 1, 2020.

CAMBRIA COMMUNITY SERVICES DISTRICT

TO: Board of Directors

AGENDA NO. **7.A.**

FROM: John F. Weigold, IV, General Manager

---

Meeting Date: May 21, 2020

Subject: DISCUSSION AND CONSIDERATION  
TO REVISE THE DISTRICT'S MISSION  
STATEMENT

---

**RECOMMENDATIONS:**

Staff recommends the Board of Directors discuss and consider revising the District's Mission Statement.

**FISCAL IMPACT:**

There are no fiscal impacts associated with this item.

**DISCUSSION:**

The District's current Mission Statement was adopted on February 22, 1999 and is attached for the Board of Directors review. Much has changed over the last 21 years in Cambria.

Attachment: CCSD Mission Statement (adopted 2/22/1999)

## CCSD MISSION STATEMENT

February 22, 1999

### **Purpose**

A mission statement summarizes in a few sentences the purpose, functions, and philosophy of our organization. It should be simple enough to remember and state easily as a frame of reference whenever a question of organization direction, policy, or operations arises. The proposed mission statement and related goals for CCSD are as follows.

### **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.

### **Related Goals**

- Provide services meeting community needs in a professional, responsive, innovative and fiscally responsible manner.
- Continuously improve the efficiency, effectiveness, and productivity of the CCSD organization.
- Manage demands for expanded or new services in a resourceful, responsive, fiscally, and environmentally responsible manner.
- Prepare for a sustainable future by monitoring environmental and economic conditions and trends, learning lessons from past efforts, and anticipating near-term and long-term future needs.
- Reach out and maintain contact with various interests within the community to share information and perspectives.
- Conserve and enhance natural, cultural, and historical resources.
- Minimize loss to District facilities from fires, floods, earthquakes, and other natural hazards.
- Maintain and enhance the Veterans Building as a meeting place for community events as a recreation center for all age groups including youth.

## CAMBRIA COMMUNITY SERVICES DISTRICT

TO: Board of Directors

AGENDA NO. **7.B.**

FROM: John F. Weigold IV, General Manager

Meeting Date: May 21, 2020

Subject: DISCUSSION AND CONSIDERATION  
TO APPROVE AN AGREEMENT  
FOR STRATEGIC PLANNING  
CONSULTING SERVICES WITH SNIDER  
AND ASSOCIATES**RECOMMENDATION:**

Staff recommends the Board approve an Agreement for Consultant Services (“Agreement”) with Snider and Associates for Strategic Planning Consulting Services and authorize the General Manager to execute the Agreement.

**FISCAL IMPACT:**

The cost for the consulting services under the Agreement is \$4,800, plus travel expenses. The FY 2019/20 budget for the Administration Department – General Fund, did not include a line item for developing a strategic plan. Due to this being a Board priority, staff will work to keep within the budgeted amount for all service & supply accounts. If a budget adjustment is needed, there is a surplus projected for personnel services, of which a portion can be transferred to services and supplies during the 4<sup>th</sup> quarter budget report.

**DISCUSSION:**

Staff published a Request for Proposals for strategic planning consulting services on March 30, 2020. The CCSD received the following nine (9) responses, which were reviewed by staff and the Board’s Strategic Consulting Ad Hoc Committee and are attached for your information.

**2020 STRATEGIC PLANNING – PROPOSALS (BREAKDOWN)**

NAME	AVAILABLE DATES	COST (\$)
Avero Advisors	5/18/2020	48,796.00
BHI Management Consulting	2-4 weeks	21,300.00
Brain-Based Strategies		12,500.00
Management Partners		49,900.00
Rauch Communication Consultants Inc.	Available at an agreed upon date	14,320.00
Regional Government Services	June 2020	18,000.00
SBrand Consulting, LLC	May 25, 2020	52,375.00
Snider and Associates		4,800.00
Three Arrows Up Consulting		40,000.00

Staff recommends selection of Snider and Associates. The fee for each of the one-day retreats, which includes an agenda planning conference call with CCSD (and the board chair, if desired), preparation, facilitation by Snider and Associates and a recorder (who visually records on flipcharts the discussion and decisions of the group and transcribes the record into a laptop throughout the day), is a total of \$4,800 plus expenses (air and ground transportation, parking, lodging and meals). At the end of the retreat, the recorder provides CCSD with a flash drive of the retreat record so you can send the entire strategic plan to all the attendees within 24 hours and use in tracking progress on the goals and objectives monthly.



Attachments:      Avero Advisors RFP  
                          BHI Management Consulting RFP  
                          Brain-Based Strategies RFP  
                          Management Partners RFP  
                          Rauch Communication Consultants, Inc. RFP  
                          Regional Government Services RFP  
                          SBrand Consulting, LLC RFP  
                          Snider and Associates RFP  
                          Three Arrows Up Consulting RFP  
                          Consultant Services Agreement



**Cambria Community Services District**  
**Strategic Planning Consulting Services**

April 29, 2020

Proposal Submitted by:



**Head Office**

512 West Broadway Avenue  
Maryville, TN 37801

**West Coast Office**

10396 East Caribbean Lane  
Scottsdale, AZ 85255

[INFO@AVEROADVISORS.COM](mailto:INFO@AVEROADVISORS.COM)



## Table of Contents

Section 1: Letter of Transmittal .....	3
Section 2: Executive Summary .....	5
Section 3: Consulting Experience .....	7
Section 4: Personnel .....	11
Section 5: Project Methodology .....	15
Implementation Schedule .....	21
Section 6: References .....	22
Section 7: Project Cost .....	25

## Section 1: Letter of Transmittal

April 29, 2020  
Cambria Community Services District  
Attn: John F. Weigold IV, General Manager  
1316 Tamsen Street, Suite 201  
P.O. Box 65  
Cambria, CA 93428

Dear Mr. Weigold,

Avèro Advisors (Avèro) is thankful for the opportunity to work with the Cambria Community Services District (CCSD), to offer our experience and consulting services regarding the **Strategic Planning Consulting Services** project. We are looking forward to serving CCSD to demonstrate our capabilities and qualifications in support of this significant initiative.

Avèro Advisors is a Maryville, TN based enterprise IT and business process modernization consulting firm that enables its clients to **“Rethink I.T.”** Additionally, our firm has an office in Pheonix, Arizona that will be responsible for responding to this Request for Proposal. We specialize in positioning our clientele for success through Strategic Planning, IT Systems Reviews and Analyses, Enterprise Business System Selection & Implementation, Program/Project Management, Business Process Analysis & Redesign, Performance Measures & Tracking, and Standard Operating Procedure Documentation. The team proposed on this project brings the knowledge and relevant experience to this initiative for CCSD from day one.

Avèro’s team of professional consultants works with a portfolio of public sector clients and has supported engagements for government agencies across the country, including:



- Santa Clara County Housing Authority, CA;
- City of Maricopa, AZ;
- Town of Paradise Valley, AZ
- Blount County, TN;
- City of Maryville, TN;
- Union County, NC;
- City of Charlottesville, VA;
- City of Macedonia, OH;
- City of Green, OH;
- State of Maryland;
- KCDC, Knoxville, TN;



Our firm was recently recognized as 2019’s “[Best Small Business](#)” by the Blount County Chamber of Commerce, and we are certified as a “[Great Place To Work](#)®” based on feedback provided by 100% of our employees. ***Most importantly, Avèro is an independent, 3<sup>rd</sup> party consulting firm with no affiliations to software or hardware vendors whatsoever, which ensures that our objective strategic recommendations will be tailored to the specific needs of CCSD.***

Avèro Advisors understands precisely what CCSD is seeking, as our seasoned staff has been involved in a variety of similar initiatives. Much of Avèro’s specific expertise lies within the area of strategic planning consulting with a focus on business strategy execution. Our team has the advantage of having decades of combined experience performing initiatives similar to CCSD’s, and each of our consultants contributes to the following critical factors necessary for the long-term success of this effort:

- Expertise in creating strategic plans and executing on our recommendations;
- A proposed project team with substantial organizational strategic planning subject matter expertise;
- Comprehensive knowledge of industry best practices and an in-house knowledge base;
- Expertise in business process documentation and redesign with a proven track record; and
- ***Experience and a deep understanding of Community Services organizations pertaining to operations and cultural dynamics.***

Avèro is very excited about this opportunity and looks forward to serving CCSD on this critical initiative. As detailed within the proposal, I, Abhijit Verekar, will be the primary contact for contract negotiations on behalf of Avèro Advisors. Please feel free to contact me via phone at 865-415-3848 or via email at [av@averoadvisors.com](mailto:av@averoadvisors.com) with any questions you may have.

Sincerely,

Abhijit “AV” Verekar  
President  
512 West Broadway Ave, Maryville, TN 37801  
Office: 865-415-3848 | Email: [av@averoadvisors.com](mailto:av@averoadvisors.com)





---

## Section 2: Executive Summary

---

Avèro Advisors understands that the Cambria Community Services District (CCSD) was formed in 1976 and is an independent special district. CCSD currently has 31 full-time employees and 16 part-time employees. Additionally, Avèro understands CCSD is governed by a five-member board of directors and serves a population of approximately 6,000, providing the following services:

- Water Services
- Wastewater Treatment
- Solid Waste Disposal
- Parks and Recreation
- Fire Protection Services
- Street Lighting Services
- Transit Services
- Operation of the Cambria Veteran’s Memorial Building

Avèro understands that the purpose of this initiative is to contract the services of a firm to facilitate the creation of a Strategic Plan for CCSD. Our firm understands the goal of the strategic planning process is to create a strategic focus, to ensure maximum alignment between CCSD’s resources and activities with the District’s policy direction. Additionally, the goal is to align CCSD’s resources and activities with District-wide organizational culture, the District’s employees and stakeholder interests, and the community’s customer service expectations.

As outlined in CCSD’s Request for Proposal, the Strategic Plan will cover four primary areas: Mission, Vision, Guiding Principles, and Strategic Objectives/Goals. The completion of the initiative will provide CCSD’s Board of Directors with updated and refined guidance moving forward. Additionally, the successful completion of the Strategic Plan will impact the District’s appointed committees and District staff in relation to operations and services provided in the future.

Once Avèro has established a contract with CCSD, our work will immediately begin. Our firm intends to meet with the District’s Board of Directors in one-on-one interviews in preparation for the effort ahead. This will give our team a chance to become better acquainted with the Board of Directors and enable them to express to our firm the expectations of this effort directly. Once the interviews with the Board of Directors have been completed, Avèro will proceed with the initiation of the project. This effort will include developing a Project Work Plan to provide our team and CCSD with a working timeline of this effort. Additionally, Avèro will work with the General Manager to develop a stakeholder registry of the staff members Avèro will be engaging during our Current-State Discovery and Future-State Visioning sessions.

Upon completion of the Project Initiation phase, Avèro will, through a time-tested methodology, accomplish the following tasks that were presented as needs and expectations within the RFP:



- Review all source documents that set forth the CCSD Board of Directors' authority and responsibilities to assure compliance and currency;
- Review the roles and responsibilities of the CCSD Board of Directors and the General Manager and staff for clarity, alignment, and sufficiency;
- Identify the values and guiding principles that should guide the CCSD Board of Directors, the General Manager, and staff, in completing their work now and in the future to meet the needs of the community;
- Review all the ways the CCSD Board of Directors can provide for transparency and openness to make it easy for the public to contribute their input, views, and feedback to the Board about their performance and the services the District provides;
- For the other federal, state, and county bodies, and agencies having jurisdiction and authority that potentially impacts the accomplishments of CCSD's provision of services, identify any conflicts and what future collaboration is needed to address them;
- For all public services that the CCSD Board of Directors is responsible for providing for Cambria, choose an appropriate future target date and, with the public's support, create a vision that describes what the ideal, desired outcomes would be for each of those services by that date; and
- Given the gap between what exists today and the new vision, identify an action plan with the strategic goals, strategies, and objectives required to achieve the vision and the metrics that will track progress and measure ultimate success.

The result of our efforts will be a Strategic Plan that will serve as a guide to CCSD in successfully advancing its vision and priorities over the next five to ten years. Avèro's success with providing results to organizations similar to CCSD in the past equips us with the ability to approach this effort with poise and confidence. Our team of professionals has been providing consulting services of this nature for the better part of two decades. Due to that fact, our firm has developed long-lasting partnerships with our clients and has been a witness to how their initiatives continue to impact the lives of those they serve positively.

In the pages that follow, Avèro will highlight our relevant project experience that will demonstrate our ability to meet and exceed the expectations of CCSD. Our proposal will illustrate our methods to develop and prioritize goals, as well as reveal Team Building methods our firm has used in the past to achieve our clients' desired results. Furthermore, the proposal will include the resumes of our staff members that will be assigned to this initiative. Each of their resumes will detail their qualifications and skillsets to meet the needs of CCSD. Avèro will provide a comprehensive Project Cost that will include a breakdown listing of the project hours to be spent on each portion of the services described. The cost proposal shall be a "Not to Exceed Amount" for all services rendered, per the request of CCSD. Lastly, Avèro will provide a minimum of three references for which our firm has provided services similar to those described in this Request for Proposal.

Avèro sincerely appreciates the opportunity to respond to CCSD's Strategic Planning Consulting Services project and looks forward to the development of another long-lasting partnership with your organization.



## Section 3: Consulting Experience

Our advisors have been practicing for over a decade and are experienced in providing “end-to-end” strategic recommendation implementations using industry standard, and at times, unconventional methodologies. With a diverse clientele and an in-depth understanding of efficient organizational environments, we focus on helping to build smart organizations that empower their staff internally and enrich the lives of those they serve.

Avèro Advisors finds solutions for our clients through the following service offerings:

- Business Strategy Planning & Implementation
- Emerging Technologies Strategic Planning
- Benchmarking & Best Practices Research
- Performance Measurement
- IT Assessment, Strategy & Optimization
- Organizational Assessment & Strategy
- Program Management
- Project Management
- Transportation Planning
- Requirements Definition
- Process Facilitation
- Leadership & Executive Coaching
- IT System Selection & Implementation
- Business Process Review & Redesign
- Business Analysis
- Organizational Design and Alignment
- General Advisory Consulting
- Customer Experience & Data Analytics
- Strategic Communications
- ADA Planning and Safety Analysis
- Change Management
- Staff Development and Training
- Quality Assurance
- Independent Validation & Verification
- RFP Development
- Procurement Support
- Vendor Management
- Enterprise Mobility

Avèro specializes in providing strategic planning, business process analyses, IT implementation services, system integration services, and program/project management services to clients in the public sector. Our consultants excel in performing initiatives for community services entities, State and local government entities, along with public utilities, and metropolitan housing authorities throughout the country. Each one of our references is a testimonial to our successful track record. Our consultants have experience in industry-leading technologies as it relates to community services entities and possesses the educational background, work experience, and certifications to deliver the right results on time and within budget. This experience gives Avèro a unique perspective on critical interactions between departments when it comes to vital business processes and policies.

Avèro’s unique approach to Strategic Planning Consulting Services, including performance management, in the public sector, stems from years of practice in assessing and modernizing processes, strategic



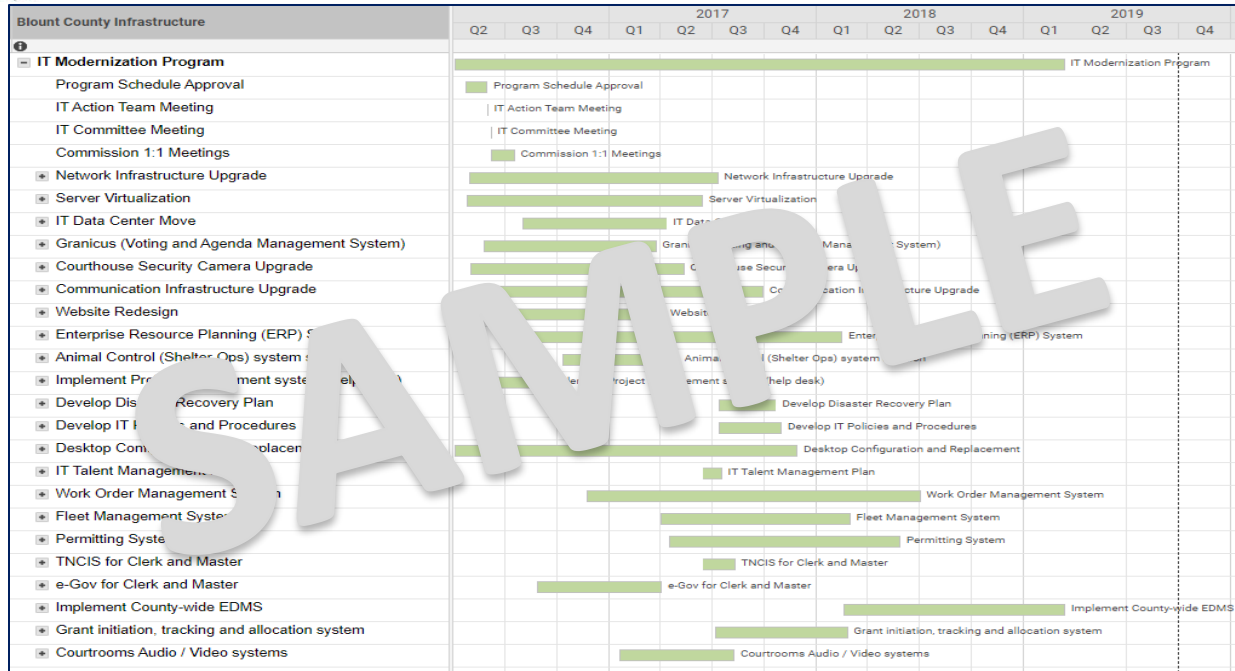


visions, and organizational structures. Working closely with local governments, our team identifies solutions to critical problems that do not always require spending scarce resources.

Regarding the topic of constructing strategic plans and leading organizations through the efforts contained within, Avèro has had the privilege to support our local client, Blount County Government, in several of its projects. The projects thus far have included the introduction and implementation of systems meant to complement the County's current environment, create transparency with the citizens they serve, as well as upgrades for systems that merely needed adjusting. Based on the recommendations of our firm, Blount County decided to partner with our firm and rely on our guidance and input for the following initiatives:

- Update Network Infrastructure in the Courthouse
- Update Network Infrastructure County-wide
- Security Camera Upgrades
- Cyber Security Upgrades
- Physical Security Upgrades
- County Website Redesign
- Desktop Configuration and Replacement
- Desktop Software Updates
- Voting and Agenda Management System
- E-mail System Upgrade
- Telephone System Upgrade
- Financial Management Information System
- Server Virtualization
- Work Order Management System
- Grant Initiation, tracking and allocation system
- Courtroom audio/video system
- Fleet Management System
- Permitting System
- Develop IT Policies and Procedures
- Develop Disaster Recovery Plan
- IT Talent Management Plan
- Implement County-wide EDMS

Avèro Advisors became engaged with Blount County to provide consulting services to assist the County in assessing and modernizing its infrastructure through the development of a multi-year Strategic Plan. Avèro approached this initiative by performing a series of analyses. The analyses included discovery and future visioning interviews, a cost-benefit analysis, best practice analysis, and gap analysis. The purpose was to gain a snapshot of the County's current state (As-Is) IT environment and its user community's needs. Through the data findings and high-level observations, Avèro was able to identify several significant gaps between the (then) current state of the organization and the business needs of end-users. Avèro then provided a list of strategic recommendations, based on best practices of the industry, to mitigate the gaps. The strategic recommendations included business process redesign, RFP development, and system selection and implementation. Below is a sample that represents Avèro's timeline recommended to Blount County for following through with the strategies.



In addition to implementing several of the strategies our firm offered within Blount County Government’s business systems, our infrastructure team (Avèro Infrastructure) has worked in conjunction with our business consultants as well. A portion of the modernization plans included installing upgraded wiring for a county building, installing VoIP telephones, adding redundancy to the network, and taking advantage of fiber optic cabling (upgrading network speeds to 10G). Additionally, our team was responsible for building a help desk from the ground up, updating the financial system from AS400 to a modern solution (Tyler Munis), bolstering the County’s firewall and security protocol, upgrading the server stack, and migrating data and backups to the cloud.

Working within the parameters of the Brown Act, Avèro assisted Blount County in their effort to be more transparent through the implementation of a Financial Management Information System that has enabled County records to be made available to the public. Additionally, Avèro worked with the County to implement a Document Management System that allowed the citizens to access property information from the Register of Deeds easily. Lastly, as it pertains to the Brown Act, Avèro worked with Blount County to implement a new website that has vastly improved communications with citizens on all matters related to the inner workings of the organization that serves them.

Avèro was instrumental in organizing and leading meetings with leadership from Blount County, the City of Maryville, and the City of Alcoa to form MACnet, a consortium responsible for the proliferation of the fiber optic network in Blount County. Avèro played a significant role in setting guidelines for fiber maintenance, fiber additions, and fiber mapping. The result of these efforts led to a resilient and redundant fiber optic backbone in Blount County. Over the past several years, Avèro has been responsible for installing upwards of ten miles of fiber throughout Blount County, with an estimated



twenty more miles to complete. This effort has resulted in more exceptional support for the area's Advanced Traffic Management System, which is integrating technology to improve the flow of vehicle traffic, in turn, impacting the safety of the County's citizens. The improvement in fiber connectivity has also made an impact on the process for electrical meter reading. The infrastructure improvements have transformed this process into a highly automated one, utilizing technology to gather valuable information. The fiber installations and upgrades have had an impactful effect on Public Safety in Blount County. The County's e911 system has reached a record-high reliability rate. Before the introduction of MACnet, calls to the dispatch center were being dropped and unintentionally disconnected. The development of the connections within the Fiber Optic Plan has ultimately made Blount County a safer place to live.

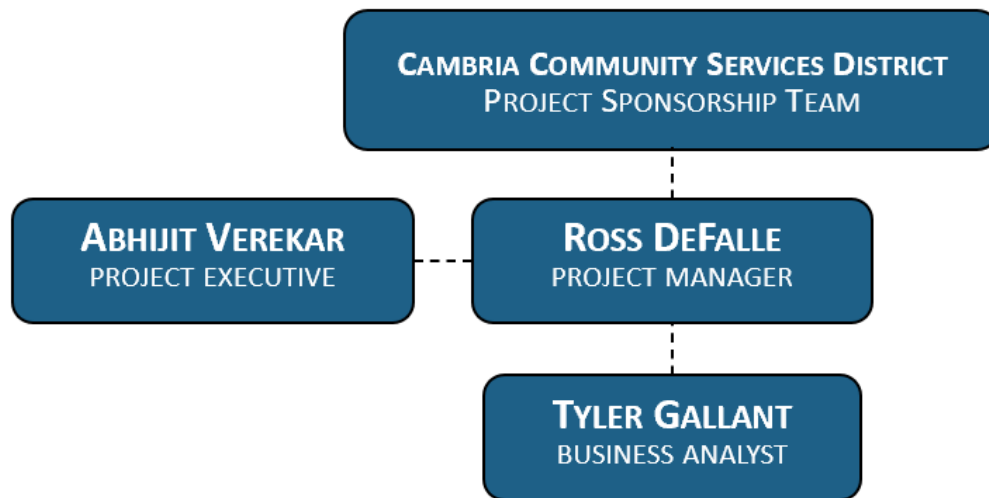
The strides our firm has taken to modernize Blount County and the impact our efforts have made on the staff members and citizens within the County is something that has given our firm a great deal of pride. Consulting public sector organizations into modernized states is our team's passion and is precisely what we intend to do for CCSD.

## Section 4: Personnel

At Avèro Advisors, communication and project responsibility funnel through the Senior Project Manager for the execution of required services and responsiveness to timelines. This project management structure provides an efficient and straightforward reporting hierarchy, allowing CCSD to communicate directly with the Project Team through a “single-point-of-contact,” as shown below. Additionally, the Project Manager will be supported by Avèro’s Project Executive and Senior Project Manager, who are also Organizational Strategic Planning Subject Matter Experts.

Abhijit Verekar, President and Founder of Avèro Advisors, will be Avèro’s Project Executive for this initiative. Abhijit Verekar was recently honored as part of the Greater Knoxville Business Journal's 2019 class of "[40 Under 40](#)". Additionally, Mr. Verekar serves on the National Institute of Governmental Purchasing (NIGP) panel for cybersecurity aiding in the effort to build cybersecurity practice documents.

Avèro has put together a qualified project team, with each member possessing an elite knowledge-base and demonstrated expertise performing services related to CCSD’s Request for Proposal. This project team will bring relevant experience to each scope area from day one, including substantial project management and subject matter expertise and a comprehensive, in-house knowledge base of industry best practices. Below are the roles of the project team Avèro has selected for this initiative. Please find the names and titles of all consultants involved in this initiative below.





**ABHIJIT "AV" VEREKAR**  
Project Executive

**AVEROADVISORS.COM**

**865.415.3848**

**AV@AVEROADVISORS.COM**

**PROFILE**

IT Advisory Professional with over 15 years' experience building smart organizations that empower their operations and enrich the lives of those they serve. PMP & SME providing practical IT strategic planning, cybersecurity, business process redesign, and general advisory & project management services to more than 35 government and public sector clients across the United States.

**EDUCATION**

- **MBA, Finance**  
Cleveland State University  
(Cleveland, OH)
- **Master of Commerce, Accounting & Finance**  
Goa University (Goa, India)
- **Bachelor of Commerce**  
Goa University (Goa, India)
- **PMP (Certification No. 1338765)**  
Project Management Institute

**KEY SKILLS**

- IT & Organizational Strategy
- Business Process Redesign
- Requirements Definition
- Business Systems Selection
- Contract Negotiation
- Project Management

**SELECT CLIENTS**

- Santa Clara County Housing Authority, CA
- Blount County, TN
- Union County, NC
- Baltimore County, MD
- Montgomery County, MD
- City of Maryville, TN
- City of Charlottesville, VA
- City of Macedonia, OH

**SELECT EXPERIENCE**

**Blount County, TN – IT Modernization Program, Project Management & Support Services**

Created and implemented a multi-year IT Modernization Strategic Plan to update the County's IT infrastructure (hardware, software, processes & policies). Collaborated with various vital departments (e.g., IT, HR, Finance) to implement modernized business processes & system solutions to improve overall efficiency and service delivery.

**City of Maryville, TN – Business Process Analysis, ERP Planning & Support Services**

Performed a thorough assessment of "AS-IS" business processes, services, policies, technologies & skillsets and developed strategies to optimize the City's operations and service delivery. Guided City executives and departmental heads (e.g., HR, Finance, IT, Utilities) in planning and implementing an optimal ERP suite of various integrated solutions (financial, asset, permitting & fleet management) for productivity & services enhancements.

**Union County, NC – IT Infrastructure Evaluation & Staffing Analysis**

Assessed the current state of IT infrastructure & staffing for approximately 24 departments (e.g., Finance, IT, HR, Procurement), including, but not limited to, IT infrastructure analysis (software & hardware), IT staffing review, and SWOT analysis. Identified opportunities for improvement and documented a comprehensive IT Strategic Plan & Roadmap to guide the City's decision-making in the next 5-7 years.

**City of Charlottesville, VA – Business Process Mapping, System Advisory & Support Services**

Analyzed "AS-IS" and developed "TO-BE" business process maps for various critical departments (Neighborhood Development Services, Public Works, Park & Recreation) to improve efficiency. Assisted the City in requirements definition, RFP development, and system selection & implementation for optimal permitting & asset management solutions.

**Santa Clara County Housing Authority, CA – IT Project Management Services**

Provided IT Project Management services for various concurrent Emphasys Elite-related projects and guided SCCHA in planning & implementing cost-effective & efficient solutions. Monitored as the primary liaison between SCCHA & Emphasys software vendor to ensure that all project deliverables align with the agency's vision.



**ROSS DEFALLE**  
Project Manager

AVEROADVISORS.COM

724.622.6419

RDEFALLE@AVEROADVISORS.COM

## PROFILE

IT Project Manager with experience in the service industry as well as Business Administration & Marketing research. Expertise in providing practical IT strategic planning, business process redesign, system advisory, and project management/ mentorship services for a variety of public sector organizations.

## EDUCATION

- **MBA, Marketing**  
Arizona State University  
(Tempe, AZ)
- **Bachelor of Arts, Economics**  
Lenoir-Rhyne University (Hickory, NC)

## KEY SKILLS

- Strategic Planning
- Business Process Redesign
- Requirements Definition
- RFP Development
- Business Systems Evaluation
- Project Management

## SELECT CLIENTS

- Blount County, TN
- Union County, NC
- City of Maryville, TN
- City of Charlottesville, VA
- City of Maricopa, AZ
- City of Alcoa, TN
- Knoxville's Community Development Corporation, TN

## SELECT EXPERIENCE

### **Union County, NC – IT Infrastructure Evaluation & Staffing Analysis**

Assessed the current state of IT infrastructure & staffing for approximately 24 departments (e.g., Finance, IT, HR, Procurement), including, but not limited to, IT infrastructure analysis (software & hardware), IT staffing review, and SWOT analysis. Identified opportunities for improvement and documented a comprehensive IT Strategic Plan & Roadmap to guide the City's decision-making in the next 5-7 years.

### **City of Maryville, TN – Business Process Analysis, ERP Planning & Support Services**

Performed a thorough assessment of "AS-IS" business processes, services, policies, technologies & skillsets and developed strategies to optimize the City's operations and service delivery. Guided City executives and departmental heads (e.g., HR, Finance, IT, Utilities) in planning and implementing an optimal ERP suite of various integrated solutions (financial, asset, permitting & fleet management) for productivity & services enhancements.

### **City of Charlottesville, VA – Business Process Mapping Services**

Analyzed "AS-IS" and developed "TO-BE" business process maps for various functional areas across the Neighborhood Development Services regarding permitting workflows to improve efficiency. Assisted the City in requirements definition, RFP development, and system selection & implementation for an optimal permitting management solution.

### **Knoxville's Community Development Corporation (KCDC), TN – IT Division Review Services**

Analyzed the current state of IT programs, processes, systems & staffing through various analyses (e.g., business process analysis, SWOT analysis) to identify deficiencies & threats to KCDC's organizational efficiency. Developed strategic recommendations for improvement and documented a comprehensive IT Strategic Plan guiding KCDC's IT investment decisions over the next 5 years.

### **City of Alcoa, TN – Information Technology Strategic Plan**

Evaluated the current state of technology environment (e.g., infrastructure, systems, processes, resources, staffing, funding, service delivery) for multiple crucial City departments (i.e., Financial Services, HR, CIS, Manager's Office). Identified disparities between "AS-IS" & "TO-BE" states and developed a comprehensive IT Strategic Plan to mitigate inherent gaps and guide Alcoa's IT decisions over the next 5 years.



# TYLER GALLANT

Business Analyst

AVEROADVISORS.COM

408.355.3529

TGALLANT@AVEROADVISORS.COM

## PROFILE

IT Modernization Business Analyst equipped with proficiency in creating IT Strategic Plans and engaging in Business Process Redesign, along with Enterprise System Evaluation & Implementation, for a variety of public sector organizations.

### EDUCATION

- **Bachelor of Business Management** (in progress)  
Western Governors School  
(Franklin, TN)

### KEY SKILLS

- Data Gathering & Analysis
- Business Process Redesign
- Requirements Definition
- RFP Development
- Business Systems Evaluation
- Project Management

### SELECT CLIENTS

- Union County, NC
- City of Charlottesville, VA
- City of Maricopa, AZ
- City of Macedonia, OH
- Knoxville's Community Development Corporation, TN
- City of Maryville, TN

### SELECT EXPERIENCE

#### **Union County, NC – IT Infrastructure Evaluation & Staffing Analysis**

Assessed the current state of IT infrastructure & staffing for approximately 24 departments (e.g., Finance, IT, HR, Procurement), including, but not limited to, IT infrastructure analysis (software & hardware), IT staffing review, and SWOT analysis. Identified opportunities for improvement and documented a comprehensive IT Strategic Plan & Roadmap to guide the City's decision-making in the next 5-7 years.

#### **City of Charlottesville, VA – Business Process Mapping, System Advisory & Support Services**

Analyzed "AS-IS" and developed "TO-BE" business process maps for various critical departments (Neighborhood Development Services, Public Works, Park & Recreation) to improve efficiency. Assisted the City in requirements definition, RFP development, and system selection & implementation for optimal permitting & asset management solutions.

#### **Knoxville's Community Development Corporation (KCDC), TN – IT Division Review Services**

Analyzed the current state of IT programs, processes, systems & staffing through various analyses (e.g., business process analysis, SWOT analysis) to identify deficiencies & threats to KCDC's organizational efficiency. Developed strategic recommendations for improvement and documented a comprehensive IT Strategic Plan guiding KCDC's IT investment decisions over the next 5 years.

#### **City of Macedonia, OH – Information Technology Modernization Plan**

Evaluated "AS-IS" efforts (culture, vision & mission) & technology (e.g., infrastructure, systems, resources, staffing, funding, service delivery) for various critical City departments (i.e., Finance, HR, IT, Service). Identified inherent gaps between "AS-IS" & "TO-BE" states, along with opportunities for improvement, and developed an IT Modernization Plan & Roadmap to guide Macedonia's IT investment decisions in the next 5 years.

#### **City of Maricopa, AZ – Information Technology Modernization Plan**

Evaluated "As-IS" IT infrastructure, processes, staffing levels & operations for 8 key City departments (e.g., Administrative Services, Finance, HR, Economic Development). Identified inherent gaps & opportunities for improvement and developed an IT Modernization Plan & Roadmap to guide Maricopa's IT investment decisions over the next 5 years.

## Section 5: Project Methodology



As part of this engagement, Avèro will utilize a three-dimensional approach, namely People, Process, and Technology (PPT), to develop a high-level understanding of the current state of business processes, technology, and organizational structure within CCSD’s current environment. This approach will enable the Project Team to identify how personnel performs different tasks using existing methods and policies in place. The result will allow our team to understand how current processes inform decisions and how technology supports business activities enabling the overall efficiency and effectiveness of CCSD’s Board of Directors. Avèro’s PPT approach encompasses the following key areas:

People	Process	Technology
<ul style="list-style-type: none"> <li>▪ Organizational Structure</li> <li>▪ Staffing and Competencies</li> <li>▪ Leadership</li> <li>▪ Communication</li> <li>▪ Sourcing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Governance</li> <li>▪ Enterprise Architecture</li> <li>▪ Business Process Analysis</li> <li>▪ Strategy and Management</li> <li>▪ Program/ Project Management</li> </ul>	<ul style="list-style-type: none"> <li>▪ Infrastructure</li> <li>▪ Applications</li> <li>▪ Network and Security</li> <li>▪ Disaster Recovery</li> <li>▪ Data and Information</li> </ul>

Avèro Advisors understands that CCSD seeks to hire a qualified consultant for the development of a Strategic Plan, which will guide CCSD in successfully advancing the District’s vision and priorities over the next five to ten years. Avèro also understands that the four primary areas the Strategic Plan will cover are the District’s Mission, Vision, Guiding Principles, and Strategic Objectives/Goals.

To achieve success, Avèro will conduct an in-depth assessment to evaluate CCSD’s current state of service delivery and responsibilities by the role in the organization (District Staff, Board of Director Members, and General Manager). The critical findings collected from this assessment will enable our team to identify existing vulnerabilities/risks and limitations of the current state of CCSD. Avèro will subsequently gather future state visions from critical stakeholders and apply our institutional knowledge of best practices to develop strategies and create a Strategic Plan for organizational improvements that will positively impact stakeholders and the community’s customers.

The Strategic Plan will contain specific immediate and future goals as well as an implementation plan that will outline timeframes, anticipated costs, and funding sources for each recommended action.





Furthermore, the strategic roadmap will act as the cornerstone of the organization's efforts to obtain its vision.

To best address CCSD's objectives for this engagement, Avèro proposes the following methodology to adhere to the stated scope of work outlined in CCSD's Request for Proposal. Avèro welcomes feedback from the organization to ensure compliance with the requirements and business needs of the project. We remain flexible and fully committed to providing practical solutions that align with the District's goals.

## **Phase 1 – DISCOVERY**

### **1. Project Organization and Kick-off**

Avèro Advisors will facilitate a kick-off planning meeting with CCSD's General Manager and the Board of Directors to assimilate project goals and formalize expectations. One-on-one sessions with each of these critical staff members will occur first and foremost. We will then deliver a formal kick-off presentation to introduce Avèro's project team and identify the roles of each consultant on this project. During the meeting, we will also present a detailed work plan for review and approval that includes project tasks, timeframes, deliverables, and milestones. Additionally, the attending CCSD staff members will have the opportunity to have their questions answered, and we will finalize the project schedule with feedback and approval of CCSD's project team before initiating work on the project.

As part of the project planning effort, Avèro will coordinate a stakeholder analysis session with the organization's Director leadership to ensure that key stakeholders are engaged in this initiative. Our team will finalize the list of interview participants as well as determine the desired collaboration between stakeholders. We will identify the project sponsorship team, who will be responsible for reviewing, validating, and approving the project deliverables.

#### **Deliverable (D1): Finalized Project Work Plan**

### **2. Review Current-State Documentation**

Avèro will review Current-State Documentation related to CCSD's staff job descriptions, the District's offered services, and other available essential data to document the current (As-Is) environment. This review will include, but not be limited to, the following:

- All source documents that set forth the CCSD Board of Director's authority and responsibilities;
- Roles and responsibilities of the CCSD Board of Directors, the General Manager, and other staff;
- Methods CCSD has used thus far to provide transparency and openness to the public;
- How team building thus far has been working within the parameter of the Brown Act; and
- Current CCSD initiatives either in place or in process.

Avèro will be open to reviewing any documentation outside of what has been mentioned to develop a comprehensive understanding of CCSD's current state.



### 3. Conduct Current-State Discovery Sessions

Avèro Advisors will conduct a series of Discovery Sessions (individual and group sessions) with critical CCSD stakeholders. Avèro will gather crucial stakeholder feedback on CCSD staff's daily functions, the current challenges they face, current acknowledged threats or vulnerabilities, and any improvements they believe would enhance their productivity through the modernization of operations.

Each in-person interview session will last approximately one (1) to two (2) hours. These interviews will provide our team with essential information to evaluate both the current state of CCSD's processes and procedures, along with determining the organization's needs and potential improvements. The objective will be to discover areas to build efficiencies, optimize processes, refine the organizational structure, and streamline operations in the future (To-Be) state.

Avèro will conduct discovery interviews with representatives within the following critical departments and service providers/stakeholders, as designated by the project sponsorship team:

- Board of Directors
- Water Services
- Wastewater Treatment
- Solid Waste Disposal
- Parks and Recreation
- Fire Protection Services
- Street Lighting Services
- General Manager
- Transit Services
- Operation of the Cambria Veteran's Memorial Building

#### Output: Current-State Findings

- To be included as part of (D2) Gap Analysis

### 4. Conduct Future-State Visioning Sessions

Avèro Advisors will conduct a series of Visioning Sessions with CCSD key stakeholders to capture "wish list" improvements. Avèro's team will facilitate discussions with key stakeholders regarding the following items:

- Current Projects;
- Future Projects;
- CCSD Service Delivery Model;
- Current Funding Sources;
- Organizational Structure;
- Brown Act Compliance;
- IT Resources;
- Current Business Systems in Place;
- Current-State of Processes; and
- Other policies and procedures.

The Visioning Sessions will focus on improving transparency with CCSD customers using modern technology and guiding the organization in adopting insights of livability, workability, and sustainability. Feedback gleaned from these sessions will be incorporated and utilized by Avèro to develop strategies during subsequent activities in the strategic planning process.



**Output: Future-State Findings**

- To be included as part of **(D2) Gap Analysis**

## Phase 2 – ANALYSES

### **5. Conduct Gap Analysis**

Avèro Advisors will conduct a Gap Analysis between what exists today and the new vision, based on key findings from discovery & visioning sessions and our institutional knowledge of best practices. As part of the analysis, Avèro will also evaluate the organization's effectiveness in being transparent with the citizens it serves.

This Gap Analysis will include, but not be limited to:

- Evaluation of policies, and procedures for efficiency and effectiveness in business planning and management;
- Assessment of organizational structure and staff reporting relationships to identify potential needs driven by regulatory changes;
- Evaluation of opportunities to enhance productivity across the organization through the use of technology; and
- Assessment of the capacity of Administration to provide ongoing support for proposed projects.

This comprehensive Gap Analysis will enable CCSD to understand its organizational needs & current technical and operational capabilities and identify any existing or potential limitations within the organization.

**Deliverable 2 (D2): Gap Analysis**

### **6. Develop Current-State Assessment Report**

Avèro Advisors will develop a Current-State Assessment Report that details the findings gleaned from the current-state evaluation. Additionally, the Assessment Report will identify the gaps between the organization's current state and the optimized future-state vision. The Current State Assessment Report will inform the development of Phase 3's Strategic Plan.

**Deliverable (D3): Current-State Assessment Report**

## Phase 3 – STRATEGY

### **7. Develop Strategies**

Avèro Advisors will develop a set of strategies, based upon industry best practices, which strategically resolve the gaps identified during Phase 2 (Analyses). The proposed strategies will be compiled into the Strategic Plan Report, which will guide CCSD into the organization's ideal state (vision) over the next five (5) to ten (10) years. Additionally, the proposed recommendations will strategically identify

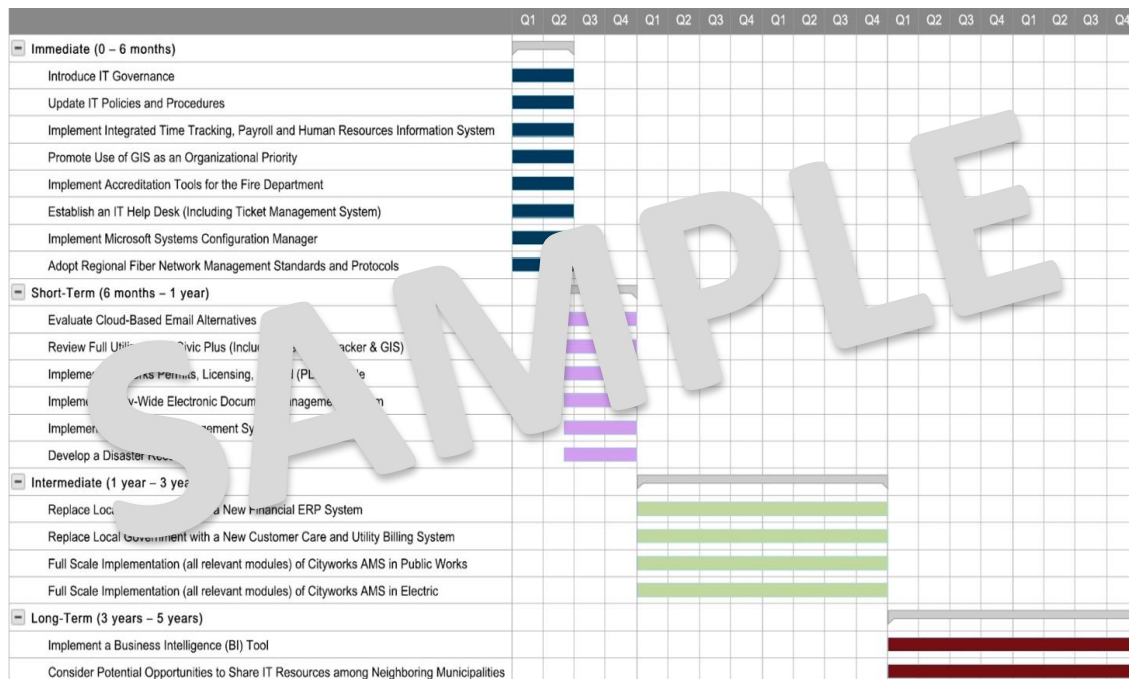
opportunities to improve transparency with CCSD’s customers with a particular emphasis on the District’s Board of Directors.

Avèro will ensure that the proposed strategies are Specific, Measurable, Attainable, Realistic, and Timely (SMART). Each proposed strategy will be discussed and validated by the District’s General Manager and Board of Directors to ensure strategic and cultural alignment. The strategies will address the following essential items:

- Consistency and coordination with San Luis Obispo County and other CCSD initiatives;
- Process improvements to increase effectiveness and efficiency through best practices;
- Enhancements leading to a higher service quality and transparency;
- Recommendations to update policies and procedures; and
- Improvements for service delivery that meet the organization’s business needs, goals, and vision.

### 8. Prioritize Strategies

Avèro will conduct an interactive review session with CCSD to prioritize the proposed strategies, which comprise the Strategic Plan Report. The prioritization decisions will be made based on organizational priorities and CCSD business needs & goals. During this session, Avèro will work with CCSD’s General Manager and Board of Directors to rank the strategies based upon the anticipated degree of impact, associated cost, and implementation timeline. Once CCSD’s team has confirmed the prioritized strategies, Avèro will move forward with the finalization of the Strategic Plan Report, including a Gantt chart of the prioritized strategies, as shown below.





## 9. Develop Strategic Plan Report

Avèro Advisors will incorporate any feedback provided by the organization's General Manager and Board of Directors and will develop an implementation plan for each validated strategy within the Strategic Plan. This plan will function as the cornerstone of CCSD's efforts in advancing the organization from its strategic vision to the execution of its vision.

Avèro's team will conduct a review session with the CCSD's team for validation of the proposed implementation plan. We will incorporate feedback and modify the plan as the organization deems necessary before presenting the finalized plan with an executive summary to CCSD's General Manager, Board of Directors, and other key stakeholders.

**Deliverable (D3): Strategic Plan Report**

## 10. Develop & Conduct Strategic Plan Presentation

Avèro Advisors will develop the Strategic Plan Report Presentation, which will summarize the strategies within the Strategic Plan Report. Avèro will then conduct an interactive presentation with the organization's General Manager, Board of Directors, and other critical stakeholders from across the organization.

**Deliverable (D4): Presentation on Strategic Plan Report**



### Implementation Schedule

The work plan for the **Strategic Plan Consulting Services** project, as shown below, illustrates the proposed timeline with specific milestones and phases for all project activities, along with the estimated time required per phase. Avèro generally conducts one (1) meeting for the Current-State Discovery Sessions and one (1) meeting for the Future-State Visioning Sessions with key stakeholders from each functional area. Any additional meetings will be discussed and approved with the General Manager in advance. Most meetings will last between one (1) to two (2) hours.

Based upon our experience with Strategic Planning services with similar organizations, Avèro Advisors estimates a project timeline of approximately **six (6) weeks from notice to proceed**. Avèro also understands the proposed schedule and level of effort may change based on CCSD’s availability and further discussions with CCSD’s General Manager. Avèro will work with CCSD to accommodate any suggestions related to the modification of the project work plan.

Task Name	Duration	Start	Finish	May 2020					June 2020				
				11	16	21	26	31	5	10	15	20	25
<b>CCSD - Strategic Planning Consulting Services</b>	<b>30 days</b>	<b>Mon 5/18/20</b>	<b>Fri 6/26/20</b>										
<b>Phase 1 - DISCOVERY</b>	<b>10 days</b>	<b>Mon 5/18/20</b>	<b>Fri 5/29/20</b>										
Project Organization & Kickoff	2 days	Mon 5/18/20	Tue 5/19/20										
Review Current-State Documentation	3 days	Wed 5/20/20	Fri 5/22/20										
Conduct Current-State Discovery Sessions	3 days	Mon 5/25/20	Wed 5/27/20										
Conduct Future-State Visioning Sessions	2 days	Thu 5/28/20	Fri 5/29/20										
<b>Phase 2 - ANALYSIS</b>	<b>5 days</b>	<b>Mon 6/1/20</b>	<b>Fri 6/5/20</b>										
Conduct Gap Analysis	2 days	Mon 6/1/20	Tue 6/2/20										
Develop Current-State Assessment Report	3 days	Wed 6/3/20	Fri 6/5/20										
<b>Phase 3 - STRATEGY</b>	<b>15 days</b>	<b>Mon 6/8/20</b>	<b>Fri 6/26/20</b>										
Develop Strategies	3 days	Mon 6/8/20	Wed 6/10/20										
Prioritize Strategies	3 days	Thu 6/11/20	Mon 6/15/20										
Develop Strategic Plan Report	7 days	Tue 6/16/20	Wed 6/24/20										
Develop & Conduct Strategic Plan Presentation	2 days	Thu 6/25/20	Fri 6/26/20										

Avèro Advisors is committed to meeting all deadlines set in collaboration with CCSD and completing all deliverables of this initiative within the final validated timeline of the contract. We remain flexible in our approach and our schedule and welcome any feedback from CCSD on this version of the project schedule.



## Section 6: References

Our firm has successfully provided Strategic Planning Consulting services and implemented strategic recommendations closely related to the various scopes of services stated within CCSD’s RFP. The list of recent projects below summarizes the services provided to past clients. Additionally, Avèro has provided the names of the various organizations, the names of their contact person, the address of their organization, as well as the telephone number and e-mail address of their contact person. Lastly, a brief description of the project has been included to provide greater context.

### Santa Clara County Housing Authority, Santa Clara, CA

**Contact Person:** Mr. Tui Varela, Programs Compliance Manager  
**Phone/Fax Number:** (408) 993-3052  
**Email Address:** [tui.varela@scchousingauthority.org](mailto:tui.varela@scchousingauthority.org)  
**Date of Contract:** July 2019 – Ongoing  
**Address:** 505 West Julian Street, San Jose, CA 95110

#### Description of Services:

Avèro Advisors serves as a Project Manager to manage various concurrent Emphasys Elite-related projects for the SCCHA. The scope of work includes conducting a business process analysis, and overall Emphasys needs through discovery and visioning sessions with SCCHA’s stakeholders, conducting various analyses (i.e., business process analysis, needs assessment, gap analysis, etc.) and identifying process improvements. Avèro will then develop project implementation plans (i.e., HR management plan, communications plan, coaching plan, training plan, etc.) to guide SCCHA in accomplishing project objectives and achieving successful roll-out cost-effectively and efficiently. Avèro will also act as the primary liaison between SCCHA and Emphasys Elite and perform quality control/quality assurance to ensure that all project implementation deliverables will align with the agency’s effort.

### City of Charlottesville, VA

**Contact Person:** Mr. Paul Oberdorfer, Deputy City Manager  
**Phone/Fax Number:** (434) 981-1109  
**Email Address:** [oberdorferp@charlottesville.org](mailto:oberdorferp@charlottesville.org)  
**Date of Contract:** August 2018 – Ongoing  
**Address:** 605 East Main Street, Charlottesville, VA 22901

#### Description of Services:

Avèro provided Business Process Mapping Services for Neighborhood Development Services, Public Works, and Parks & Recreation. Project activities included discovery interviews to document/map the current (As-Is) state across the functional areas of each Department (including Human Resources). We also worked with each Department on future (To-Be) state visioning to redesign critical Administrative Functions, Asset Management, Work Order, and Permitting-related processes such that the optimized workflow aligns process and technology. Avèro is currently guiding the City through the RFP



development and vendor selection processes, followed by project managing the implementation of the optimal ERP (including HRIS) solution.

---

### City of Maryville, TN

**Contact Person:** Mr. Greg McClain, City Manager  
**Phone/Fax Number:** (865) 273-3401  
**Email Address:** [gmcclain@maryville-tn.gov](mailto:gmcclain@maryville-tn.gov)  
**Date of Contract:** February 2018 - Ongoing  
**Address:** 400 West Broadway Avenue, Maryville, TN 37801

---

#### Description of Services:

Avèro provided Business Process Review for Development Services, Finance, Public Utilities, Public Works, Fleet, Traffic Engineering, and Planning, including a thorough assessment of the City's "As-Is" business processes, technologies, procedures, and skillsets as well as actionable recommendations on business process and technology improvements for all departments. Avèro also developed an IT Strategic Plan for the City and is currently managing its implementation, including finalizing system requirements and RFP development as well as vendor evaluation, contract negotiations, project & vendor management, implementation, and staff training.

---

### Blount County, TN

**Contact Person:** Ms. Deena Finley, Accounting Manager  
**Phone/Fax Number:** (865) 273-5726  
**Email Address:** [dfinley@blounttn.org](mailto:dfinley@blounttn.org)  
**Date of Contract:** February 2016 – Ongoing  
**Address:** 341 Court Street, Maryville, TN 37801

---

#### Description of Services:

Avèro created and is currently managing the implementation of a multi-year Strategic Plan aimed at updating IT infrastructure (hardware, software, processes, and policies) and introducing greater transparency for Blount County Government. Avèro is responsible for all aspects of this ongoing, multi-million dollar initiative, including current state documentation and discovery, identifying improvements, capturing the County's "To-Be" vision, developing requirements, RFP development & vendor evaluation, contract negotiations, project & vendor management, execution, and staff training (i.e. introducing change management principles for a successful implementation).

---

### City of Macedonia, OH

**Contact Person:** Mr. Kyle Collins, IT Director  
**Phone/Fax Number:** (330) 468-8300  
**Email Address:** [kyle.collins@macedonia.oh.us](mailto:kyle.collins@macedonia.oh.us)  
**Date of Contract:** June 2019 – Ongoing  
**Address:** 9691 Valley View Road, Madedonia, OH, 44056

---

#### Description of Services:





Avèro Advisors developed a Strategic Plan for the City of Macedonia, OH. Avèro's Project Team reviewed the current ("As-Is") state of the City's IT Program by reviewing existing documentation, along with conducted key informant interviews. Following the data gathering, the Project Team conducted critical analysis to identify emergent gaps between the current ("As-Is") state and the ideal ("To-Be") state of the City's IT Program. After developing and prioritizing the proposed IT strategies, the Project Team prepared and presented the IT Modernization Plan Report.

---



## Section 7: Project Cost

Avèro Advisors has developed the following Cost Proposal for this Statement of Work for the **Strategic Planning Consulting Services** project using the following Hourly Rate Scale, as shown below:

PROJECT TEAM ROLE	HOURLY RATE (INCLUDING OVERHEAD)	HOURS ALLOCATED
PROJECT EXECUTIVE/SUBJECT MATTER EXPERT	\$200	42
PROJECT MANAGER	\$180	70
BUSINESS ANALYST	\$160	146

Based on information in CCSD’s **Strategic Planning Consulting Services** Request for Proposal, assumptions made using publicly available information, our expertise providing comprehensive Strategic Plans, and prior experience with Community Services operations, Avèro proposes the following fee structure, as shown below, with an estimated not-to-exceed amount of **\$48,796.00** to be billed on a time and materials basis.

Milestone	Project Activity	Cost	Hours
<b>Phase 1</b>	<b>Phase 1 - DISCOVERY</b>	<b>\$ 17,440.00</b>	<b>102</b>
1	Project Organization & Kickoff	\$ 2,160.00	12
2	Review Current-State Documentation	\$ 5,040.00	30
3	Conduct Current-State Discovery Sessions	\$ 5,440.00	32
4	Conduct Future-State Visioning Sessions	\$ 4,800.00	28
<b>Phase 2</b>	<b>Phase 2 - ANALYSES</b>	<b>\$ 8,960.00</b>	<b>52</b>
5	Conduct Gap Analysis	\$ 3,520.00	20
6	Develop Current-State Assessment Report	\$ 5,440.00	32
<b>Phase 3</b>	<b>Phase 3 - STRATEGY</b>	<b>\$ 17,960.00</b>	<b>104</b>
7	Develop Technical Capacity Strategies	\$ 4,800.00	28
8	Prioritize Technical Capacity Strategies	\$ 2,800.00	16
9	Develop Technical Capacity Strategic Plan	\$ 8,200.00	48
10	Develop & Conduct Roadmap Presentation	\$ 2,160.00	12
Total Consulting Fees		\$ 44,360.00	
Travel Fees (10%)		\$ 4,436.00	
<b>TOTAL PROJECT COST</b>		<b>\$ 48,796.00</b>	

***Please Note: In terms of on-going services, any additional initiatives that follow the creation of the final deliverable for this project will be performed with the rates proposed above.***

*BHI Management Consulting*  
2459 Neptune Ct., Suite 110  
Tracy, Ca.  
(209) 740-6779  
[brent@bhiconsulting.com](mailto:brent@bhiconsulting.com)

### **Introduction of Proposal and Scope of Project:**

The objective of this proposal is to outline professional services to the Cambria Community Services (District) for the development of a five-year Strategic Plan. Brent Ives (Consultant), Principal of BHI Management Consulting, will be the primary consultant on this project. A key element of this proposal is the remote nature of providing these services. The entire engagement will be conducted remotely due to severe conditions resulting from a viral pandemic and accompanying restrictions that provides.

### **Strategic Planning Overview:**

Strategic Planning utilizing the action-oriented model herein, offers a number of benefits for a public agency. Crucial to any practical planning effort is a clearly delineated workplan in the form of projects, initiatives and actions that result from and get planned by the District utilizing the Plan. In this case, a 5-year workplan will be forthcoming as part of the published Plan. This planning method focuses on assuring that the Board, Public and Staff are all fully, yet remotely, engaged in the development and evolution of the Plan. This creates the leadership “TEAM” (Board/Staff/Public/Consultant) which is crucial for a Plan that has buy-in and can be used as a true roadmap for the District.

Our planning model involves members of the elected Board of Directors to deliberately engage at the proper level and within their critical role as policy makers. This is a clearly expected role by the public of the elected official and one where they, as a Board team, can reflect why the agency exists (Mission) and what is their overall strategic direction (Vision).

While the method utilizes on-line methods for gaining even group input, the public can remain involved by hosting a number of input meetings on Zoom or other platforms that allow for two-way discussions of the District’s future.

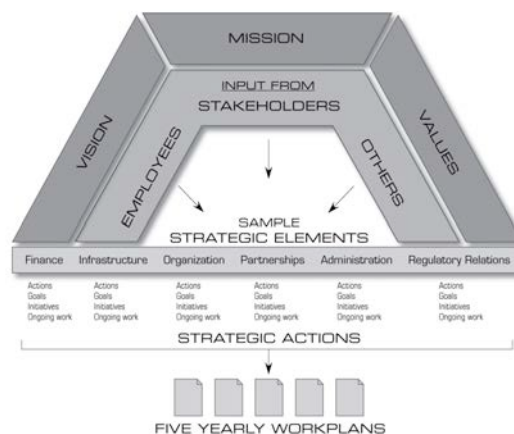
This method and model also allows for professional staff to do what they do best; organize and implement positive and productive work programs. The action oriented strategic planning model allows for clear linkage between the Board’s foundational statements of Mission and Vision to top-level work plans, projects and initiatives that move an agency forward (see graphic model below). In this way, the staff is allowed to show (at a high level) how they can meet the Vision and intentions of the Board by applying their professional judgment and expertise to the direction of the District.

As a result, any reader can see a succinct Plan of where the District is going, why it’s important, the strategy and how the agency intends on getting there (a Roadmap). The Plan becomes the “*way we plan here*” for agencies that fully implement its annual maintenance and integrate it into the daily administrative functions of the District. A typical strategic focus plan is usually a few 5-6 pages long and contains an integrated top-level table that shows what will be done and when for each effected District operational element. This serves as the Executive Overview table. Since the Plan articulates a clear view into the future, it provides guidance to many of the issues facing public agencies today. Included in the planning process are steps to assure proper reporting and updating of the plan to keep it relevant and routinely used by the agency.

### **Specific Scope of Services Detail:**

The work outlined herein is generally divided into 3 basic phases, with sub-parts. Detail in outlined below, but the process generally takes this pathway.

1. Information Gathering
2. Board Strategic Planning Workshop
3. Document Development



The general detail of these three phases of the process is outlined below.

#### **Phase 1- Information Gathering –**

1a. Consultant will conduct initial Zoom meetings with General Manager and designated key staff to assist in the development of the project. All documents needed by the Consultant will be also requested at this meeting for submittal to the consultant for close review.

1b. Consultant will also utilize on-line methods for gaining group input from the community if requested. The public can be closely involved by BHI hosting a number of input meetings on Zoom or other platforms that allow for two-way discussions of the District's future.

#### **Phase 2 - Board Workshop(s) –**

2a. Consultant will meet on-line with and/or survey each of the Directors for a one-on-one interviews to gather their thoughts and perspectives regarding the future of the District and collect their individual vision for the future and thoughts on planning. This allows for each Director and Consultant to meet one another, share thoughts regarding planning, the District, and for the Consultant to hear important individual perspective of each member.

2b. Approximately 3 weeks after the interviews above, the Consultant will facilitate the on-line Strategic Planning workshop (estimated 3-5 hours). With this method, at times multiple meetings are needed depending on how many and broad the planning strategies are. In most cases two to three-hour on-line meetings are the maximum effective timeframe. Technical details of on-line workshops must be worked and tested by the District and BHI prior to all workshops. The following deliverables from the collective Board at this/these meetings:

- Review and/or write new **Mission Statement**.
- Review and/or modify **Vision Statement** for the District.
- Organize the strategic plan by determining the **key strategic focus areas** of District operations and management under which the workplan will be organized (see Sample Strategic Elements in graphic above).
- If possible, the Board may then craft **an objective and strategy statement around strategic element**.

Staff and Consultant use the input from the Board workshop to guide in the development of the implementation strategy to result in a draft strategic focus plan.

### **Phase 3 - Strategic Plan Document Development –**

3a. The Consultant will work remotely with the District Manager to produce progressive stages of the plan through to final draft phase. This is anticipated to comprise 2-4 meetings will be needed, generally on a bi-monthly frequency. Meetings will be conducted via on-line video meetings to review progress of the document.

3b. Upon reaching the review draft stage, the Consultant will make a powerpoint type briefing presentation materials for staff to present to the Board for in a “tone check” meeting to assure that the Plan is progressing as expected. Consultant may attend via Zoom or other on-line/telephone type method.

3c. The Consultant will provide briefing presentation materials of the final draft for Staff to present to the Board. Consultant may attend via Zoom or other on-line/telephone type method. Upon approval, the District is responsible for the formatting, photos and final layout of the final document.

### **Schedule:**

Engagement begins approximately 2-4 weeks from receipt of a notice to proceed. It is anticipated that the work will begin in April or May 2020. Depending on how the District chooses to proceed and the scheduling of meetings, the project is expected to take approximately 3-4 months.

### **Terms and Conditions:**

BHI Management Consulting shall perform above services as agreed under authorized signature notice of the District. Consultant shall not begin work until receipt of notice to proceed from the District. Billing shall be monthly through emailed invoice if possible via PayPal or other direct deposit. Signature lines are provided below allowing the District to commission the work if adequate.

### **Costs and Rates:**

The total estimated fee cost of the project described is estimated at \$17,600.00 as outlined in Table 1 below, plus expenses. Estimated expenses are also listed in the table which includes preparation and platform for full on-line capabilities.

Table 1 – Task Cost Breakdown

Additional tasks, not covered specifically by this agreement, may be added by written contract addendum. The undersigned parties agree to the terms and conditions of the workscope as described in this agreement.

CCSD Proposed Effort Costs	Principal (Ives) @\$300/hr.		Editor @ \$80/hr.	LaborHours/task Total	Task Cost	Comments
	Hours	Hours	Hours	Hours		
1- Strategic Input	14	0		14	\$ 4,200.00	Completed in 1 or 2 on-line meetings
2 - Prep. & Board Workshop(s)	18	0		18	\$ 5,400.00	1 or 2 on-line workshops
3 - Plan Document Development	24	10		34	\$ 8,000.00	Assumes 3 On-line Conferences
<b>TOTAL PLAN</b>	<b>56</b>	<b>10</b>		<b>66</b>	<b>\$ 17,600.00</b>	

ESTIMATED Expenses	Time or Expense		Cost Total	
On-line meeting prep/set-up expenses (12)		Estimated per/meeting expenses calculated @ \$175/meeting	\$ 2,100.00	
On-line workshop expenses (2)		Estimated per/meeting expenses calculated @ \$700/meeting	\$ 1,400.00	
General office expenses	-	Copy and office	\$ 200.00	
<b>TOTAL ESTIMATED EXPENSES</b>	<b>0</b>	<b>0</b>	<b>\$ 3,700.00</b>	
<b>TOTAL COSTS</b>			<b>\$ 21,300.00</b>	

**Authorization:**

John F. Weigold, General Manager  
Cambria Community Services District  
Cambria, CA

Date

Brent H. Ives, Principal      Date  
BHI Management Consulting  
Tracy, CA

**About the Firm and Primary Consultants:**

BHI Management Consulting brings unique qualifications to this project by a dual perspective approach to the process of optimizing Board relations and Strategic Planning. The firm is owned and operated by Brent Ives and is located in Tracy, CA. It was begun in 1996 and has focused on providing for the organizational health issues of Special Districts since 1999. The firm carries Brent as the Principal and four associates, Mr. Jim Raymond, Sr. Consultant, Dr. Nick Pinhey, Mr. David Aranda as Sr. Consultants, and Mr. Andrew Ives, Associate Consultant and Ms. Lynda Ives, Editor/Facilitating assistant. Other associates are contracted as projects demand relative to the engagement and/or agency specific needs. While Mr. Brent Ives will be the primary project manager, others may act as facilitating assistant for the workshop without additional cost. BHI is currently working on five Strategic Plans and updates across the state with different agencies.

**Mr. Brent Ives** has worked with numerous special districts and cities across the state dealing with organizational issues, primarily in optimizing operational approach for each agency as needed. BHI is currently engaged with five similar projects with California special districts on strategic planning and teambuilding. Brent also serves as a faculty member on the Special Districts Governance Academy for Special District Trustees, teaching classes in the “Foundations of Governance”, “Teambuilding”, “Setting Direction and Community Leadership” and “The Board’s Role in Human Resources”. Brent has taught representative Trustees and staff from well over 100 Districts across the state and Oregon. He is the Leadership Curriculum trainer for the CSDA and teaches his own curriculum on Strategic Planning for public agencies California. He is educated in Organizational Behavior at the University of San Francisco, has 25 years experience as a technical manager for the Lawrence Livermore National Laboratory and 23 years as a City Council Member in the City of Tracy, California, the 8 final years as directly elected Mayor of Tracy. Brent served as the Board chairman Altamont Commuter Express (commute rail service) Commission, and the Board of the San Joaquin Council of Governments.

Brent and the BHI team bring unique perspective to the organizational processes that differentiate them from other firms. As an experienced elected official, Brent knows how boards must function to best fulfill their public trust. He is an experienced manager who has led groups of engineers and technicians on complex multi-million dollar projects for the Department of Energy at the Lawrence Livermore National Laboratory and can understand the needs of staffs for clarity. His education in Organizations allows him to apply that experience to your situation for your needs.

This broad experience in organizational effectiveness is captured by the agency when they commission BHI and Brent’s valuable experience and expertise. Brent is known for establishing a sincere and knowledgeable relationship with both the Trustees and staff. Brent’s time and experience as an elected official allows him unique perspective that helps him to “see” it from their points of view which assists in capturing the Board’s perspective in moving forward. Brent will lead the Agency through proven strategic planning process and develop a solid and enduring process for GM evaluation that will be realistic, honest, fair, broad and integrated.

**SIMILAR ENGAGEMENTS AND REFERENCE CONTACTS:****Cosumnes Community Services District, Mr. Josh Green, GM.**

**[JoshuaGreen@yourcsd.com](mailto:JoshuaGreen@yourcsd.com)**, (916)405-7150. BHI is working through the process with this District to provide for a 5-year strategic plan.

**Olivehurst Public Utilities District – Mr. John Tillotson, GM [jtilloson@opud.org](mailto:jtilloson@opud.org), (530) 743-8132.** BHI assisted this District to develop a five-year **Strategic Plan**. District scope of services includes both water and wastewater services. Process included input from various sectors of the community and employee base.

**Orange County Sanitation District – Mr. Jim Herberg, General Manager, [jherberg@ocsd.com](mailto:jherberg@ocsd.com), (714) 593-7110.** BHI worked with this large sanitation district (3<sup>rd</sup> largest West of the Mississippi), the District Executive Team and 25 member Board in providing a major update to their **5 year Strategic plan**. BHI began with this District in 2007 to develop their first Plan, and has now been asked to assist with the major update. This work includes interaction with the Board in interviews and workshop format, as well as engaging the workforce (nearly 600 employees).

**Ironhouse Sanitary District – Mr. Chad Davisson, General Manager, [williams@isd.us.com](mailto:williams@isd.us.com), (925) 625-0169.** Recently completed a five-year **strategic plan** for this sanitary district that serves the needs of 30,000 individuals in the Oakley California area. Worked through the process outlined above to accomplish a well vetted, solid and Board endorsed strategy for the agency.



**Cambria Community Services District**  
 Strategic Planning Facilitation Proposal  
 April 30, 2020

**Overview:** This consulting proposal is to provide facilitation for a strategic planning process that will focus on developing a plan that provides clarity, alignment and direction about the future of the Cambria Community Services District. The end result of the process will be a well-articulated, concise, and easy to communicate written plan. The strategic planning process will serve to unite the Board, the staff and various community stakeholders around a compelling mission and vision, while developing guiding principles (core values), metrics to measure progress, strategic objectives, and a set of action plans that specify how the strategic priorities will be achieved.

1. General Information: Brain-Based Strategies Consulting (formerly Leapfrog Consulting) has been in business since 2000, providing strategic planning facilitation, organizational consulting, executive coaching, and leadership development in government agencies, for-profit organizations (from Fortune 100 to start-up) and not-for-profit organizations. The primary mission of Brain-Based Strategies is to help organizations achieve success by maximizing the effectiveness and potential of its leaders and people. Brain science serves as a foundation for the consulting work, thus ensuring that strategies are in place to leverage people's ability to think, to collaborate, and to engage in resourceful and innovative problem-solving. Strategic planning facilitation uses "brain-friendly" processes that ensure maximum participation, engagement, and leveraging of all perspectives in the room and helps teams identify assumptions and beliefs that might be creating barriers to success. By capitalizing on our understanding of brain science, Brain-Based Strategies Consulting is able to provide solutions that lead to effective, lasting and meaningful change while providing real business solutions in the following areas:
  - Strategic planning facilitation
  - Board development
  - Facilitating a high-performance culture that motivates people and creates a great place to work
  - Leadership development – formal development programs and executive coaching
  - Team facilitation
  - Facilitating collaborative working relationships
  - Organizational and leadership assessment
  - Interactive, practical and experiential workshops and development programs
  
2. Facilitator biography: Catherine Hambley, Ph.D. will facilitate the strategic planning process. As a psychologist with over 20 years' experience in the business environment, Dr. Hambley (Catherine) has an in-depth understanding of how to identify and capitalize on opportunities for achieving greater effectiveness in organizations, leaders, and teams. She understands what it takes to promote meaningful change and to that end, works with teams to facilitate

engaged discussion, innovative and strategic thinking, and effective decision-making. Having worked in corporate and agency settings, she is able to apply her understanding of people and organizations to solve real business challenges. She spent six years working as an internal consultant/organizational development leader to a Fortune 500, publicly traded national construction firm where she developed a talent management process, facilitated strategic planning at various levels of the company, and designed and delivered leadership development and communication skills programs. As an external consultant, and of relevance to this proposal, Catherine has been providing consulting and executive coaching services to several governmental agencies, including: The Presidio Trust (in San Francisco), non-profit boards of directors, city council, two waste-water management districts, and a regional waste management district. She has also worked with the Stanford Alumni Consulting Team to provide pro-bono strategic planning consulting to local non-profit agencies (primarily with boards of directors). She continually receives positive feedback and requests for more work from her clients – most of her consulting clients continue to engage her well beyond the initial work contract.

Utilizing an experienced facilitator is critical to strategic planning success because an effective process is inherently all about the conversation – while the end product is a well-articulated plan, the discussion that takes place is where the true value of the process is realized. It is essential that the people involved in the planning phase are encouraged to actively participate, to consider the “big picture” first before diving into the details, to consider attitudes and mindsets, and to brainstorm ideas. There is inherent risk (and excitement) in forming strategies – a truly effective strategy planning process is about assessing risk and making hard choices; it challenges people to question long-held assumptions, to think creatively and innovatively about how the District can evolve and grow, and to consider both what the District will focus on and what it will not focus on. In fact, the objective is not the elimination of risk, but increasing the probability of success. These robust discussions constitute an essential aspect of the strategic planning process. While there is a definite structure to the process, there also needs to be room for unencumbered dialogue that engages all participants and allows for differing perspectives and spirited discussion.

3. Teambuilding: Catherine has extensive experience working with teams – both in-person, and more recently, virtually. She has worked with numerous Boards of Directors, both out and inside of government (so she understands the implications of the Brown Act), facilitating teambuilding that has led to more cohesive, collaborative, and productive interactions. Specific strategies that she has employed include the use of personality assessments to recognize strengths, appreciate differences and enhance communication among team members; developing team agreements that build trust and cohesiveness; working as a team to address/solve real business challenges; learning how to effectively provide feedback that emphasizes the positive and provides opportunities for learning and growth; and engaging in various communication exercises. The research into the science of effective teams, continually points to the concept of “psychological safety”, which is basically about helping

teams create an environment where people feel safe to express their views, even dissenting ones, without fear of negative consequences; and where people's input is actively sought and listened to. Catherine uses her understanding of this critical factor to help teams establish psychological safety and collaboration.

4. The value of strategic planning: One of the key elements of successful organizations is a well-defined strategic plan that drives both day-to-day decisions and priorities, while also serving as a roadmap to the future. Without a plan, many organizations, and their people, lack clarity and understanding of where they are headed and how they will get there. Strategic plans serve as a lens through which key decisions get made. It helps to engage people because they have a better sense of how their contributions impact the greater organization. It creates greater cohesiveness within and between teams, as people recognize their common purpose.

The process involves defining and crafting the mission statement that articulates why CCSD exists and the greatest good it provides for the community; creating a compelling vision of where the district is headed and how it will get there; identifying key metrics and milestones that are used to assess progress; articulating guiding principles (core values) that align with the vision and mission; and developing the strategies and action plans that are most critical to the success of the District. The plan serves as a "filter" that allows for more efficient and effective decision-making and enables consistent, clear, and meaningful communication. A well-developed strategic plan lays the foundation for all aspects of the district: informing how it is led, what type of culture it promotes, how resources will be leveraged, and how to align community members, employees, and the Board of Director with the strategic focus of the organization. So often, the strategic planning process can feel daunting and overwhelming, and result in a plan that is overly complex, difficult to understand, difficult to implement, and difficult to communicate. A "user-friendly" process (a *one-page strategic plan* – see below for details) takes out the complexity, while retaining the relevancy, specificity, and clarity that is needed. In fact, developing a plan that is simple (but NOT simplistic) is typically inspiring and fun, keeps people engaged throughout the process, and is easy to understand and communicate. This then allows all participants to realize what their role is in the overall success of the plan.

5. Strategic planning phases: This consists of 3 phases: pre-retreat information gathering and preparation; facilitation of a strategic planning retreat; and post-retreat follow-up. Having worked with many leadership teams and boards of directors on developing a strategic plan, Catherine recognizes the importance of developing a *working plan* that serves to guide key decisions and move the district forward. The plan is meant to be referred to and updated on a regular basis – which is easier to accomplish with one-page plan. Catherine works to achieve both clarity and alignment, recognizing that a strategic plan is only valuable if it is implemented throughout the organization, with team and individual goals that serve to achieve the vision of the organization. Given that this is the first strategic planning process for Cambria Community Services, the focus will be on ensuring that everyone involved in the

process understands the importance and necessity for all the elements (see below) and has an opportunity to provide input. It will also be important to spend time discussing how the plan will be used to guide decisions and how to keep it relevant. Below is an outline of the strategic planning process (pre-retreat, during the retreat and post-retreat). Note that efforts will be made to make the most efficient and cost-effective use of people's time.

- a. Phase 1 (pre-planning work): The purpose of this phase is to gather as much information as possible prior to the strategic planning process, so that time can be used most efficiently and effectively. The pre-planning phase allows for identification of key issues to address, an understanding of any significant dynamics between various stakeholders, and a tailored strategic planning process that is focused on the unique needs of the District. Given the Brown Act, one area that will be important to consider is how to best involve the public (both before and during the process). This will be addressed prior to the actual retreat. Information will be gathered both through the use of an online survey and interviews with select individuals (to be determined by the Board and General Manager). Board members, staff and any identified stakeholders (optional) will be asked to participate in an online survey that serves to identify key themes, critical issues facing the district, a SWOT (strengths, weaknesses, opportunities, and threats) analysis, and board functioning (optional). Additionally, board members and selected staff can be interviewed by phone or video conference to gain a more in-depth understanding of unique issues of the District, such as its history, the role of Board members and staff, and any "hot buttons" in the community. Prior to the strategic planning process, all Board and staff members who will be involved will receive "pre-work" so that they are optimally prepared and have time to consider the elements of the plan ahead of time. This consists of a series of questions to consider for each of the strategic plan elements.
- b. Phase 2: Strategic planning retreat: Given the current COVID19 pandemic, it may be necessary to conduct a virtual retreat. There are 2 options to consider for the retreat; a one-day session that lasts for approximately 6-7 hours (inclusive of breaks) or two half-day sessions.

**Strategic Planning Process:** What follows is a description of the strategic planning process that will allow Cambria Community Services District to determine how it will ensure its future success. The meeting will begin with a clear identification of desired outcomes and "agreements" about how the participants can best work together to accomplish their goals. If any community members are present, a process for hearing their input will be established at the outset to ensure that they feel heard and to make effective use of everyone's time. During the strategic planning process, we differentiate the *why*: mission and guiding principles; the *what*: measures of success; and the *how*: strategies and action plan that need to be implemented to achieve results. It is recommended that the retreat time will be spent addressing the **first four elements** of the strategic plan (mission, vision, guiding principles and strategic

objectives); while the **final two elements** (metrics and action plans) will be left to the staff (with communication back to the Board). The GM will determine how best to engage the staff in this aspect of the plan. Retreat participants will be encouraged to contribute in a process of critical thinking, genuine inquiry, and sharing of perspective as they collaborate together to develop a strategic plan. The SWOT analysis that was started in Phase 1 will be further refined and utilized to make key decisions about strategic direction, utilization and prioritization of District services, and collaboration between CCSD and other federal, state and county entities. A key aspect of strategic planning is obtaining everyone's buy-in and commitment to both the plan and to working together collaboratively to its implementation. It is also important to determine what the respective roles are of both staff and the board in implementing the plan. At the conclusion of the strategic planning retreat, the facilitator will lead the team through a discussion centered on how they worked together, what they learned in the process, and how they can use what they learned to enhance their future work together. The group will also develop a communication plan that addresses the following: *What will be communicated? To whom will it be communicated? Who will provide communication?*

The one-page strategic plan: Catherine uses a *one-page strategic planning process* that consists of the following six elements:

- Mission: Describes in a few brief words Cambria Community Service District's unique purpose and/or focus. It seeks to answer the question: *What is the greatest good we can provide to our community?*
- Vision: Provides a clear picture of where the District is headed over the next 3 - 5 years (or whatever time frame the team deems appropriate). It answers the questions: *What will our District look like in 5 years' time? What does the community want from our District Services?* Examples of relevant aspects to consider are populations served, targeted revenues, key services provided, industries promoted, environmental considerations, focus on natural resources, and how the community will be involved and engaged.
- Guiding Principles/Core Values (what we believe in): Identifies the 5 to 8 behaviors and values that will be emphasized and that will inform the actions of the Board and staff. It answers the questions: *What are the behaviors and actions we want to encourage (and discourage)? What do we stand for?*
- Targets (metrics): Identifies the key metrics that the District must achieve to be successful. The targets selected are those that will be carefully monitored on a regular basis, that will inform key decisions, and, if necessary, acted upon depending on the results achieved. It answers the questions: *If we are successful in achieving our vision, what are the measurable results we will achieve? What metrics do we most need to pay attention to?*
- Strategic Goals: (objectives) Describes the critical strategic initiatives that will make the District successful over time. Strategies inform use of resources,

leadership, and decisions. They leverage strengths and address limitations. Both short and long-term priorities and objectives will be developed. It answers the questions: *What do we need to do extremely well to be successful? What are the most important priorities we need to focus on?*

- **Action Plans:** (implementation) Defines how the strategies will be implemented. Action plans identify the *Who*, the *What*, and the *When*. Progress is regularly tracked and communicated. It answers the questions: *How will we execute our strategic goals? What are the most important projects that need to be accomplished?*

- c. **Phase 3:** Follow up to the retreat will include providing guidance to the Executive Director on how to best engage his staff in developing action plans and metrics. Additionally, the facilitator will prepare a summary of the work done at the retreat. The final product will include both a concise, easy to communicate and easy to understand document, as well as a more detailed narrative of the strategies and action plans. To ensure follow-through, ongoing review, accountability, and an ability to assess progress, the final product will also include a “dashboard” for regularly assessing actual versus targeted results and a spreadsheet to assess progress on action plans (inclusive of intended outcome(s), lead person, expected date of completion, and progress indicators).

5. **Project costs:**

Activity	Description	Hours	Cost
Phase 1	Online survey preparation and review; interviews (up to 8 people)	10-12	\$3000
Preparation	Consolidate all information gathered during phase 1, prepare presentation, develop and distribute “pre-work” to participants	8-10	\$2500
Phase 2	Strategic planning retreat	8	\$5000
Phase 3	Work with ED on execution elements of the plan, prepare documents for communication and for tracking progress	6-7	\$2000
Travel	If in person, cost of hotel and mileage (from Monterey)		TBD
<b>Total Cost</b> not to exceed: \$12,500 (plus travel-related expenses)			

6. Government and Board of Director References

Entity	Name/Title	Address	Phone #	Contract Term
Monterey One Water	Paul Sciuto, GM	5 Harris Ct., #D, Monterey, CA 93940	831-645-4600	7/2017 - current
Presidio Trust, SF	Jean Fraser, CEO	103 Montgomery St., PO Box 20592, San Francisco, CA 94129	415-561-5373	9/2016 - current
Carmel Area Waste Management District	Barbara Buikema, GM	3945 Rio Road, Carmel, CA 93922	831-624-1248	2/2015 – current
City of Monterey	Hans Uzler, City Manager	580 Pacific Street Monterey, CA 93940	831-646-3793	5/2014 – 4/2015 (plus occasional consulting)
Community Human Services	Robin McCrea, CEO	2560 Garden Road, #201B, Monterey, CA 93940	831-658-3811	12/2013 – 6/2016

*Additional references available upon request.*

## Appendix A

Elements of the Strategic Plan: The recommendation is to utilize a *one-page strategic planning process* that consists of the following six elements:

- Mission: Describes in a few brief words the district's purpose and why it exists
- Vision: Provides a clear picture of where the district is headed over the next 3 - 5 years (or whatever time frame the team deems appropriate). Relevant aspects to consider are populations served, geographic scope, targeted revenues, key services provided, industries promoted, and how key stakeholders will be involved.
- Core Values: Identifies the 5 to 8 behaviors that are critical to success and that inform the actions of all staff and board members. These can also serve to encourage the values of all district residents and businesses.
- Targets (goals): Identifies the key metrics that the district must achieve to be successful. The targets selected are those that will be carefully monitored on a regular basis and, if necessary, acted upon depending on the results achieved.
- Strategies: Describes the critical strategic initiatives that will make the district successful over time. Strategies inform leadership, resources and key decisions. They leverage strengths and address limitations.
- Action Plans: Define how the strategies will be implemented. Action plans identify the Who, the What, and the When. Progress is regularly tracked and communicated.

The strategic planning process will provide an opportunity to engage staff and board of directors in defining and clarifying the future of the district. All people present will be encouraged to participate in a process of critical thinking, genuine inquiry, and sharing of perspective as they collaborate together to develop the strategic plan. The plan serves as a "filter" that allows for more efficient and effective decision-making and enables consistent, clear, and meaningful communication.

Utilizing an experienced facilitator is critical to success because an effective planning process is inherently all about the conversation – while the end product is a well-articulated plan, the discussion that takes place is where the true value of the process is realized. It is essential that the people involved in the planning process are encouraged to actively participate, to consider the "big picture" first before diving into the details, and to brainstorm ideas. There is inherent risk (and excitement) in forming strategies – a truly effective strategy planning process is about assessing risk and making hard choices; it challenges people to question long-held assumptions, to think creatively and innovatively about how the district can evolve and grow (or remain sustainable), and to consider both what to focus on and what *not* focus on. In fact, the objective is not the elimination of risk, but increasing the probability of success. These robust discussions constitute an essential aspect of the strategic planning process. While there is a definite



structure to the process, there also needs to be room for unencumbered dialogue that engages all participants and allows for differing perspectives and spirited discussion.

So often, the strategic planning process feels daunting and overwhelming, and results in a plan that is overly complex, difficult to understand, difficult to implement, and difficult to communicate. A “user-friendly” process takes out the complexity, while retaining the relevancy, specificity, and clarity that is needed. In fact, developing a plan that is simple (but NOT simplistic) is typically inspiring and fun, keeps people engaged throughout the process, and is easy to understand and communicate. This then allows all participants to realize what their role is in the overall success of the plan.

#### Documentation

Upon completion of the strategic planning process, a 1-page plan will be developed that will serve as a working document for decision-making, meetings, and communication. There will be a “dashboard” of key metrics and a matrix to assess progress of strategies and action plans.



Photo provided by Walt Andrus

Proposal for

# Strategic Planning Consulting Services Cambria Community Services District

April 29, 2020



Management Partners  
2107 North First Street, Suite 470  
San Jose, California 95131  
(408) 437-5400  
[www.managementpartners.com](http://www.managementpartners.com)  
[jnewfarmer@managementpartners.com](mailto:jnewfarmer@managementpartners.com)





April 29, 2020

Mr. John F. Weigold IV  
 General Manager  
 Cambria Community Services District  
 1316 Tamsen Street, Suite 201  
 Cambria, CA 93428

Dear Mr. Weigold:

Management Partners is pleased to submit this proposal to help the Cambria Community Services District (CCSD) develop a five-to ten-year strategic plan. CCSD is an independent special district serving the Village of Cambria and a population of approximately 6,000 people. Services provided by CCSD include water, wastewater treatment, solid waste disposal, fire protection services, street lighting services. CCSD also supports-related community services such as parks, transit and operation of the Cambria Veterans' Memorial Building. The CCSD is seeking proposals to develop a strategic plan that will chart an effective, considered, and innovative course of action for the future, set priorities, and maximize innovative opportunities for service delivery throughout the District.

To assist with development of the strategic plan, we will facilitate the following activities, as detailed in the RFP.

- Assist the CCSD Board and staff in developing a mission, vision, guiding principles, and strategic objectives/goals to guide the organization in the allocation of resources and service delivery.
- Review and assess CCSD bylaws, policies and procedures to assure compliance and currency with the roles and responsibilities of the general manager and staff.
- Analyze methods used by CCSD in providing transparency and openness between the public and the Board regarding input and feedback about services and performance.
- Assess current coordination with San Luis Obispo County and federal, state and other agency partners, identify current and future impacts on operations and ways to enhance collaborations in the future.
- Identify a vision for desired service levels for each CCSD public services based on input from the various stakeholders' groups and the public.
- Prepare an action plan to guide implementation and indicators to analyze and report performance.

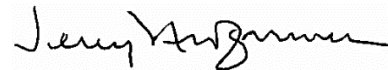
Management Partners has a wealth of experience facilitating and preparing strategic plans for special districts and jurisdictions across the United States. We are proposing a plan that will set the direction of CCSD while focusing efforts on specific goals and priorities developed by engaging the CCSD Board, the general manager, department directors and staff, and residents and other stakeholders of the District. The result will be a living document that can be reviewed periodically to check progress on goals,

strategies, and implementation actions based on changing mandates, new legislation, fiscal requirements or other future concerns that may be relevant to CCSD.

We are local government experts who have worked with leaders for over 25 years to help them improve the way government entities function. We are focused on results and have a bias for action. The strategic plans and accompanying Implementation Action Plans developed by Management Partners are designed to be management tools to help ensure that goals are attained and can be adjusted through periodic review.

Our team is excited about the potential of this project and working with CCSD. We look forward to discussing our approach and qualifications with you in more detail. Please let me know if there is any other information we can provide.

Sincerely,

A handwritten signature in black ink, appearing to read "Jerry Newfarmer".

Jerry Newfarmer  
President and CEO



# TABLE OF CONTENTS

WHO WE ARE .....	1
OUR TEAM.....	2
EXPERIENCE AND TECHNICAL COMPETENCE.....	4
Our Experience Conducting Strategic Planning .....	4
Experience in the Central Coast Region .....	5
REFERENCES .....	6
PROJECT APPROACH .....	8
PROPOSED WORK PLAN .....	10
HOURS AND FEE .....	14
CONCLUSION.....	14
ATTACHMENT A – PROJECT TEAM RESUMES .....	15



## WHO WE ARE

Management Partners helps local governments across the U.S. to work more effectively and run more efficiently.

**Founded:** 1994

**Offices:** San Jose and Costa Mesa, California and Cincinnati, Ohio

**Associates:** 100+, including 22 former city/county managers

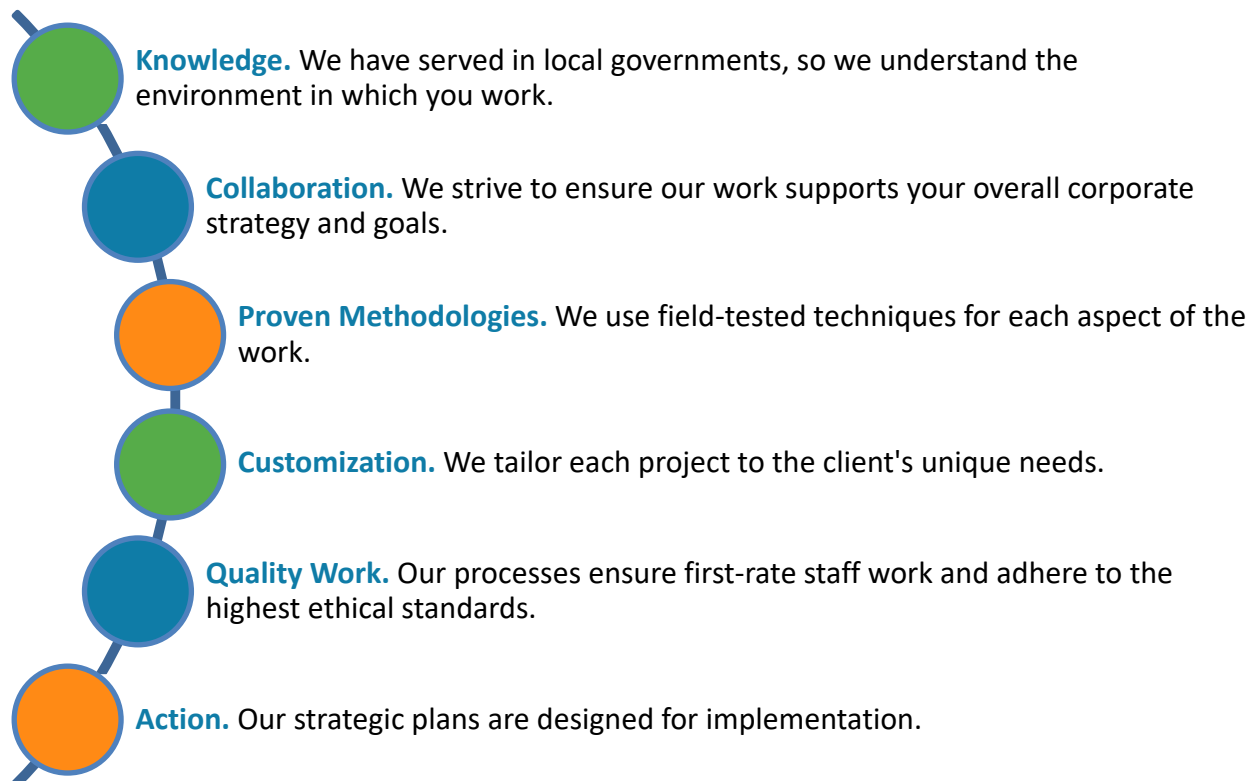
**Clients to date:** 900+ local governments in 42 states

**Projects completed:** More than 1,700

**Services offered:**

- Strategic and Business Planning
- Organization Assessments
- Organization Development
- Performance Management
- Process Improvement
- Service Sharing and Service Consolidation
- Management Services
- Executive Recruitment
- Financial Planning, Budgeting and Analysis

**Our many repeat clients tell us they choose us because of the principles on which our work is built:**





## OUR TEAM

Our core team of associates assigned to this project all possess relevant experience, including many years of public service and consulting expertise.

Nancy Hetrick will serve as project manager. Her role is to provide strategic direction to CCSD's project team. Nancy will also set context and provide useful insights to the general manager based on hundreds of local government consulting assignments and deep knowledge of industry best practices. She will also be responsible for the day-to-day management of the project. She will be supported by Mandy Brown and Ashley Garcia.

The qualifications of each team member are briefly summarized below. We have included complete resumes for each person in Attachment A of this response.

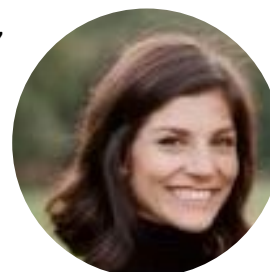
### Nancy Hetrick, Vice President

- **Leads our executive recruitment practice** in the western part of the United States and has **conducted executive recruitments** for large and small public sector jurisdictions across California.
- Experienced facilitator with **expertise in teambuilding, strategic planning and facilitating problem-solving** and process improvement initiatives.
- Skilled in the areas of **performance management, succession planning, organizational and process improvement**, and budget development.
- Led the County of San Mateo's Outcome-Based Management program and has supported local government clients with **the design and implementation of performance measurement systems**.
- Excellent facilitator and trainer who has **developed curriculum and conducted training** on a wide variety of topics and routinely facilitates priority-setting and **teambuilding workshops** for cities, counties and non-profit boards.
- Certified to administer the **Myers-Briggs Type Indicator (MBTI), DiSC, and other assessment tools**.



### Mandy Brown, Principal Management Analyst

- Helps **facilitate strategic planning and process improvement workshops, develops and analyzes strategic planning community input surveys and employee satisfaction surveys**, conducts research and analyses, creates comprehensive mapping visualizations using GIS, assists in the development of performance measurement systems, and directs benchmarking research. Some of her strategic planning and facilitation engagements include:
  - Pleasanton, CA (multiple strategic plans)
  - Union City, CA (strategic planning with Council and staff)
  - Beverly Hills, CA (strategic planning, organization assessments)
  - San Rafael, CA (strategic planning)
- Conducts **complex financial and operational analyses** to support many different types of clients including organization reviews, **process improvement studies**, service sharing projects, and financial planning and budgeting studies.



### Ashley Garcia, Senior Management Advisor

- Nearly a decade of **analytical, human resources, budget, and project management** experience in local governments.
- Local government experience includes **progressively responsible roles** for the California cities of Huntington Beach, Laguna Niguel, Costa Mesa and Santa Maria.
- Passionate about public service and organizational development, **specializing in interdepartmental collaboration.**
- Served as **President of the Municipal Management Association of Southern California** in 2018, leading the organization as it achieved record membership levels and established a strategic plan for the association.



## EXPERIENCE AND TECHNICAL COMPETENCE

We help cities across the U.S. assess their processes and organization. Our projects are delivered on time and on budget with quality results.

Management Partners specializes in providing quality strategic planning and facilitation to local government clients. In addition to the references below, our website, [managementpartners.com](http://managementpartners.com), has information about our past clients, which includes hundreds of jurisdictions in 42 states. You are welcome to contact any of them about our performance. We believe our track record completing similar projects on time and on budget, with quality deliverables specifically designed to be implemented, makes Management Partners well qualified to successfully complete this work for CCSD.

### Our Experience Conducting Strategic Planning

We are proud to have assisted a wide range of organizations with strategic planning and are experienced working with small and large jurisdictions, as illustrated by the list of recent clients below.

- Alameda, California
- Beverley Hills, California
- Bladensburg, Maryland
- Boone County, Kentucky
- Boulder City, Nevada
- Butler County, Ohio
- Cass County, Michigan
- Cypress, California
- Davenport Institute, California
- Davie, Florida
- Deerfield Beach, Florida
- Delray Beach, Florida
- East Contra Costa Fire Protection, California
- El Cerrito, California
- El Segundo, California
- Florence, Kentucky
- Green Township, Ohio
- Heber Public Utility District, California
- Hillsborough, California
- Ingham County, Michigan
- Laguna Beach, California
- Lake Worth, Florida
- Madison, Connecticut
- Martinez, California
- McFarland, Wisconsin
- Modesto, California
- Monterey County, California
- Montgomery, Ohio
- Newport, Rhode Island
- Oakland, California
- Parkland, Florida
- Pleasanton, California
- Port Chester, New York
- Rochester, Minnesota
- Santa Barbara County, California
- South San Luis Obispo Sanitation District, California
- Tracy, California
- Tustin, California
- Ventura County General Services Agency, California
- West Palm Beach, Florida

In addition to strategic planning, the firm has extensive experience helping improve both the efficiency and effectiveness of special districts and local government service delivery. We have assisted with organizational staffing and improvement projects for virtually every type of local government service, including reviews of entire governmental entities, as well as selected studies of individual departments and programmatic/functional activities.

Management Partners has extensive experience with similar work and is prepared to assist CCSD with the scope of work as identified in the RFP. Our approach will ensure development of a meaningful vision, mission, values, goals, and strategic priorities that are articulated to inform budget development and decisions about the use of resources in the coming years.

We are adept at teambuilding and working with boards and employee groups using a range of facilitation techniques that allow groups to reach consensus about a strategic vision, mission and goals, as well as a plan for prioritizing and executing them. This will ensure that CCSD is pursuing its goals with intention and purpose and will provide a way to measure achievement of the goals. The shared vision will help those tasked with service delivery to residents and stakeholders of the District advance, reduce or eliminate effort spent on work that falls outside of an agreed-upon CCSD vision.

The CCSD board, general manager and staff will have an important role in preparing the strategic plan, including developing goals and strategies. Management Partners will provide expert advice, facilitation and preparation of the strategic plan process and the resulting document and plan for successful implementation.

### **Experience in the Central Coast Region**

Management Partners has knowledge of and has provided assistance to the Central Coast cities of Morro Bay, Paso Robles, Santa Maria, and the Cayucos School District. Our work with council members, leadership teams, and administrators has included facilitation and workshops focused on teambuilding, strategic planning, priority setting, communication, and the development of norms for effective governance. Management Partners' experience supporting governing bodies in the Central Coast Region began in 2014 and has continued until 2020. We also have experience working with special districts and communities in the neighboring regions of Santa Barbara and Monterey Counties.

## REFERENCES

We are happy to provide contact information for any former client and have selected several to highlight

### Paso Robles, California ⇨ Visioning and Goal Setting Workshop

Management Partners designed and facilitated a workshop to assist the City Council with visioning and the identifying priorities and goals for the future. Prior to the workshop we interviewed each member of the Council along with key stakeholders. We also worked closely with the city manager to prepare the agenda and logistics for the one-day session. After the workshop, we prepared a comprehensive report of the outcomes that included the resulting vision and consensus goals.

**Term of contract:** February – April 2018

**Contact:** Mr. Tom Frutchey, City Manager  
1000 Spring Street, Paso Robles, CA 93446  
(805) 237-3888  
[tfrutchey@prcity.com](mailto:tfrutchey@prcity.com)

### Monterey County Water Resources Agency, California ⇨ Strategic Planning Workshops (multi-years)

Management Partners has been engaged to design and facilitate the annual strategic planning workshop for the Monterey County Water Resources Agency for several years. Preparation has included meetings with staff and members of the Board of Directors, and workshop materials, including a slide presentation. The workshops have involved members of the Monterey County Board of Supervisors, the Board of Directors of the Monterey County Water Resources Agency, and key staff.

**Term of contracts:**

- Workshop 2014: September – November 2014
- Workshop 2015: October – December 2015
- Workshop 2016: July – December 2016
- Workshop 2017: August – November 2017

**Contact:** Mr. Brent Buche, General Manager  
893 Blanco Circle, Salinas, CA 93901  
(831) 755-4860  
[bucheb@co.monterey.ca.us](mailto:bucheb@co.monterey.ca.us)

### Monterey County, California ⇨ Parks and Recreation Strategic Plan

Management Partners was engaged to prepare a strategic plan for the Parks Department. Significant financial challenges faced the county and a long-range strategic plan was needed for the department and for the eight parks. Management Partners conducted research, designed and administered two confidential online surveys, conducted focus groups, interviewed a wide variety of stakeholders and prepared an environmental scan. We facilitated strategic planning workshops and worked with County staff and an ad hoc committee of the Board of Supervisors. After all activities were completed, we prepared a comprehensive strategic plan including a vision, mission, values, goals, strategies, and action plan.

**Term of contract:** July 2014 – February 2015

**Contact:** Mr. Nick Chiulos, Assistant County Administrative Officer  
168 West Alisal Street, Salinas, CA 93901  
(831) 755-5145  
[chiulosn@co.monterey.ca.us](mailto:chiulosn@co.monterey.ca.us)

### **Santa Clara Valley Water District, California** ⇒ **Strategic Board Facilitation**

Management Partners worked with the general manager and members of the Board to design a facilitated work session with the Board of Directors to discuss communication styles and formulate policy priorities for the future. The process included interviews with each member of the Board to assess communication style preferences and identify their individual policy focus areas. We then worked with the general manager to design an agenda and group exercises to assure results. After the facilitated session, Management Partners prepared a memorandum of participant agreements related to preferred forms of communication and the resulting consensus priorities.

**Term of contract:** March – April 2016

**Contact:** Ms. Teresa Alvarado, Director of San Jose SPUR  
(former Santa Clara Valley Water District General Manager)  
76 South First Street, San Jose, CA 95113  
(408) 638-0091  
[talvarado@spur.org](mailto:talvarado@spur.org)

## PROJECT APPROACH

We make a commitment to quality and timely performance with each client we serve.

Management Partners has extensive experience with similar work assisting special districts and is prepared to assist CCSD with the scope of work identified in the RFP. Our approach emphasizes engagement and partnership with CCSD leaders, staff, partners and the community, taking into account the distinctive circumstances of the organization and stakeholders of the CCSD. This approach will ensure that a meaningful vision, mission, values, goals, and strategic priorities are articulated to inform budget development as well as the use of resources in the coming years.

Before we describe our suggested work plan, we would like to explain the elements of strategic planning that will be considered as we proceed collaboratively with your project team. Strategic planning involves establishing a vision for the future as well as a clear mission; articulating the organization's values; conducting a scan of the environment to identify opportunities and potential impediments that could affect the organization; establishing goals; identifying priority strategies and critical success factors; and creating an implementation action plan to ensure timely results. This framework and process will be tailored to the specific needs of the CCSD Board, general manager and staff.

The following key components of strategic planning are provided as an overview of the elements we recommend for inclusion in the process. Our strategic planning framework and supporting definitions and descriptions correspond to the planning goals stated in the RFP.

Strategic planning is fundamental to successful work planning. It enables the goals of the organization to be aligned with the annual budget processes and helps use resources intelligently. Periodic review and updating of a strategic plan ensures that current realities (internal and external) are taken into consideration and appropriately factored into the operations of the organization.

We have provided the following key components of strategic planning as an overview of the elements that the CCSD Board may want to include in the process.

A **vision** is a clear and concise statement of where the organization wants to be in the future. Setting a vision is a fundamental element of the strategic planning process. All goals, objectives and strategies are directed toward achieving an established vision for the future.

A **mission statement** tells the purpose of the organization and guides the prioritization of opportunities. It defines what the organization stands for and what it will do. The mission also directs the day-to-day actions of an organization and its employees. The current CCSD mission statement is:

*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.*



The **values** are the core operating and guiding principles of an organization. Values govern the actions and behaviors of policy makers and employees to effectuate the mission and vision of the organization. Additionally, organizational values provide guidance to decision makers and staff to assure uniform and consistent interactions with customers and colleagues.

**Goals** are closely aligned with the vision and state the desired outcomes to be achieved. Goals provide the “why” of the specific actions the organization will take. Typically, a strategic plan has four to six goals, which may be achieved over several years.

**Strategies** are the means to achieve multi-year goals. They are measurable, with specific resources assigned, timeframes allocated, and responsibilities determined. Generally, several strategies are established for each goal.

**Success indicators** express the results that are desired. Indicators (often called metrics) should answer the question: *How will we know if we are successful at achieving what we set out to do?*

An **implementation action plan** is the blueprint for carrying out the strategic plan. It contains the detailed steps that must be taken to assure that the goals and objectives are achieved. Action plans provide a framework for determining specific timelines, assignments, and resource allocations. They are designed to be a management tool to help the organization assure that goals are attained and are suited to periodic check-in about progress, changes or challenges. An example of an implementation action plan template is shown below.

Goal:					
Strategy 1:					
Key Tasks	Fiscal Year to Start/Complete	Resources (Staff, Funding, Other)		Lead Manager/ Team Members	Milestones
		Currently Available	Needed		

**Reporting on progress** in implementing the strategic plan is a key element. As part of the process, a reporting structure and timeline is created. It can range from a quarterly update of each goal and strategy, to a semi-annual review, once as part of the budget process and again in six months, with adjustments made to reflect changing conditions and accomplishments.



## PROPOSED WORK PLAN

We would be pleased to refine the following framework to address your specific interests.

Based on our experience and our understanding of the needs of the CCSD as outlined in the RFP, we have prepared the following detailed plan of work that will result in a strategic plan document and draft Implementation Action Plan. The outcome of the strategic planning project is that the CCSD will align its current efforts with a focused strategic vision, mission, guiding principles, and goals, as well as a plan for prioritizing and executing the policy and actions as directed by the Board. This will ensure that the CCSD is pursuing its goals with intention and purpose and will provide a way to measure achievement of the goals. This shared vision will create consensus among those tasked with moving the District forward and reduce or eliminate effort spent on work that falls outside of the agreed-upon future vision for CCSD.

The CCSD Board, general manager, department directors and staff, in collaboration with its strategic partners have an important role in preparing the strategic plan, including developing goals and strategies. Management Partners will provide expert advice, facilitation and preparation of the strategic plan document.

### Activity 1 – Start Project

We will begin by meeting with the general manager, project manager, department directors and any other key staff the general manager may designate. During the kickoff meeting, we will discuss your objectives, the overall process, detailed schedule, and each of the major tasks. This initial planning meeting will afford the opportunity to share information, establish communication protocols and refine the schedule and approach so it is comfortably integrated with staff commitments and other work demands during the project.

### Activity 2 – Gather and Analyze Information

Next, we will gather information through individual interviews, online surveys, a review of CCSD bylaws, operating policies and procedures, work plans, performance reports and other source documents that govern operations. Each method for gathering information is described below.

- **Conduct Interviews.** We will interview each member of the CCSD Board, the general manager, members of the executive division and other department staff, as designated. The purpose of the interviews is to obtain input for the strategic plan, which will also aid us in developing the online staff and community surveys (described below). We will conduct individual interviews with the CCSD Board members to ensure we have an accurate understanding of important issues relative to current and future operations of CCSD. Additionally, we will gather input about essential elements of the organization related to the strategic plan elements. An example of interview questions might include:
  - What are the strengths, weaknesses, opportunities and threats (SWOT) facing the CCSD?
  - What is your vision for CCSD?
  - Should the current mission be revised to address future service needs?
  - What core values should be discussed for the CCSD Board and workforce?
  - What focus areas would you like to see the CCSD address during the next five to ten years?

During interviews with CCSD administrative team and department heads, we will gather information and data about roles and responsibilities, staffing, services and mandates and the ways CCSD communicates with the public. We will also ask about key partnerships that are important to CCSD services now and are likely to be in the future. We will be sure to include a discussion of how the COVID-19 pandemic has affected services and may do so in the future. At the conclusion of these interviews, we will prepare a summary of the major themes.

- **Design and Administer Online Staff Survey.** CCSD employees will have important observations and suggestions that will be helpful in creating the strategic plan. Management Partners will design a confidential online survey to seek their input about a vision, mission, values, and priorities for the future.
  - We will prepare an introduction for the survey and a survey link that the general manager will send to all employees. It will be important to provide computer access (or hard-copy surveys) for any staff that do not have computer access, so they are encouraged to participate and provide input.
  - Once the survey is closed, Management Partners will summarize the survey results.
- **Design and Administer Online Community Survey.** Seeking input from the community members served by CCSD, standing committee and commission members, and other stakeholders will also be important in developing the strategic plan. We will design and administer a confidential online survey to obtain input from CCSD stakeholders and others. Questions will elicit their vision for and priorities for the future related to CCSD service areas.
  - We will prepare a survey invite that the CCSD Board president can send with a survey link to a wide variety of individuals for whom there are email addresses (e.g., standing committee members, residents, volunteers, community groups and others), and also place a link on the CCSD website, local government websites and any other locations the CCSD identifies as helpful for dissemination.
  - Once the survey is closed, Management Partners will summarize the results and prepare a document containing the key themes, including charts and graphs showing the aggregate responses from the survey respondents.
- **Review Relevant Documents.** We will review other background materials to understand existing priorities and other planning initiatives underway that will be important context for developing the strategic plan.

We will analyze this information, once gathered, as it will provide important input for preparing workbooks containing materials to be used in the strategic planning workshop (described below).

### Activity 3 – Provide Guidance for Environmental Scan

During this activity CCSD staff will prepare an environmental scan with advice from Management Partners. An environmental scan will provide important information for discussions in the workshop described in Activity 4. Types of information that could be gathered for the environmental scan include the following:

- Regional and state mandates and issues of importance to CCSD,
- Budget information (revenue and expenditure trends over the past five years and any available financial forecasts),
- Existing services provided and how they have changed over the past several years,

- Service demand drivers,
- Infrastructure needs profile, and
- Demographic trends and projections.

We will provide examples of environmental scans to staff. After staff prepares the scan, we will review it and provide feedback. We suggest CCSD staff compile and present the information during the workshop.

#### Activity 4 – Prepare for and Facilitate Strategic Planning Workshop

Next, we will facilitate a workshop with the CCSD Board of Directors, general manager and others as desired to review the information gathered in the previous activities to create the vision, discuss modifications to the current mission statement, and identify values, goals and strategies. To prepare for the workshop, the following tasks will be completed.

- **Determine workshop participants and coordinate logistics.** We will coordinate logistics of the workshop, including location, room setup and other aspects necessary to set the stage for a productive session for all participants with staff.
- **Identify Teambuilding Goals and Design Exercises.** Management Partners uses a variety of teambuilding methods with boards and executive leadership teams. We are familiar with the provisions the Brown Act for public meetings and will work closely with CCSD staff to assure that workshops and meetings with the Board meet the requirements of the Act. We are aware that some aspects of teambuilding may be sensitive. Therefore, we work with public boards, governing bodies and special districts to identify key issues and concerns through individual interviews with each member before planning a workshop. Based on what we learn, we will develop group exercises to address the underlying and root causes preventing optimal performance by the Board.

Management Partners has designed teambuilding exercises to address issues of governance, communication, group norms and other issues related to group effectiveness. Once we have completed our initial interviews, we will confirm our understanding of the primary goals for teambuilding, and tailor our approach to the specific needs and desired results of the CCSD Board.

- **Prepare draft agenda and workshop materials.** We will prepare a detailed agenda for the workshop, as well as a briefing book with workshop materials. To ensure the time during the workshops is used most productively, we are likely to ask participants to complete work in advance of the session.

The agenda will likely include some or all of the following components, subject to discussions with the general manager and the project manager:

- Review and discuss community and employee survey results,
- Review and discuss the results of stakeholder input,
- Review and discuss the environmental scan,
- Draft vision, mission, and values statements,
- Identify goals and strategies, and
- Identify success factors.

Our strategic planning workshops are engaging and interactive and are designed to ensure full participation.

We use a combination of facilitation techniques including small and large group discussion and break out groups. Because we are former local government practitioners, we are attuned to helping workshop participants clarify issues and arrive at consensus. We understand how to address sensitive issues in a neutral, non-confrontational manner.

### Activity 5 – Prepare Strategic Plan

During this activity, Management Partners will prepare a draft strategic plan document. It will be visually pleasing, using photos supplied by the CCSD to illustrate goals and highlight some of the District's assets.

The CCSD strategic plan is likely to contain the following components:

- Description of the process, including how data were gathered;
- Vision, mission, values;
- Multi-year goals;
- Strategies to support each goal;
- Success indicators for each goal; and
- Reporting and accountability mechanisms for the strategic plan.

We will review the draft with the Board of Directors and general manager and make modifications based on the feedback we receive. A final CCSD strategic plan document will then be prepared.

### Activity 6 – Facilitate Implementation Action Plan Workshop

This workshop, held with the general manager, the administrative team and department directors, is focused on implementation. The general manager and directors will determine the elements and sequencing for the goals and strategies using the Implementation Action Plan (IAP). The IAP operationalizes the CCSD vision and aligns current and future priorities with budget and resource needs.

Management Partners will create the draft IAP based on the results of the workshop. Having a comprehensive Implementation Action Plan is the best way to ensure that the elements of the strategic plan get integrated into the work of the District and into future budgets. The Implementation Action Plan template is likely to contain the following elements:

- Implementation steps,
- Key tasks,
- Schedule of target dates (start and completion dates),
- Resources needed and currently available (and sources),
- Staff assigned (including a lead person),
- Milestones, and
- Key success indicators/performance metrics.

Management Partner will facilitate a half-day session with the CCSD general managers and directors to prepare the IAP.

## HOURS AND FEE

Management Partners anticipates devoting 228 hours of our staff time to complete the plan of work described above. The total cost of this project is \$49,900, which includes all fees and expenses. The ultimate test of a quality project is that the client is pleased with the results, and we are committed to achieving that goal.

Activity	Hours
<b>1 – Start Project</b>	13
<b>2 – Gather and Analyze Information</b>	103
<b>3 – Provide Guidance for Environmental Scan</b>	11
<b>4 – Prepare for and Facilitate Strategic Planning Workshop</b>	35
<b>5 – Prepare Strategic Plan</b>	26
<b>6 – Facilitate Implementation Action Plan Workshop</b>	40
<b>TOTAL</b>	<b>228</b>

## CONCLUSION

Management Partners has the experience, the professional talent, and the commitment to quality necessary to successfully complete this project for the Cambria Community Services District. We welcome the opportunity to provide additional information that may be helpful, and we look forward to the chance to discuss the ideas contained in this proposal.

## ATTACHMENT A – PROJECT TEAM RESUMES

### NANCY N. HETRICK

Nancy Hetrick, Vice President, has over 20 years of local government experience as a consultant and practitioner. She leads projects for cities, counties and special district across California in organizational improvement, training, teambuilding, strategic planning and performance management.

#### Relevant Projects

Nancy has completed projects in organizational development, training and coaching for the following California jurisdictions: Moraga, Carmel, Merced, Morgan Hill, Roseville, Contra Costa Transportation Authority, El Cerrito, Albany, Napa County, Modesto, Santa Rosa, Garden Grove, Los Altos Hills, Orinda, American Canyon, Pleasanton, Atherton, Gilroy and Berkeley.

#### Expertise

Her areas of interest and expertise include coaching and talent development; organizational succession planning; executive recruitment, performance management, strategic planning, organizational effectiveness, and facilitated problem-solving/process improvement. Nancy is especially skilled at working with teams to improve their effectiveness, working collaboratively with the client to address the most important issues in an engaging and productive manner.

#### Experience

Nancy began her career in the nonprofit sector and then worked for Norman Roberts and Associates, a professional executive recruitment firm. She joined Management Partners in 1996 and spent five years assisting with a variety of city and county projects, including developing and implementing performance measurement systems and conducting organization and process improvement projects. She gained a particular expertise in developing performance measurement systems and served as a primary trainer the International City/County Management Association (ICMA) Center for Performance Measurement.

In 2001, Nancy accepted a position in the County Manager's Office in San Mateo County. As a principal management analyst, Nancy oversaw criminal justice assignments, including budget, performance and special projects, and led a countywide performance management effort. Nancy developed and conducted countywide training, facilitated planning and performance work sessions, and led efforts to strengthen the linkage between program performance and priorities and the County's Shared Vision. Nancy returned to Management Partners in 2006.

#### Education

Nancy earned a bachelor's degree in political science, with an emphasis in public administration, from California State University at Chico. She completed coursework toward a master's degree in public administration from California State University at San Francisco and is certified in several assessment instruments, including the Myers-Briggs Type Indicator (MBTI), DiSC, and CPI260 and has utilized other tools such as the Whole Brain and StrengthFinders to meet specific client needs.

#### Other

Nancy was president of the Municipal Management Association of Northern California in 2006. In 2007, she founded and chaired the first annual MMANC Women's Leadership Summit and remains actively involved by delivering talent development workshops and facilitating the Board's annual planning retreat. She serves on the steering committee of the Cal-ICMA Talent Development Initiative and is a member of ICMA.

## **MANDY BROWN**

Mandy Brown, Principal Management Analyst, understands the roles of officials, stakeholders, and community members in planned change. Her urban planning background provides integrative tools for plan formulation, adoption, implementation and enforcement. Based on her understanding of community involvement coupled with quantitative expertise, she can integrate data from stakeholder participation to create compelling plans and presentations.

### **Relevant Projects**

Strategic and business planning clients include Pleasanton, Beverly Hills, Tracy, East Contra Costa Fire Protection District, Milpitas, Walnut Creek, and Monterey County. Organization review clients include the cities of Orange County, Cypress, Hayward Area Parks and Recreation District, Huntington Beach, and Fullerton.

### **Experience**

Mandy is responsible for conducting financial and operational analyses to support the development of projects and plans. Her analytic training includes inferential statistics, linear and logistic regression, and survey research and design. She is experienced in collecting data and using analysis and modeling tools for forecasting, policy analysis, and the design of projects and plans. She has worked on numerous Management Partners' organizational review, strategic planning, benchmarking, and process improvement projects. She has worked with cities, counties, special district, as well as a metropolitan planning organization.

### **Expertise**

Strategic and business planning, facilitation, organizational development, benchmarking, process improvement, service sharing.

### **Education**

Bachelor's degree in hospitality administration with a minor in statistical methods from Boston University; Master's degree in urban and regional planning from San Jose State University; Master's degree in public affairs with a concentration in public management Indiana University (projected 2020).

## ASHLEY GARCIA

Ashley Garcia, Senior Management Advisor, brings nearly a decade of analytical, human resources, budget, and project management experience to Management Partners. She has a passion for public service and organizational development, specializing in interdepartmental collaboration.

### Experience

Ashley's local government experience includes progressively responsible roles for the cities of Huntington Beach, Laguna Niguel, Costa Mesa and Santa Maria. She serves as Human Resources projects administrator for the City of Santa Maria, where she manages an effort to link employee competencies and performance metrics to the City's mission and values and other projects to improve the organization's processes and policies.

Ashley served as President of the Municipal Management Association of Southern California in 2018, leading the organization to achieve record membership levels and establish a strategic plan for the association. She earned a bachelor's degree in human and organizational development from Vanderbilt University and a master of public administration from the USC Sol Price School of Public Policy.

Before that she served as a management analyst in Costa Mesa and Laguna Niguel. Her duties included research, analysis, implementation of special projects, budget preparation and monitoring, initiation of interdepartmental teams, classification and compensation benchmarking, assistance with strategic plan development and organizational goal alignment, and various human resources responsibilities. She also held a graduate management fellowship with the Huntington Beach City Manager's office.

### Expertise

Human resources; organizational development; interdepartmental collaboration; research and analysis

### Education

Bachelor's in human and organizational development from Vanderbilt University and a master of public administration from the University of Southern California's Sol Price School of Public Policy.

### Other

Served in various positions of responsibility, including president in 2018, for the Municipal Management Association of Southern California (MMASC). Duties there included leading the Executive Board to achieve record membership levels and implementing a strategic plan for the organization.

Member of International City/County Management Association (ICMA) and Women Leading Government (WLG) Costa Mesa City Manager Leadership Award recipient. Graduate of Leadership Tomorrow Orange County.



**Dynamic Public Outreach, Smart Strategic Planning**
*For local governments, special districts, and the engineering, environmental and law firms that support them.*
**DATE:** August 6, 2019

**PAGES:** 21

**TO:** John F. Weigold, IV, General Manager

**FROM:** Martin Rauch

**RE:** Strategic Plan Proposal

Thank you for your request for a proposal to assist Cambria Community Services District with development of a Strategic Plan.

Using proprietary techniques that have been honed through the successful development of strategic plans over nearly 50 years, Rauch Communication Consultants (RCC) will assist Cambria Community Services District to consider where it stands today, evaluate past achievements, address an increasingly challenging future, consider new opportunities, and ultimately provide the direction that will allow it to proceed confidently into the future.

The plan we propose to develop with the District would include a review and update of the strategic vision, mission, and values (referred to as guiding principles in the RFP). It would also include strategic goals and objectives, along with an actionable implementation plan, and plan for oversight and monitoring.

### Ready to Hit the Ground Running

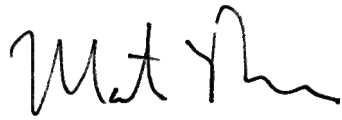
Here's why Cambria Community Services District would be well served by Rauch Communication Consultants (RCC):

- In-Depth Strategic Planning Experience, across hundreds of planning workshops and decades of strategic plans.
- Local and Regional Experience. We have worked (and lived) up and down the California coast for decades, including with CCSD, San Simeon CSD, Templeton CSDs, and many other agencies. We understand what makes Cambria special, and the strong interest and care many of its residents take in community issues.
- We Know Water, Sanitary, Park and Rec. and More. We focus on special districts and have worked with virtually every type. We understand the industry, rates, finance, recycled water, and the issues faced by districts, especially smaller ones, like yours.
- Organizational and Governance Experts. We have worked with over 225 Special Districts over the years. We are faculty for the California Special District Leadership Academy and teach regularly at statewide conferences on planning and governance issues.
- Practical and Accountable Implementation Plans that provide useful and actionable guidance.
- Get-To-The-Point Approach. We have refined our approach to get maximum results quickly. We know you are busy, and we make every minute count.

**Flexible to meet your needs.** Each District, Board, Staff and Community are unique and every strategic planning process is adapted to fit local needs. If any changes to the facilitation, timing, budget, or any other aspect of the process would better match Cambria Community Services District's needs, we are open to working flexibly with you to adjust. Just let us know.

Please contact me if you have additional questions or would like to discuss this proposal further.

Regards,

A handwritten signature in black ink, appearing to read "Martin Rauch". The signature is fluid and cursive, with the first name "Martin" written in a larger, more prominent script than the last name "Rauch".

Martin Rauch, Senior Consultant

## Project Understanding

---

This is a challenging period for most special District's and Cambria Community Services District also is facing substantial challenges. In addition to ongoing issues around drought, water supply, community development, maintaining transparency and supporting community engagement, and other issues, the Coronavirus is causing substantial impacts and may lead to a major recession.

In this environment, a facilitated Strategic Plan can be beneficial, even necessary, to proactively navigate upcoming challenges and identify opportunities that can be taken advantage of. In addition, Strategic Planning is a best practice that can further elevate the performance, efficiency and costs savings of Cambria Community Services District.

## 1. General Information

---

### Background and Experience

Rauch Communication Consultants Inc. has focused on serving special districts and local governments for more than 40 years. During that time, we have worked with over 225 agencies throughout the state, as well as with many of the leading organizations that deal with local governments such as California Association of Sanitary Agencies, California Special Districts Association, Special District's Institute, California Cemetery Association, Association of California Water Agencies, and others. We have worked with individual agencies of every kind and size in most corners of the state.

We completed the strategic plan for the California Special District Association (CSDA), as well as for many special districts. We led Association of California Water Agencies' (ACWA's) Vision 2000 strategic plan that significantly changed the structure and direction of the organization, as well as key strategic planning sessions for California Association of Sanitation Agencies (CASA) during a time of organizational change. A selected list of clients for whom we have provided strategic planning services is given later in this proposal, along with brief client case studies and testimonials.

We have also served as speakers for conferences and seminars on strategic planning and public outreach for ACWA, CASA, CSDA and other District associations.

## 2. Biography: Experience, Qualifications,

---

### Primary Consultant and Other Key Team Members

#### **MARTIN RAUCH, Primary Consultant, Rauch Communication Consultants**

Martin Rauch is President of Rauch Communications Consultants, a full-service strategic planning and public outreach firm with main office in the Bay Area that has served over 225 clients in California during the past 40+ years.

He brings to this task extensive experience in group dynamics, developing consensus, Board and District strategic planning, and facilitation.

Martin conducts strategic planning sessions for the Boards and staffs of client organizations. He also provides training in effective Board meetings, roles and relationships of Board members and managers and other related topics. He specializes in the preparation and facilitation of a wide variety of meetings. These complex events include focus groups, citizen's advisory committees, community presentations and public meetings.

**Working with the Public.** In the realm of public engagement, Rauch Communication Consultants (RCC) facilitates open communication between special districts and their customers and stakeholders. We help the public to understand the various technical, legal, financial, and regulatory challenges their district faces in serving them. And we help the District listen to public input and respond.

Mr. Rauch has served as a speaker and seminar leader for the Association of California Water Agencies (ACWA), California Association of Sanitary Agencies (CASA), California Special Districts Association (CSDA) and others. He was a regular faculty member of the Special District Institute, is a regular speaker for CSDA, and is on the Board of the Special District Leadership Foundation. He is the principle author of the Special District Leadership Foundation certificate course on strategic planning, as well as Governance Foundations. He has been invited as a speaker to other statewide associations.

Prior to his work for public agencies, he served for several years as a community organizer and educator for nonprofit organizations, organizing community groups and producing educational and information materials. He holds a Bachelor of Arts degree with High Honors from the University of California at Santa Barbara. Martin's formal training also includes completion of Business Mediation Training at UC Berkeley, as well as courses in Facilitating and Mediating Effective Agreements. Martin is a certified Balanced Scorecard Professional (BSP) from the Strategy Management Group and The George Washington University College of Professional Studies.

*NOTE: Lynda Boyd and Amanda Green will support this project.*

#### **LYNDA BOYD, Production Manager, Rauch Communications Consultants, Staff**

Lynda manages all the production of documents for Rauch Communication Consultants, coordinating the writing, printing and mailing of materials, setting up schedules and coordinating project team activities to keep projects moving smoothly and on-schedule.

#### **AMANDA GREEN, Consulting Support, Research and Writing, affiliate (contractor)**

Amanda normally works in the background, transcribing notes, organizing notes, writing and preparing strategic plans. Amanda also supports the facilitation of large groups.

**Similar Placements.** Amanda has worked on most RCC strategic planning projects for special Districts in the past four or five years as well as public engagement programs. With a master's degree in Public Administration from Harvard University School of Government and seven years' experience, Amanda provides a range of support as an assistant during large and complex meetings, researching, planning and writing. Her experience includes several years working on strategic planning and communication projects for RCC and with other organizations.

### Examples of Related Projects Demonstrating our Strategic Planning Experience

We work nearly exclusively with special districts in California and strategic planning is one of our core services. We have worked with Boards, staffs and communities for over 40 years on a daily basis. It is all we do. Here are just a small number of the many examples of our experience helping organizations carry out their mission.

**California Special Districts Association, Strategic Plan.** Rauch Communications was called in to assist this major statewide organization to prepare a Strategic Plan. The plan was received enthusiastically by both Board and Staff and implemented.

**Association of California Water Agencies, Strategic Plan.** ACWA is the oldest and largest statewide organization of water agencies in California, with a membership consisting of public agencies along with numerous engineering, legal and financial organizations. Rauch Communication Consultants planned and conducted its Vision 2000 strategic planning process, which resulted in a significant alteration of the organization's structure and direction. The new plan was developed with a comprehensive outreach program involving numerous coordination meetings and is today considered a complete success.

**Novato Sanitary District.** This agency had aging treatment facilities under regulatory mandates to make upgrades and collection system with significant capacity and I&I problems. The consultant worked with the staff and the board as they evaluated and undertook a major upgrade of their collection system and complete rebuild of their treatment plant and transition to operating the treatment under contract to a private corporation under intense public scrutiny. Rauch Communication Consultants also facilitated development of a formal strategic plan and update and the organization currently enjoys, extremely high service quality, low rates, a reputation for a commitment to the environment, and customer satisfaction.

**Costa Mesa Sanitary District.** Worked closely with the Board of Directors and staff to create an initial strategic plan and annual updates. The most recent strategic plan led to a series of dramatic changes in direction that took several years to complete.

**Golden Empire Transit District.** Rauch Communication Consultants worked closely with the Board and management staff of this Bakersfield agency to analyze district issues and concerns, and then prepare a set of findings and recommendations to revitalize the agency, restore management credibility and rebuild staff morale and effectiveness.

**Rancho Murieta Community Services District.** Worked closely with the Board of Directors and staff to create a new mission statement, vision, objectives, goals and set of action items as part of the complete Strategic Plan for this Community Services District that provides sanitary, water, security, roads and other services.

**Cordova Recreation and Park District.** This District faced pressure to build new facilities, questions about appropriate levels of services and also challenges in building support for funding new initiatives. There were also role and relationship issues between the manager and board, as well as other issues. These issues were all resolved through a facilitated Direction setting process.

**National Water Resources Association, Strategic Plan.** This Washington-based national organization brings information about federal policy to its membership and provides lobbying before Congress on their behalf. Rauch Communication Consultants planned and conducted the process leading to the development of their strategic plan.

**Santa Clara Valley Water District.** This agency provides water supply and flood control services for a major portion of the Silicon Valley. With an annual budget running in the hundreds of millions of dollars, it impacts numerous aspects of the economic, residential and environmental aspects of life in the area. Rauch Communication Consultants conducted the initial strategic planning workshops of the Board of Directors and senior management, which defined the future direction of the district.

**San Joaquin River Exchange Contractors Water Association.** RCC has helped them develop two strategic plans in the past decade or so. It tackles the very complex issues facing the Contractors and helped them manage the recent drought more effectively than many of their other agricultural neighbors.

**Shafter Recreation and Park District.** This District was struggling with a divided board and a new Manager unsure about what the Board wanted her to do. Development of the strategic plan resulted in clear goals and priorities, which the manager was able to focus on.

**Kern County Water Agency.** This agency supplies all the imported water in Kern County, an agricultural area with a rapidly growing urban center. The Agency imports over one million-acre feet of water per year. Rauch Communication Consultants planned and conducted the development of its strategic plan, working closely with the Board, senior management, numerous member districts as well as a major city and the county. Over 57 different agencies and key individuals were interviewed along the way. The plan was unanimously adopted.

### **Extensive Public Engagement Experience**

Our firm offers three consulting specialties: assisting clients in the development of strategic plans, implementing strategic public outreach programs, and consulting to resolve internal management issues. Referencing Step 3: Public Engagement on page 4, our expertise in public involvement and outreach lends itself to effectively gathering public input. We are expert facilitators and have planned and facilitated hundreds of successful meetings and workshops over the years.

## What Our Clients are Saying About our Qualifications

*“RCC has helped us develop our strategic plan and updates for several years. The community meeting was particularly successful. Over 70 people attended, and, thanks to excellent facilitation, there was active participation. The meeting brought a great sense of community to the process and helped unite the Board around the public consensus.”* [Montara Water and Sanitary District](#)

*“Two things surprised me when Martin led our Board members through strategic planning: The first was that he was an incredible quick study in understanding the issues and the nuances of working through them. The second was how he got our Board to open up and freely discuss the issues. Not only was I surprised at how much he got them to talk and share, but the Board members were surprised at how like-minded they were at the end of the process.”* [Arvin Edison WSD](#)

*“It was one of the most productive series of meetings of this kind I have participated in professionally.”* [Cucamonga County Water District](#)

*“...a glowing recommendation for your ability to prepare a Strategic Plan.”* [Squaw Valley Public Utilities District](#)

*“This Plan was impressive for how efficient the process was, and it got to the point in a practical and useful way. This one has check points and useful targets and tasks regularly thru next year.”* [Director Novato Sanitary District](#)

*“Though your skilled mentoring and carefully executed annual planning sessions . . . this District has been able to rise from the depths of public unrest to a position of public trust. . . So much of what we have accomplished is credited to the tools that you have given us along the way.”* [San Juan Water District](#)

*“Thanks for your guidance in helping the Board members make decisions that resulted in a healthy working, and successful atmosphere in our District...We have a Board and Management team who get along and support each other. Again, thank you for your capable knowledge and assistance...”* [Cordova Recreation and Park](#)

*“On behalf of the California Special Districts Association, I wanted to take a moment to thank you for the wonderful job you did at our 2007 Board Planning Session. You did your homework; found the common denominator and provided the Board and my executive staff with a positive outlook for the future of CSDA...We were all impressed and came away with a sense of positive change for the Association.”* [California Special Districts Association](#)

## Selected Client List Showing Special District and Local Government Experience

### ASSOCIATIONS, JPAs, STATE, FEDERAL AND OTHERS

Association of California Water Agencies (ACWA)	Sewer Authority Mid-Coastside
California Special Districts Association (CSDA)	Mission Research Corporation
California Association of Sanitation Agencies (CASA)	Stone Creek Company
California Department of Water Resources	Suburban Water Systems
Special Districts Institute	Boyle Engineering
California Sanitation Risk Management Authority	Dokken Engineering
California Association of Public Cemeteries	El Solutions
Friant Water Authority	McCormick, Kidman and Behrens
WaterReuse Association	Pennfield and Smith
California Mosquito and Vector Control Association	Redwine and Sherill
American Desalting Association	White House Office of Policy Development
Association of Groundwater Agencies	National Water Resource Association
San Luis Delta-Mendota Water Authority	North Bay Watershed Authority
San Joaquin River Exchange Contractors Water Authority	San Gabriel Valley Water Association
North Bay Water Reuse Authority	San Gabriel Basin WQA
Faculty Association of Community Colleges	Santa Barbara Special District Association
National Water Resource Association	Cachuma Operations Maintenance Board
Water Education Foundation	Cachuma Conservation Release Board
Pacific Coast Association of Port Authorities	California Sign Association

### LOCAL GOVERNMENT AGENCIES

#### **BUTTE COUNTY**

Oroville-Wyandotte Irrigation District

#### **CALAVERAS COUNTY**

Calaveras County Water District

#### **CONTRA COSTA COUNTY**

Diablo Water District  
Contra Costa Water District  
Stege Sanitary District  
Dublin San Ramon Service District

#### **EL DORADO COUNTY**

South Lake Tahoe PUD

#### **IMPERIAL COUNTY**

Imperial Irrigation District

#### **KERN COUNTY**

Arvin Edison Water Storage District  
Indian Wells Valley Airport District  
Indian Wells Valley Water District  
Kern County Water Agency  
West Kern Water District  
North of the River Municipal Water District (Bakersfield)  
Oildale Mutual Water Company  
North Kern Water Storage District  
Golden Empire Transit District  
Terra Bella Irrigation District  
Friant Water Users Authority  
Cawelo Water District  
Arvin Community Services District  
North Bakersfield Recreation and Park District  
Inyokern Community Services District  
Shafter Park and Recreation District

#### **LASSEN COUNTY**

Lassen Municipal Utility District

#### **LOS ANGELES COUNTY**

Los Angeles County Park and Rec  
Castaic Lake Water Agency  
Central Basin MWD  
Pico Water District  
Upper San Gabriel Valley MWD  
West Basin MWD  
San Gabriel Valley MWD  
Water Replenishment Dst. of So. Cal.  
San Gabriel County Water District  
Main San Gabriel Basin Watermaster  
California Domestic Water Company  
Pasadena Historical Museum  
Three Valleys MWD  
Newhall County Water District  
Las Virgenes Municipal Water District  
Conjunctive Use Working Group (?)  
Palmdale Water District  
City of Sierra Madre  
City of Arcadia  
City of El Monte  
City of La Puente  
East Pasadena Water Company  
Foothill Municipal Water District  
Valley County Water District

#### **MARIN COUNTY**

Las Gallinas Valley Sanitary District  
North Marin Water District  
Sausalito-Marín City Sanitation Dst.  
Tamalpais CSD  
Sanitary District #5 (Tiburon)  
Novato Sanitary District

Ross Valley Sanitary District  
San Rafael Sanitation District  
City of San Rafael  
Central Marin Sanitary Agency  
County of Marin  
Novato Disposal Services, Inc.  
San Quentin Village and Murray Park

#### **MERCED COUNTY**

Central California Irrigation District

#### **MONO COUNTY (and MADERA)**

Mammoth Community Water District

#### **MONTEREY COUNTY**

Marina Coast Water District  
Monterey Peninsula Water Management District  
Monterey Regional Water Pollution Control Agency  
Pebble Beach CSD

#### **NAPA COUNTY**

Napa County  
Napa Sanitation District

#### **NEVADA COUNTY**

Northstar CSD  
Truckee-Donner Public Utility District  
Tahoe Truckee Unified School District



**ORANGE COUNTY**

Municipal Water District of Orange County  
 Mesa Consolidated Water District  
 Los Alamitos County Water District  
 SouthCoast Water District  
 Serrano Irrigation District  
 El Toro Water District  
 Orange County Water District  
 Costa Mesa Sanitary District  
 Capistrano Beach County Water District  
 Coastal Municipal Water District  
 Midway City Sanitary District  
 TriCities Municipal Water District  
 Yorba Linda Water District  
 Placentia Library District  
 Laguna Beach County Water District  
 Emerald Bay Service District  
 Moulton Niguel Water District  
 Orange County Vector Control

**PLACER COUNTY**

San Juan Water District  
 North Tahoe Public Utility District  
 Squaw Valley Public Services District

**PLUMAS COUNTY**

East Plumas Health Care District

**RIVERSIDE COUNTY**

Coachella Valley Mosquito & Vector Control District  
 Mission Springs Water District  
 29 Palms Municipal Water District  
 Rancho California Water District  
 South Mesa Water Company  
 Elsinore Valley MWD  
 Santa Rosa CSD  
 Beaumont Cherry Valley Water District  
 Santa Ana Watershed Project Authority  
 Desert Healthcare District

**SACRAMENTO COUNTY**

County of Sacramento Public Works Agcy.  
 Sacramento Regional County Sanitation District  
 Fair Oaks Water District  
 Arcade Water District  
 Sacramento Metropolitan Water Authority  
 Carmichael Water District  
 Rio Linda Water District  
 Northridge Water District  
 Rancho Murrieta Community Services District  
 Cordova Recreation and Park District

**SAN BERNARDINO COUNTY**

Big Bear Municipal Water District  
 Monte Vista Water District  
 Big Bear Airport District  
 Yucaipa Valley Water District  
 Bear Valley Community Hospital District  
 Bear Valley Community Services District  
 City of Big Bear Water and Power Department  
 Joshua Basin Water District  
 Inland Empire Utility Agency  
 East Valley Water District  
 Big Bear Area Regional Wastewater Agency  
 Victor Valley Water District  
 Cucamonga County Water District  
 San Antonio Water Company  
 Chino Basin Watermaster  
 ITI Desert Water District  
 San Bernardino Valley Water Conservation District  
 Big Bear City CSD  
 City of Big Bear Lake  
 Hi-Desert Water District  
 West San Bernardino County Water District

**SAN DIEGO COUNTY**

San Diego County Water Authority  
 Padre Dam Municipal Water District  
 Rincon del Diablo MWD  
 Vallecitos Water District  
 Helix Water District  
 Leucadia Wastewater District  
 North County Fire Protection District  
 Olivenhain Municipal Water District  
 Sante Fe Irrigation District  
 Otay Water District  
 Fallbrook Public Utility District  
 Rainbow Water District  
 Vista Irrigation District

**SAN FRANCISCO COUNTY**

Golden Gate Bridge, Highway, & Trans. District

**SAN JOAQUIN COUNTY**

Ripon Fire Department

**SAN LUIS OBISPO**

Templeton CSD  
 Port San Luis Harbor District  
 San Simeon CSD  
 Cambria Community Services District  
 Nipomo Community Services District

**SAN MATEO COUNTY**

East Palo Alto Sanitary District  
 San Mateo County Harbor District  
 Montara Water & Sanitation District  
 Sewer Authority Mid-Coastside

**SANTA BARBARA COUNTY**

City of Santa Barbara  
 Goleta Sanitary District  
 Montecito Sanitary District  
 Carpinteria Sanitary District  
 Santa Maria Public Airport District  
 Goleta Water District  
 Montecito Water District  
 Cachuma Project Authority  
 Goleta West Sanitary District  
 Mosquito and Vector Management District  
 Isla Vista Recreation and Park District  
 Lompoc Hospital District  
 Santa Barbara County Vector Control District  
 Carpinteria Valley Water District  
 Santa Ynez Community Services District  
 La Cumbre Mutual Water Company

**SANTA CLARA**

Santa Clara Valley Water District  
 West Valley Sanitation District

**SANTA CRUZ COUNTY**

Scotts Valley Water District  
 Pajaro Valley Water Management Agency (Watsonville)  
 Central Fire Protection District  
 Santa Cruz FPD  
 Soquel Creek Water District

**SOLANO COUNTY**

Rural North Vacaville Water District

**SONOMA COUNTY****TULARE COUNTY**

Friant Water User Authority  
 Visalia Public Cemetery District

**VENTURA COUNTY**

Camrosa County Water District  
 Rancho Simi Rec. & Park District  
 Casitas Municipal Water District  
 Conejo Recreation and Park District  
 Ojai Valley Sanitary District  
 Calleguas Municipal Water District  
 Meiners Oak County Water District  
 Marina Coast Water District  
 Camarillo Health Care District

### 3. Methods Used

---

Rauch Communication Consultants proposes to use a step-by-step, proven approach to strategic planning that has been adapted to meet the needs of Cambria Community Services District. It may be modified following step 1 to further customize it to meet the specific needs of the District and the situation.

#### COORDINATION, REVIEW AND RESEARCH, INTERVIEWS AND PLANNING.

##### FUFILLS SCOPE OF WORK #1

**STEP 1. Kickoff, Review Relevant Documents, and Interviews.** The purpose of the initial kickoff conference call is to clarify expectations, participants, process, documents to review, desired outcomes, and any other open issues. We would review other documents such as past budgets, the past strategic plan, etc.

Confidential Interviews. Experience has shown that one of the best tools for gaining insight into key issues facing an organization at the start of a strategic planning process is one-on-one confidential phone interviews with key individuals. The confidential interview process gives the people who have the greatest influence on the organization a chance to candidly express their interests, concerns, and perspectives. Out of these interviews arises a composite picture of the important issues that will help inform the Board strategic planning workshop that follows. Interviews provide the following benefits:

- Introduces the facilitator to the key participants, which helps the facilitator plan how to facilitate the specific involved players most effectively.
- Provides an arena for the facilitator to gather any sensitive information that people may feel uncomfortable bringing to the table. This helps the facilitator be prepared in the event there are any sensitive issues, and also allows the facilitator to ensure that all key issues are dealt with.
- Helps the interviewees to start thinking about their own goals and priorities.

We are proposing to interview the General Manager, three managers and the Board.

#### WORKSHOPS TO GATHER INSIGHT REGARDING CRITICAL ISSUES AND PRIORITIES.

Following the steps above, the consultant will have a much deeper understanding of the District, Board, staff, community and others. With the knowledge at hand, the consultant will evaluate the approach to the workshops describe here and determine if changes in the approach are recommended.

**STEP 2. Workshop #1.** The strategic planning workshops are the heart of the process. Our workshops are designed to engage all the participants, ensure everyone's perspective is voiced and heard, and obtain consensus on key issues rapidly and effectively. The workshop takes inputs from the interviews and research phase and uses a set of proprietary facilitated exercises designed to develop clear policy-level direction.

Virtual or onsite workshops. Current social distancing mandates may require remote workshops. We have developed specialized whiteboarding tools that closely replicate the experience of an onsite workshop. This proposal assumes the first workshop will be in-person but it could be accomplished online if needed.

Some of the topics that are likely to be covered include:

- Self-Assessment: Rating the District Today. To chart a path to the future, the District will need to identify where it stands today: what is working what is not working optimally, and how various aspects of the District are viewed by each participant.
- Identifying Strengths and Weaknesses. Identifying the significant current and future issues that can impact the organization and the most promising opportunities to deal with those threats or make improvements.
- Identifying the Highest Priority Issues. The group discusses and identifies the most critical challenges or opportunities that the District must tackle if it is going to accomplish its mission.
- Developing Strategic Issues Areas. With the facilitator's assistance, the group will take all the information above and organize it into an initial set of strategic issue areas and their priorities. These strategic issues will later be translated into goals and objectives. Workshop #1 normally runs from morning until roughly mid-afternoon or so.

STEP 2 FULFILLS SCOPE OF WORK #5. We can evaluate and consider collaboration and engagement with other organizations and jurisdictions in the assessment phase (above) and further during development of goals, below, in step 4.

**Note Regarding Public Participation at the Board Workshop:** *The core purpose of the workshops is to give the Board an opportunity to develop consensus on key strategic goals and priorities with the input and support of the staff. However, these will be Brown Act meetings and the public is always welcome. The specific format for incorporating public questions, answers, and input that can be worked out at the time.*

**STEP 3. Public Engagement.** There are a number of ways to engage the public in the process. Following discussion with staff, we recommend holding a Zoom town hall meeting, but others could be considered such as an online survey. We suggest that the zoom town hall occur midway through the process – after the first workshop and before the second. This would allow us to present initial ideas and direction from the staff and Board but well before final decisions have been made. The town hall will be designed once we see the results of the first workshop, but would likely include a presentation, opportunities to ask open questions, vote on options, and provide input. Staff would advertise the town hall. The needed tasks for this include planning the town hall, facilitating the town hall, transcribing the public input, organizing it, formatting for presentation and integrating it into the Plan for review by the Board at Workshop #2. To minimize costs have set a limited scope for this and would work with staff to accomplish it.

**STEP 4. Workshop #2.** Before the workshop, the consultant will take the detailed inputs from the first board workshop and the town hall and develop an initial list of goals and objectives which are reviewed and refined with staff in advance. At this online workshop, the participants will undertake the following:

- Review public Input from The Zoom Town Hall as a Starting Point for the Discussion That Will Follow.
- Review and Edit as Desired the Board-Level Policy Direction in the Goals, Objectives. This is the core policy-level direction that will be acted upon by staff and is a critical step in the strategic planning process. STEP 4 FULFILLS SCOPE OF WORK #2. Board

governance and board / manager roles and relationships can be a goal area that is developed during this step. FULFILLS SCOPE OF WORK #4. Similar to above, if desired, transparency may be developed under a governance goal or a public outreach and engagement goal.

- Evaluate and Consider Updating or Replacing the Mission, Vision and Values. Through a series of exercises, the consultant will work with the participants to review the current Mission, vision and values. NOTE: Sometimes it is preferable to consider the mission and vision earlier in the process. We would make that decision before the first workshop. FUFILLS SCOPE OF WORK #3 to identify values and guiding principles. PARTIALLY FULFILLS SCOPE OF WORK #6. A vision for an ideal future state will be identified (see above). STEP 6 COMPLETES FULFILLMENT OF SCOPE OF WORK #6. Goals, measurable objectives, and a specific implementation plan is described below.

## IMPLEMENTATION PLANNING AND REALITY CHECK

FUFILLS SCOPE OF WORK #7. Steps 5 as well as 6 below fulfill this scope to have an action plan (we call it an implementation plan) as well as tracking of progress, etc.)

**STEP 5. Develop Implementation Plan.** In order to properly evaluate the feasibility of the plan and later implement it, it is necessary to develop an implementation plan. In other words, what initiatives or work must be implemented in order to achieve the goals, objectives and priorities. The level of detail varies by organization, but there should be enough detail to make it possible to reality check the plan and determine if the plan is doable in terms of monetary resources, staff time and expertise, as well as sequencing. If any of the Board's goals, objectives or priorities are not doable with current resources, it can then be brought to their attention so the board can consider adjustments to the plan or acquiring additional resources.

The implementation plan provides accountability by providing basic timelines and naming someone as responsible for the work.

In order to minimize costs, this proposal assumes that this is primarily a staff driven process with limited support of the consultant. It should include engagement of the Department Heads and may include participation of additional staff.

## DEVELOP MONITORING AND OVERSIGHT PLAN, PREPARE PLAN FOR PRESENTATION TO THE BOARD, MAKE ANY FINAL EDITS AND FINALIZE

The final plan will include a clear and understandable summary of goals and objectives that are prioritized in a way that can be readily understood and monitored.

**STEP 6. Monitoring and Oversight Plan.** It is critical to develop and document a process for reporting on the Plan and for performance measurement, Board oversight and monitoring of progress. This would include when and how the Plan will be updated and rolled forward so that there is always a multi-year guide to the future.

Once the Plan is complete, we recommend that the General Manager present a summary of the strategic plan and work plan to staff. Develop posters with key strategic planning elements: mission, vision, goals and objectives. Also, ensure that each employee knows his or her role in the strategic plan through their role in the work plan. This is often carried out by the General Manager and managers as part of the internal implementation and monitoring plan. It is mentioned here as a reminder that the staff are a key constituency.

Similar to STEP 5 above, in order to minimize costs, this proposal assumes that this is primarily a staff driven process with limited support of the consultant

**STEP 7. Present to Board, Finalize and Approve.** Again, to minimize costs, Staff will present the final plan to the Board. If there are any final comments or questions, the consultant will make final refinements, proof the document, and produce a final, approved copy.

### **DELIVERABLES**

The final Strategic Plan would include the mission, vision, values goals and objectives. Board priorities for the goals and objectives would be indicated. In addition the plan would summarize the current and expected challenges and opportunities facing the District identified in the process. There would be an implementation plan, including timing and someone named responsible for each strategic initiative as well as a plan for monitoring, and Board monitoring and oversight. The entire document would be written clearly, flow in logical order, integrating the findings, goals and objectives in seamless, easy-to-follow manner.

### **TIMING**

We can be available to start at an agreed upon date in the near future.

## 4. Team Building

---

### The Outcomes and Benefits Of Our Proposed Strategic Planning Process

We have found through repeated experience through decades of work with Boards and their staff that the strategic planning process has a powerful team building effect. This results from the process of working together to assess the district as it stands today, identifying upcoming challenges and opportunities, and developing consensus around the goals and priorities. Setting direction and priorities through strategic planning is at the core of the purpose of the Board and doing that well together also builds a sense of teamwork. In addition, we find the following more specific benefits arise from the team strategy building process.

**Excellent Introduction for Newer Board Members and to Build Consensus Around Priorities for the Entire Board.** Our focus on a Board-centered workshop provide an ideal opportunity for both newer and longstanding directors to be exposed to all the key issues facing the District and to engage with their fellow directors and staff in-depth on these topics.

**Help the District to Act Decisively and Proactively on Key Issues.** In an era of rapid changes and ongoing challenges, Strategic Planning makes it possible to deal with all the key challenges proactively and in priority order. Strategic Planning provides an organized method for evaluating major programs, resolving challenges, and setting priorities in a way that is far more effective and comprehensive than in regular Board meetings or workshops.

**Strengthen the appropriate role and authority of staff to implement policy direction at the same time the Board strengthens its policymaking role.** Even in agencies with effective governance and management, the strategic planning process reinforces and strengthens both the Board's ability to set clear policy direction and the staff's authority and flexibility to carry it out.

**Frees the Manager or Board President from Facilitating their own Workshop.** Professional facilitation allows the entire management team and Board to participate fully in the workshop. It also brings an outside perspective that can be helpful. We have found that the facilitator can also share and help integrate experience gathered from dozens of other Districts with similar issues and challenges.

## 5. Project Cost

We propose to complete the project as described for a not-to-exceed time and materials cost of \$14,320 plus expenses.

**Cost Control.** Numerous adjustments have been made to minimize costs while still providing a quality plan. 1) we would hold the first board worship in person if allowed by social distancing rules at the time, but we would not charge for travel time. 2) The second workshop is proposed to be held virtually to lower costs. 3) The town hall would also be held virtually. 4) The implementation planning, as well as oversight and monitoring planning would be primarily carried out by staff with support of the consultant. 5) We propose to focus the Strategic Plan report on only the core, practical information needed, without additional narrative and information that is not strictly needed.

STRATEGIC PLAN PROPOSAL		Senior Consultant	Assoc	SUB-TOTALS
	Rate	\$245	\$70	
<b>Step 1</b>	Hours	14	0	14
Kickoff, Review Relevant Documents, and Interviews.	Dollars	\$3,430	\$0	\$3,430
<b>Step 2</b>	Hours	16	6	22
Workshop #1. Plan, facilitate and integrate notes	Dollars	\$3,920	\$420	\$4,340
<b>Step 3</b>	Hours	6		6
Public Engagement	Dollars	\$1,470	\$0	\$1,470
<b>Step 4</b>	Hours	15	4	19
Workshop #2. Plan, facilitate and integrate notes	Dollars	\$3,675	\$280	\$3,955
<b>Step 5</b>	Hours	2		2
Develop Implementation Plan	Dollars	\$490	\$0	\$490
<b>Step 6</b>	Hours	1		1
Monitoring and Oversight Plan	Dollars	\$245	\$0	\$250
<b>Step 7</b>	Hours	1	2	3
Present to Board, Finalize and Approve	Dollars	\$245	\$140	\$385
	<b>Total Hours</b>	<b>55</b>	<b>12</b>	<b>67</b>
	<b>Dollars</b>	<b>\$13,475</b>	<b>\$840</b>	<b>\$14,320</b>

### More Cost Estimate Details.

Time and costs for individual steps may vary, but the total cost will not exceed the total. Clients will only be charged for work actually done. It is possible that more work will need to be done or that final costs will be less. No out-of-scope work will be undertaken without prior written approval from the Agency. Out-of-scope work includes new tasks, or extra work not due to

inefficiencies on our part on existing tasks, which is requested for reasons beyond RCC's control.

**Our Rates.** Consulting rate for the senior consultant is \$245 per hour. Associate consultants are \$90 to \$115 per hour. Graphic designer and webmaster services rate is \$105 per hour. Social media and writing specialist's rate is \$45 to \$90 per hour. Rate for Administration and Production Manager is \$70 per hour.

**Travel and Expenses Additional.** Basic material expenses, including, travel expense (transportation and lodging), office printing and sales tax are additional and passed on at cost. Car mileage is at the IRS California rate at the time or actual rental car cost plus fuel.

**Note:** To limit travel costs, this proposal assumes that the staff workshop would be held the day before the second board workshop



## 6. Consultant Services Agreement

---

### Insurance

**Liability Insurance.** \$1,000,000 for Each Occurrence, \$300,000 For Damage to Rented Premises (Each Occurrence), \$10,000 Medical Expenses (Any One Person), \$1,000,000 Personal and Adv Injury, \$2,000,000 General Aggregate, and \$2,000,000 Products-Comp/OP AGG.

**Automobile Liability.** \$1,000,000 Combined Single Limit.

**Workers Compensation and Employers' Liability.** \$1,000,000 E.L Each Accident, \$1,000,000 E.L. Disease – Each Employee, \$1,000,000 E.L. Disease – Policy Limit.

**Professional Liability:** \$1,000,000 Aggregate, \$1,000,000 Each Act, \$1,000,000 Each Judgement.

## 7. References

---

**Friant Water Authority Strategic Plan and Reorganization** (Completed 2015. Lead Consultant). Rauch Communication Consultants was asked to facilitate a strategic plan for this regional water authority at a time when it was virtually paralyzed by staff and governance challenges. Intense disagreements about how to move forward, led some members to leave. The Strategic Plan included a complete rebuilding of the Authority's governance, membership and senior staff, as well as developed shared goals and priorities for moving forward. The Authority is thoroughly rejuvenated, re-energized, has gained back virtually its entire membership, and is playing a strong leadership role throughout at regional, state and federal levels.

A year or so later the consultant supported the new Executive Director to update the plan and also facilitated a performance evaluation of the new Executive Director

REFERENCE. Edwin Camp serves on the Boards of both Friant Water Authority (above) and Masterworks Festival (below) and Arvin Water Storage District further below.  
Edwin@dmcamp.com. Mobile: 661-978-9341. Work: 661-399-5511

**Masterworks Festival. (Completed in 2016).** MasterWorks Festival is an intensive, four-week festival for advanced students of the classical performing arts. At the festival, world-class faculty and gifted students present brilliant performances in an atmosphere of Christian faith. The festival had both national and international programs, and the Board, staff and volunteers are spread around the country and in other countries. In addition, the organization was in a period of decline, financial troubles, withdrawal of donors and volunteers, and the resignation of the founder and long-time Executive Director. As a result of all these factors, we helped support and lead this process remotely to lower costs. We reached out extensively to current and former donors, students & family, alumni, staff, faculty and former board members and worked with the Board to devise a new strategic plan and successfully reboot the organization, which is now renewed and growing again.

**Arvin Edison Water Storage District.** This is the third iteration of the Strategic Plan we have completed for this client under two general managers. Their base water supply is not very favorable, but they have a long history of effective planning and dynamism that has made them one of the most effective water District's in the region.

**San Luis Delta Mendota Water Authority.** This is a large Joint Powers Authority with almost 30 members. It was losing executive staff and the board was gridlocked at the start of the process. The strategic plan was an important part of a process of transformation that led to the hiring of a new CEO and other new executive staff, and building a solid board consensus on moving forward. The organization is thriving. Federico was hired after the process was well along and Frances initiated and oversee the beginning of the process. Feel free to call either or both of the contact below (they gave me both).

Federico Barajas, Executive Director. [federico.barajas@sldmwa.org](mailto:federico.barajas@sldmwa.org) Work: (209) 826-9696. Mobile: (209)-752-4058

Frances Mizuno, Retired (formerly Operations Director and Interim Executive Director). [frances.mizuno@sldmwa.org](mailto:frances.mizuno@sldmwa.org) Mobile: (209)-321-0851

**San Mateo County Harbor District.** This is a county-wide organization that owns a harbor in a small and beautiful coastal town, just south of San Francisco (Half Moon Bay/El Granada), with similarities to Cambria, and manages a Marina on San Francisco Bay in South San Francisco, near San Francisco International Airport. There were strong differences of opinion and factions on the elected board and changes in Board and staff leadership that posed challenges. Eventually, we achieved a unanimous board vote to approve the final plan.

REFERENCE: Virginia Chang Kiraly was President of the Board at the start and completion of the Plan. [vc@kiraly.com](mailto:vc@kiraly.com). Mobile: (650) 868 8515.

## Sample Implementation Plans

### EXAMPLE OF AN IMPLEMENTATION PLAN

Each implementation plan is customized to fit the needs of the client. The example below is one approach to implementation planning in which the consultant works with staff to develop a detailed work plan that would demonstrate how it proposes to achieve the goals and objectives with key metrics to be developed.

No.	P	Action	Lead	Board	Status	Time
2.0.0		<b>GOAL 2 – SERVICES. Deliver high quality, cost-effective services that meet the needs of our community.</b>				
2.1.0		<b>Three is a plan and strategy in place for effectively identifying staffing, facilities, and resources needed to provide services to any new development at the same service level or higher as is provided today.</b>				
2.1.1	1	<p>Develop practical, available, useful and applicable <u>benchmarking metrics</u> to assess and monitor the levels of services delivered. Consider current levels of service as a baseline.</p> <p>Improve the Operations and Fire Departments' <b>Annual Operating Reports</b> to include metrics described above to evaluate performance through the period of development and beyond.</p> <p>Examples of metrics to benchmark levels of services for comparative purposes include the annual number of water outages, annual water quality or pressure complaints or violations, sewer system overflows (SSO's), providing Basic Life Support (BLS) vs. Advanced Life Support (ALS), staffing levels (e.g., 3.0 vs. 4.0), emergency response time, emergency call volume, impact from simultaneous calls; performance of Preventive Maintenance on District facilities, infrastructure, &amp; equipment (e.g., linear-feet of sewer laterals and mains cleaned or inspected by television (TVI), number of valves exercised, adherence to equipment maintenance schedules, compliance metrics for solid waste disposal contract, etc.). See Community Survey (2.2.3) for customer satisfaction benchmarking.</p>	Sarah Hank		(2.2.3) (5.1.2)	May 2009 – Dec. 2010
2.1.2	1	<p><u>Identify impacts</u> to existing levels of services from proposed development. Identify elements to improve levels of services to meet the demands and expectations of existing and new customers.</p> <p>Use metrics (2.1.1) to ensure that current core services--water, wastewater, fire and garbage--are delivered with high quality and are not negatively impacted by any future extension of new services or development.</p>	Sarah		Hank, Sarah, Aleta, Bob Schedule driven by developers (2.1.1)	Jan. 2009 – Dec. 2010 + beyond
2.1.3	1	<p>Participate and provide support in <u>Master Planning</u> of proposed development. Examples of support include updates to water and sewer hydraulic models and unit demands, modeling groundwater pumping scenarios in the District's groundwater model, programmatic design of water and sewer system expansions, analyses of impacts on staffing, operations, equipment, assets, and facilities and mitigations to address them.</p>	Sarah		Hank, Sarah Schedule driven by developer(s)	June 2008 – Dec. 2010 + beyond

## EXAMPLE OF A DETAILED IMPLEMENTATION PLAN INTEGRATED WITH OTHER PLANS & THE BUDGET

This example is similar to the work plan above, but goes further, linking the strategic plan with the budget, project planning tools, and provides progress details.

Strategic Line #	Budget Line #	Project #	Proj. Manager	PROJECT NAME	PROJECT DESCRIPTION	FISCAL YEAR ENDED				PROGRESS NOTES	% Compl	Estimated Completion	Cost To Date (Identifiable)	Expected Revenues	supplemental Balance
						2013	2014	2015	2016						
<b>GOAL 1: PROTECT GROUNDWATER. Recognize groundwater as the District's most valuable asset and protect it as a top priority</b>															
<b>1.1.0 Slow and eventually reverse declining groundwater levels and protect the imported water entitlement</b>															
1.1.3	SF-12249081834	JG	JG	<i>Recharge Basin &amp; Pipeline Project</i>	Construction Phase	\$ 3,952,000	\$ 3,952,000			Final design 100%. Construction . . . contingent . . . Proposition 84 and other funding. Approx. . . Protected vegetation has been removed and relocated from the basin site. Awaiting Caltrans permits for final pot holes. Estimated time to go to bid is March or April. (\$7,820,000 including a 20% contingency)	0%	12/31/2013	\$ -	\$ 7,904,000	\$
<b>GOAL 2: OPERATIONAL AND ASSET MANAGEMENT Design, build, operate and maintain facilities for reliability and cost efficiency</b>															
<b>2.1.0 Carry Out a Strong Maintenance Management Program that is fully proactive and documented</b>															
2.3.1	SF-1201	Z37	JG	<b>High Desert Medical Center Waste Water Package Plant</b>	To be paid by HDMC - see matching revenue at end of list.	\$ 750,000	\$ 750,000				0%	6/30/2013	\$ 30,427	\$ 1,500,000	\$ (30,427)
PPL	SF-1202	JC	JC	<b>Large Meter Testing</b>	Currently, in order to test or remove a large meter, the service needs to be disconnected. This is a serious problem for some large meters such as the hospital and Continuing Care. The bypass will allow the meters to be removed and replaced without discontinuing service.	\$ 30,000				3/6/12: Jim studying to determine for 1 1/2" & up	0%	6/30/2012	\$	\$ -	\$ 30,000
2.3.2	SE-1217	831	JG	<i>System Reliability Upgrade for Hospital and County Complex C, B and D-3 Zones - PHASE 1</i>	Develop emergency plan for water outage at HDMC					No cost associated; basically staff & possibly at little Ducth time.		1/30/2012	\$ 34,101	\$ -	\$ (34,101)
2.3.3	SE-1217	831	JG	<i>System Reliability Upgrade for Hospital and County Complex C, B and D-3 Zones - PHASE 2</i>	Have plans prepared for the redundant water service line for the hospital. Construction contingent on funding. June 2012.		\$ 128,000	\$ 128,000				7/31/2015	\$ 128,000	\$ 128,000	

## Monitoring, Oversight and Reporting

The Strategic Plan will include a full monitoring, oversight and reporting plan that includes actions like identifying strategic plan related items in agendas, incorporating achievement of the strategic plan elements in performance evaluations, etc. Reports are customized in terms of detail and usually focused around the implementation plan. Here is one example of a report.

<b>Goal 2. FACILITIES THAT ARE RELIABLE, ENVIRONMENTALLY SENSIBLE AND EFFICIENT. Plan, provide for and maintain District facilities and other physical assets to achieve reliable, environmentally sensible, and efficient District operations.</b>		
<b>DONE</b>	2.1 Complete treatment plant construction on-time and budget.	Completed in late 2014.
<b>DONE</b>	2.2 Manage both collection systems with the objective of zero spills and zero permit violations. 2.2.1: Implemented computerized maintenance management system for water and sewer (RFP, purchase and install hardware and software, integrate, train, implement) see goal 5.1.1	Objective is continuously being sought. There have been no permit violations and only 2 minor spills to date from 2014.
<b>DONE</b>	2.3 Manage both treatment facilities with the objective of zero permit violations and long-term preservation of assets. Actions 2.3.1 through 2.3.5 completed	Being met and continues to be a primary outcome sought by staff.
<b>DONE</b>	2.4 Carry out treatment plant expansion on the scheduled trigger of 700,000 gallons per day of capacity. District is currently at 650,000 gallons per day (3-5 years).	Plant expansion is being planned but is not needed for several years as there has been little development in the community
<b>ONGOING PROGRESS</b>	<b>PRIORITY:</b> Complete Supplemental Water Project: <ul style="list-style-type: none"> <li>• Phase 1 &amp; 2 Complete (River Crossing, JRPS &amp; JRPS Reservoir)</li> </ul> Phase 3 to be Completed (Interties & Distribution Main Improvements)	Completed the majority of the NSWP, but must develop a financial plan and construct the last phases: 3 interties with other water systems, the transmission main to convey water, a water main to convey water from Willow to the Station area
<b>ONGOING PROGRESS</b>	<b>PRIORITY:</b> Complete all \$31 million in capital projects on schedule and budget: <ul style="list-style-type: none"> <li>• Southland Wastewater Plant (Completed)</li> <li>• Lake Well #4 (Completed)</li> <li>• Standpipe Project (Deleted)</li> </ul>	See above for detail
<b>ONGOING PROGRESS</b>	<b>PRIORITY:</b> Upgrade Lake Wastewater System: Ongoing process in now. Going through the process. Finishing up regionalization study. Will bring options next month.	Continues to work to refine a project or projects to upgrade and maintain the Lake Wastewater Treatment Plant.



April 29, 2020

John F. Weigold, IV, General Manager  
**CAMBRIA COMMUNITY SERVICES DISTRICT**  
1316 Tamsen Street, Suite 201  
Cambria, CA 92328

**RE: REQUEST FOR PROPOSAL TO PROVIDE STRATEGIC PLANNING SERVICES**

Dear Mr. Weigold,

Thank you for giving Regional Government Services (RGS) the opportunity to provide the Cambria Community Service District with this proposal to provide Strategic Planning Services. Our team is uniquely qualified to provide these services based on the combination of our specific relative experience working with municipal agencies throughout California; the creative, dynamic work previously produced by our proposed project team; and our specific experience working with similar agencies throughout San Luis Obispo County and our familiarity with the District. Our team helps our clients create Strategic Plans that work.

If you have any questions regarding this proposal, please feel free to contact me directly at (650) 455-1201 or via e-mail at: [kflint@rgs.ca.gov](mailto:kflint@rgs.ca.gov).

Sincerely,

*KB Flint*

Kendall Flint, Director of Communications and Strategic Planning  
**REGIONAL GOVERNMENT SERVICES**

## **REGIONAL GOVERNMENT SERVICES AUTHORITY**

**Regional Government Services (RGS)** is a California Joint Powers Authority established in 2002 to serve the needs of cities, counties, special districts, and other governmental entities throughout California. Under California law, a JPA can be formed by two or more governmental agencies, with the agencies becoming governing members of the JPA. The members of RGS are the Cities of Dublin, Larkspur, Napa, Soledad and Walnut Creek, and the Town of Yountville. Each agency's chief executive officer has a seat on the RGS Board of Directors.

### **PROFESSIONAL QUALIFICATIONS**

RGS works exclusively with public agencies providing a ready source of competent and effective employer of record, administration, and consulting services to meet the needs of our partner agencies. In addition to core administrative services, we offer expert advice in a variety of areas such as project management, public works, planning, strategic planning and communications/outreach.

Our team of Senior Advisors, supported by over 125 team members, has worked with more than 200 agencies throughout the state from small municipalities, special districts, and joint-powers authorities, to larger counties and metropolitan planning organizations.

### **Kendall Flint, Director of Communications and Project Manager**

Kendall Flint is an industry professional with more than 25 years of government experience. Ms. Flint provides strategic planning, communications and economic development support to cities, counties, special districts and other municipal agencies. She has been a guest lecturer at several California colleges and professional associations including the American Planning Association, California Downtown Association, Association of Environmental Professionals, Public Relations Society of America and Rural Water Forum. She has created and implemented a broad range of strategic planning efforts, program evaluations and outreach campaigns for public agencies including the Town of Apple Valley, Stanislaus Council of Governments, County of San Luis Obispo, Burney Water District, Tuolumne Utilities District, Coastside County Water District, California American Water, Twain Harte Community Services District, City of Stockton Municipal Water, San Diego Water Authority, Regional Water Authority, Napa County, San Luis Obispo County, Metropolitan Transportation Commission, and the City of Chico. She has facilitated strategic planning efforts for more than 40 agencies throughout California.

She started her career as West Coast Supervising Producer for CNN. She went on to develop entertainment and travel-related programming for Group W Television. Ms. Flint owned and operated her own marketing firm specializing in marketing, advertising and film production for

entertainment, travel and automotive companies for over ten years before joining PMC, a municipal consulting firm. While at PMC she built the firm's public affairs division, created a program for strategic planning for government agencies and served on the firm's management team. Her duties included marketing and business development in addition to serving as Director of Strategic Planning and Communications. She established Flint Strategies in 2010 to provide comprehensive communications services to municipal agencies throughout California. She joined Regional Government Services in February of 2015.

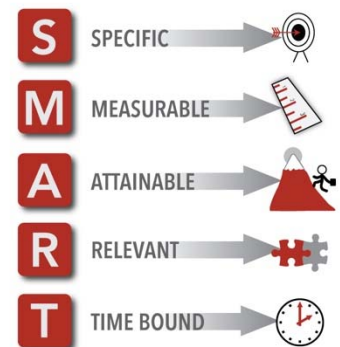
### **Steve Flint, Assistant Project Manager**

Steve Flint brings more than 30 years of experience working with municipal agencies in California and Arizona. He has served as Planning Director in numerous California cities including San Clemente, Elk Grove, Ione and Half Moon Bay. His knowledge of Community Development, Building and Public Works has been invaluable in the development of strategic planning efforts with realistic goals, implementation programs and measurement analysis. Mr. Flint was actively engaged in the development of Strategic Plans for the City of Corona, the City of Watsonville, the Town of Apple Valley and the Burney Water District.

### **PROPOSED APPROACH**

RGS proposes a straightforward, cost efficient approach to developing a Strategic Plan for the Cambria Community Services District. Working closely with the District Manager, Board and staff, our team will facilitate the development of a Strategic Plan that reflects the vision and goals of the Board and positions the District for success.

Our process is based on what we call “SMART” planning; ensuring that the Plan’s goals and objectives are specific, measurable, attainable, relevant to the District’s focus and time bound. This helps us craft a Plan that can be implemented and then later reviewed in terms of its success.



We believe that District would like to develop a realistic Strategic Plan that would provide a clear roadmap for the allocation of fiscal and human resources.

### **Team Building and Facilitation in the Age of Covid-19**

Before Covid-19, our team utilized a number of creative approaches to provide an engaging platform for discussion that included live click polling, Iron Chef competitions, brainstorming charrettes, surveys and more. We strongly believe in active engagement and creative thinking.





Today however, we have adapted those approaches to implementation in the “virtual meeting world”. Our Project Manager and Lead Facilitator Kendall Flint has helped more than 60 agencies throughout California transition from traditional to virtual meetings in the past month. In addition she recently conducted four webinars at which she shared specific best practices, tools, tactics and protocols for workshop, meetings, group discussions and more. We are already holding productive workshops and team building meetings with dozens of clients.



Our team would work closely with the District’s Manager to develop a set of activities that is well suited to the unique personalities of your Board. Potential activities – all of which can be viewed by the public - include:

- District Trivia
- Online Pictionary
- Live Polling
- Small Group Breakout Sessions
- Building Visions as a Team
- Which of These is True?

## PROPOSED SCOPE OF WORK

### TASK 1: MEETINGS WITH BOARD MEMBERS, STAKEHOLDERS, DISTRICT MANAGER AND KEY STAFF

Our project team will meet individually with Board members, District Manager and key staff to identify key issues, goals and desired outcomes. Following this meeting, we will confirm tasks, deliverables and overall project schedule.

***Deliverables: Meeting Summary Notes***  
***Final Task List***  
***Final Project Schedule***

**TASK 2: REVIEW OF MATERIALS/BACKGROUND RESEARCH**

RGS will conduct a comprehensive audit reviewing all services and capitol improvements currently prioritized by the District. We will review all existing plans, materials, brochures, fact sheets and other documents as well as the District's financial data for the past five fiscal years. This will also include meetings with staff members at all levels in the District.

**TASK 3: KEY FINDINGS REPORT**

RGS will provide the District Manager with a Key Findings Report based on the review of the District's operations, financials and meetings with staff and Board members. This will be used to guide the discussion during the Board's planning workshop.

**TASK 4: STRATEGIC PLANNING WORKSHOP**

Our staff will plan and facilitate two two-hour workshops for Board to develop the Values, Mission, Vision, Goals and Key Objectives for the next five years for the District and specific action items for the next two years. We will work with the District Manager to select a appropriate dates and times.

Topics and focus areas may include but are not limited to:

- Transparency and Communications
- Fiscal Planning
- Revenue Planning
- Staff Development, Retention, Training
- Capital Improvement/Investments
- Board Management/Norms
- Environmental Stewardship/Sustainability

We will develop all collateral materials; visuals aids and documents needed for this effort and provide meeting facilitation. This meeting would also include opportunities for public participation.

**TASK 5: DRAFT STRATEGIC PLAN**

Using the results of the Strategic Planning Workshop we will prepare a Draft Strategic Plan that outlines the Values, Vision, Mission, Goals and Objectives, including a timeline for implementation, staffing and general funding requirements.

The Draft Strategic plan will be prepared first as a text only document for review by staff. Once the draft Plan text has received preliminary approval, a user-friendly and graphically designed document will be prepared for final review.

***Deliverables: Draft Strategic Plan***

#### **TASK 6: FINAL STRATEGIC PLAN**

RGS will incorporate comments from staff and make changes as requested to complete the Plan. Final delivery will include a presentation to the Board and an electronic version of the Strategic Plan suitable for reproduction.

***Deliverables: Final Strategic Plan  
Presentation to Board***

#### **TASK 7: PROJECT MANAGEMENT**

Project Manager Kendall Flint will oversee all aspects of this project and be responsible for overall quality control. Our approach includes the following:

- Weekly internal team meetings to track progress and deliverables;
- Bimonthly meetings/conference calls with the District's project manager and key staff to track progress and deliverables;
- Monthly reports detailing progress, deliverables and key milestones; and
- Monthly billing statements identifying progress by task.

## PROPOSED SCHEDULE

RGS has completed several Strategic Planning efforts and in each, the schedule has been adapted to the needs of the District and the availability of key staff and Board members. Our proposal is based on a June start date but can be adjusted as needed.

Schedule	Tasks
June 2020	<ul style="list-style-type: none"><li>• Kick Off Meeting</li><li>• Review of Background Materials/Existing Plans/Budget</li><li>• Interviews with Board Members</li><li>• Interviews with Key Staff</li></ul>
July 2020	<ul style="list-style-type: none"><li>• Strategic Planning Workshop</li><li>• Draft Strategic Plan</li></ul>
August 2020	<ul style="list-style-type: none"><li>• Final Strategic Plan</li><li>• Presentation to Board</li></ul>

## BUDGET

Total budget not-to-exceed \$18,000.

## REFERNECES

City of Riverbank  
Sean Scully  
City Manager  
[sscully@riverbank.org](mailto:sscully@riverbank.org)  
Phone: 209-863-7122

ity of Suisun City  
Greg Folsom  
City Manager  
[gfolson@suisun.com](mailto:gfolson@suisun.com)  
Phone: 707-421-7300

City of Healdsburg  
David Mickaelian  
City Manager  
[dmickaelian@ci.healdsburg.ca.us](mailto:dmickaelian@ci.healdsburg.ca.us)  
Phone: 707-431-3317

City of Atwater  
Lori Waterman  
City Manager  
[lwaterman@atwater.org](mailto:lwaterman@atwater.org)  
Phone: 209-357-6310

City of Gilroy  
Gabriel Gonzalez  
City Administrator  
[Gabe.Gonzalez@ci.gilroy.ca.us](mailto:Gabe.Gonzalez@ci.gilroy.ca.us)  
Phone: 408-846-0202

Citrus Heights Water District  
Hilary Straus  
General Manager  
[Hstraus@chwd.org](mailto:Hstraus@chwd.org)  
Phone: 916-872-7353



CAMBRIA COMMUNITY  
SERVICES DISTRICT

April 27, 2020

John F. Weigold, IV, General Manager  
Cambria Community Services District  
1316 Tamsen Street, Suite 201  
P.O. Box 65  
Cambria CA 93428

Via email only to : [jweigold@cambriacsd.org](mailto:jweigold@cambriacsd.org)

### **Response to Request for Proposal No. 005-20: Strategic Planning Services**

Dear Mr. Weigold;

SBrand Consulting is pleased to present our qualifications to be the strategic planning partner for the Cambria Community Services District. SBrand is uniquely qualified for this project based on our experience, background, expertise and passion. We are professional facilitators specializing in strategic planning and facilitated meetings with a deliberate focus on local government. The team associated with this project has vast experience working in with a wide variety of governments, including diverse communities across the country. We use a proven methodology that is customized to you, and our approach as your strategic partner results in collaborative and creative solutions to addressing your needs.

During this unusual time of ongoing public health concerns, we also wanted to highlight our expertise in virtual facilitation – we have facilitated virtual meetings from small team groups to large community meetings with over 100 participants. If that might be an option for you moving forward, we can make that happen.

We understand that the Cambria Community Services District is seeking a consultant to guide in the development of a long range comprehensive strategic plan. Some specific tasks that SBrand would complete include

- ✓ Create an inclusive and transparent engagement process for your stakeholders, staff and community;
- ✓ Lead a Board and staff retreat to clarify expectations, roles and responsibilities;
- ✓ Facilitate the creation of a Strategic Focus through a Vision, Mission, Core Values, Guiding Principles, Priorities, Goals, Objectives/Projects, Strategies, Performance Measures and an Action Plan that inspires and facilitates accomplishment; and
- ✓ Build internal capacity with a process for ongoing engagement and implementation of the Plan.



CAMBRIA COMMUNITY  
SERVICES DISTRICT

Our work both as employees of government (cities and counties in California, Washington, and Colorado) as well as our extensive experience serving as strategic planning consultants to multiple governments sets us apart and gives us a deep understanding of the opportunities and challenges faced by the coalition.

I will personally lead and oversee the process: with over 28 years of strategic planning management for local governments (as both an employee and a consultant), I have a unique skill set that will guide your team to great results. As one of fewer than forty Certified Master Facilitators™ in the world, my team and I will utilize our expert skills in stakeholder engagement and facilitation as a tool to explore ideas with your community that will drive the Vision for the District. The team member that will work with me will be Zach Ratkai as needed for facilitation, research and presentation. Zach is a government collaborator and champion of the public sector with over 15 years of experience working in and with municipalities throughout Colorado and Washington.

If you need more information, we would be happy to meet with the Selection Committee at your convenience. Thank you for your consideration of our proposal. I look forward to hearing from you - we are very excited about the prospect of working with you and your team!

Sincerely,

Sheryl Trent, Owner  
Certified Master Facilitator™  
**SBrand Consulting, LLC**  
2874 Blue Leaf Drive  
Fort Collins, Colorado 80526  
[sheryl@sbrandsolutions.com](mailto:sheryl@sbrandsolutions.com)  
970.208.6633  
[www.sbrandsolutions.com](http://www.sbrandsolutions.com)



CAMBRIA COMMUNITY  
SERVICES DISTRICT

## Table of Contents

Cover Letter	Pages 1 - 2
Executive Summary	Pages 4 - 6
Understanding The District	Pages 6 - 7
Scope of Work	Pages 7 - 14
Deliverables	Page 15
Why SBrand Consulting?	Pages 15 - 16
Summary	Page 17
References	Page 17
Pricing	Pages 18 – 20
List of Appendices	Page 21



## Executive Summary

We have a unique perspective on creating your strategic plan, and an innovative (and proven) method of community engagement. Coupled with our expertise in facilitating local government strategic plans, we are the team to partner with the Cambria Community Services District. Our plans are not created by us, sitting in our offices in a vacuum – they are created in a collaborative partnership with the District and your community, partners and stakeholders.

In short, here is our methodology: *through a facilitated process we engage with stakeholders that have diverse backgrounds, unique perspectives, cultural differences and divergent views of the future to create alignment using shared values and consensus on the vision for the future.* That input drives the development of an actionable, realistic strategic plan that has measurable outcomes.







CAMBRIA COMMUNITY  
SERVICES DISTRICT

We have strategic planning experience in a wide range of communities (socio economically, racially, politically, and culturally) and with Sheryl's background in public service and training as a Certified Master Facilitator™, SBrand has proven abilities to build collaboration, consensus, common ground, cooperation, and communication in groups.

Our recommended methodology includes three main phases:

1. Design a customized process built on consensus with stakeholders and the community resulting in an inclusive comprehensive Strategic Plan;
2. Engage the community: gather information through surveys, facilitated meetings and workshops, and innovative engagement tools working with the community, boards, staff, partner agencies, leaders in the community and District Board; and
3. Create sustainable, actionable and realistic long-term results through a written plan and action documents (including a process for ongoing engagement).

We will use existing touchstones – regulations, by laws, policies, budgets, decisions, feedback from key partners, leadership, and staff as well as best practices to build a sustainable future moving forward. The Action Plan will have realistic action steps tied to measurable outcomes. We will also present specific recommendations for policies, procedures, and guidelines to adopt for the implementation of the Plan.

The facilitated meetings are the **heart** of the process and will be the foundation for the components of your strategic plan. Our proposal outlines a series of twelve facilitated meetings over the course of four months (and again, some of these meetings can be facilitated virtually with a combination of live “webinars”, prerecorded information, and Power Points). The meetings are designed to build understanding, create support for the goals and priorities, and engage the stakeholders in the implementation of the final decisions.

Inherent in all our meetings is the development of a stronger team through sharing information, understanding differences of opinion, building trust and respect, and reaching consensus in important areas. We use Strengthsfinder as an assessment tool and have a variety of team building exercises we use in the public sector.

Engaging your community and staff to determine expectations, discover potential conflicts, and create alignment is a critical factor, and our goals would be to collaborate and empower the stakeholders, staff and community members during the process to assist in guiding the strategic plan.



CAMBRIA COMMUNITY  
SERVICES DISTRICT

We will develop a community engagement process using customized questions, innovative approaches, and unique tools. This inclusive approach will reach out to a wide and diverse range of residents, business owners, community groups, visitors and students to help inform the results



SBrand Consulting provides a full level of personal and administrative support to complete the project, but we do anticipate needing help and support from the District staff. That would include attendance at meetings, meeting locations, materials for the meetings (pens, paper, flip charts, overhead projector), food (if needed) at meetings, contact lists for partners and stakeholders, links to any research/policies/procedures, review of materials created during the process, event coordination, and feedback at the weekly check in calls.

The attached spreadsheet goes into more detail about the phases, tasks, timing and proposal cost. We understand budget constraints and have offered our best advice on an approach that has proven to be successful with other clients. However, we understand that you may need to “downsize” our proposal and would be pleased to talk with you about that approach, so feel free to ask!

Based on our proven approach and ability to engage your stakeholders in creating an understandable and realistic strategic plan, the District will have all the tools for a successful future. We appreciate the opportunity to share more about our methodology and our team with you. Thank you for your time.



## Understanding of the District

The Cambria Community Services District is an independent special taxing entity with unique opportunities and challenges in the areas of infrastructure, the delivery of services, maintenance, and operations. With five departments, a staff of 47 (full and part time), 6,000 people in the service area and a broad range of responsibilities, the District also collaborates and partners with other agencies at the federal, state and county level. The Brown Act and many other regulatory policies and procedures create a complex and often confusing (to the public) operational approach that can be clarified by this strategic planning process.

We see a few critical pieces of the process that will be customized during our work:

The **first piece** will be an open and transparent community engagement process with unique and innovative approaches to getting input and feedback. Some of that feedback will be formal, informal and/or confidential – we will be looking for common themes and suggestions that will become a part of the final strategic plan.

The **second piece** will be the creation of an actionable, strategic, realistic plan that is informed by the bigger picture, refined by the Advisory Group, and detailed by the staff. The **third piece** will be the development of a stronger team with the Board, staff and partners of the District moving forward.

We know you are the experts at the District, and that collective knowledge and expertise will allow us (as the experts in facilitation and strategic planning) to partner and create exactly what you need. We look forward to the opportunity to explore your ideas further.



### Scope of Work

#### Big Picture Overview

A strategic plan answers three foundational questions:

- Where are we now?
- Where are we going?
- How will we get there?



CAMBRIA COMMUNITY  
SERVICES DISTRICT

## Start: Kickoff Meetings and Calls

The kickoff meeting with staff to cover logistics, and subsequent phone calls and emails will guide the overall project and show us where we need to make changes and adjustments in our process. The Kickoff Meeting will determine all the details about the schedule, process, and deliverables. We will discuss the specifics of community involvement, Board member and staff engagement, dates, and other logistics as well as be able to take a tour of the relevant facilities and introduce ourselves. We recommend a weekly check in video conference throughout the process and all phone calls and emails throughout the life of the project are included at no charge in our proposal.

## Phase One: Design a Customized Process

The process and framework we will design is unique to the District and based on extensive conversations during the kickoff meeting and throughout the timeframe. All our work includes consistent communication, facilitated meetings that are based on consensus and teamwork, follow up documentation and reporting for clear messaging, a community/stakeholder engagement process, and a written plan that creates amazing outcomes – that plan includes an Action plan for specific operational tactics.

We believe there are three key inputs to our methodology: the people, the preparation, and the product.

### People

Our preference is to incorporate as many people into the process as possible, through the approach of multiple facilitated meetings, focus groups, in person interviews of key stakeholders, phone interviews, and short surveys among other methods. The District Board, key stakeholder representatives, and your 47 full and part time staff will be integral to the success of the project, but there may be others whose input would be helpful to include.





CAMBRIA COMMUNITY  
SERVICES DISTRICT

**We recommend forming a small team** (we call this an Advisory Group) to help guide the process and give feedback to us throughout the life of the project. The Advisory Group is usually comprised of 7 – 9 key stakeholders or community leaders and is one more way to partner and have collaborative outcomes. The Advisory Group can (if appropriate) have an ongoing role in support of the outcomes and be a regular part of the updates to the strategic plan.

### Preparation

Preparation for the conversations and the facilitated meetings are a second critical factor in the success of the process. (We often spend 5 hours researching, creating engaging exercises, and planning for every 1 hour in a meeting.) Using the feedback received during the kickoff meetings and conversations as well as the review and research of documentation, we will recommend questions to guide the personal interviews and surveys. This personalized approach results in specific questions tailored to you and your team, which helps get the best information with which your action plans can be formulated.

Facilitating meetings is both an art and science. As a Certified Master Facilitator™, Sheryl is a recognized expert in creating a facilitated meeting that accomplishes:

- 1) Full, comfortable, and enthusiastic input and engagement from all participants.
- 2) Relationship building, clear communication and shared understanding.
- 3) Support for the ideas and buy in for the implementation of the Plan.
- 4) The outcomes and products (relationships and deliverables) that your team wants and needs.

### Product

We understand that the final product is a Strategic Plan for the next 5 – 10 years and essential timelines to assist with the Action of the plan. With our help, YOU will create a Strategic Plan and Action process that DOES NOT sit on a shelf.

You can view some examples of the plans we create on our website [www.sbrandsolutions.com](http://www.sbrandsolutions.com). There you will see that they all reflect the unique culture of each client; are clear, understandable, and easy to read; and used as a communication tool, not just a detailed document. We also understand and have experienced firsthand that the engagement process can create many other “products “. Our methodology is designed to produce outcomes that result in:

- ✓ Teamwork
- ✓ Trust and respect



- ✓ Understanding of the needs and long-term challenges
- ✓ Buy in and support of the Vision for the future
- ✓ Champions for the Action moving forward

The people and the facilitation process build the foundation that will lead to the **successful outcome**: long-term sustainability for your organization.

### **Phase Two: The Engagement Strategy - Facilitate Meetings, Forums and Workshops; Gather Information with Creative Engagement Tools and Personal Interviews**

This is where our background shines! As a Certified Master Facilitator™ we specialize in creating a meeting framework that is engaging, effective and creates the specific desired outcomes. Our team handles it all: preparing meeting agendas, designing Power Points, creating meaningful group discussions, and drafting meeting minutes, reports and recommendations.

Our work will include the following:

- Facilitated community meetings
- Personal meetings and interviews
- Short online surveys
- Phone calls and emails
- Facilitated staff meetings
- Facilitated Advisory Group meetings
- Online engagement (website and social media)
- Creative engagement tools: pop up white boards, sticky notes , postcards, local events

### **Engagement Strategy**

We use five key components in our engagement strategy for your Strategic Plan. They include a survey process, in person interviews, engagement materials, facilitated meetings, and reports.

#### **1. Survey Process**

The survey process can be used across a variety of platforms. We engage with stakeholders, staff and the community using online survey tools, social media such as Facebook surveys and posts, the website, and a printed postcard survey in a range of languages that meet your needs. We recommend using a link to the survey on your website, and we print flyers to leave at specific locations in the District, mail if needed and put online to create interest in the process.



CAMBRIA COMMUNITY  
SERVICES DISTRICT

## 2. In Person Interviews

In person interviews – we have recommended twenty including the five with the Board – are a significant part of the engagement process. Selecting important partners, key community leaders, outspoken individuals, and others to participate in a confidential survey process can give insight and feedback that is useful and informative. In addition, it can help inform people and create support for the strategic plan.

## 3. Engagement Materials

Even without a public health crisis, it is difficult to get our citizens to attend meetings! And please note that we are experts at virtual meeting facilitation – and often those meetings can be much more effective and efficient than in person meetings. The key is to engage with your community in a way that makes sense to them, using tools and techniques that are easy, fun and designed to get great input.

Our unique and innovative approach to engagement includes “pop up” white boards located throughout the community and at specific events, sticky notes, survey postcards, flyers, social media language, website suggestions, online engagement tools such as Konveio.com and others – we find each community is unique and knows what works best. We have included a sheet attached to this proposal with some visuals of our past engagement tools.

*Note: one of the community meetings has a graphic recorder suggested as part of the process. This live sketch (which can also be done virtually if needed) is an amazing tool to engage with the community, have a visual tool to share during the process, and allow people to see their words become their Vision right in front of them! We have attached some visuals from our past meetings to show that technique.*

## 4. Facilitated Meetings

The attached spreadsheet shows the timing of these meetings, all of which are woven into the methodology of assessing your current status, determining the vision for the future, and creating the specific action steps that will accomplish that vision. To save costs and time, SBrand recommends that we group our meetings to occur on subsequent days.

### Community Meetings

- Community Visioning Session *recommended with a graphic facilitator* (2 hours)
- Community Priorities and Goals meeting (2 hours)
- Community Review of the Draft Documents (1 hour)

### Advisory Group Meetings

- Advisory Group Priority and Goal Setting Meeting (4 hours)



Advisory Group Objectives and Metrics Meeting (4 hours)

Advisory Group Final Draft Review Meeting (1 hour)

### **Board Meetings**

Board and Staff Retreat (4 – 6 hours)

Board Consideration of the Final Plan (1 hour)

### **Staff Meetings**

Regular short updates throughout the process as needed

Staff Action Plan Creation Meetings (4 hours each, anticipate 2 meetings)

*Our administrative staff will work with you on all the details behind this process: scheduling in-person meetings or calls, determining location and confirming time and date of meetings, sending reminder emails, and creating documentation.*

### **Specific Methods for Goal Setting and Team Building**

Because we customize our processes to our clients, part of our kickoff meeting conversation will include what methods the District has used in the past and what might work well based on the culture of the team. We then use our expertise to craft the techniques that will be the most successful. All our local government clients must follow some version of the Brown Act, and all of our approaches are based on that knowledge and understanding.

The **methods we use to develop and prioritize Goals** are woven throughout Steps 1 – 4. Our surveys and interviews ask specific questions about where the District should focus their time and resources in the coming years, and what those priorities should be. In the facilitated meetings we use a combination of tools and techniques that include (but are not limited to) brainstorming, dot voting, lobbying, small group discussions, SWOT analysis, reality checks, and more. We always base our conversations on consensus so that the result is understood, supported and championed by the team.

**Teambuilding exercises** are based on the group, and the most successful team building exercises are crafted to reinforce the outcomes. For example, if improving communication is a team goal, then the exercises will be developed to show the different learning styles among the team and how those learning styles affect communication as well as how to communicate for each style. Some tools (in addition to the group exercises involved in any great meeting) would include:

- Team activities (puzzles, games, scavenger hunt, problems, quizzes)
- Team assessment tools (we prefer Strengthsfinder) with shared results
- Structured “social” time to build relationships







bigger picture, the staff (the people responsible for doing most of the work to accomplish the Goals and Objectives) must be involved. We have found the most effective way to create a realistic, integrated Action Plan is to have three components:

- 1) Have the staff involved in all stages of the process. They are invited to attend all the meetings.
- 2) Have regular update meetings/conversations/phone calls/emails with staff.
- 3) Have specific meetings to create the details behind the Action Plan. This involves not only the actual meetings (2 are proposed) but also some pre-work for understanding, communication, and commitment.

Most of our clients take the results of the Action Plan and use an online tracking tool (Monday.com is one that we recommend for ease of use and low cost) as well as hold regular quarterly update meetings.

### Final Step: Present Specific Recommendations for Action Measures

#### Strategic Planning Process

Our unique process involves 5 steps customized to each client

<b>1</b>	<p><b>Perspective and Trends</b> We cover the history and background of economic development, including Mission, Vision, and Values. An in-depth discussion about turning point and agreement on definitions lays the foundation for forward momentum and success.</p>
<b>2</b>	<p><b>Brainstorming and Focus</b> The 4 Critical Questions and 3 Vision Questions cover "Where are we now?" and "Where are we going?" so that the stakeholders can create a Long List of Opportunities and Challenges.</p>
<b>3</b>	<p><b>GPS (Goals, Projects and Strategies)</b> This is the heart of the Plan. From the Long List we establish Core Priorities and our future direction. Goals: (The <u>Why</u>), Projects: (The <u>What</u>) and Strategies: (The <u>How</u>). SWOT and SMART are both applied during this step.</p>
<b>4</b>	<p><b>Measurable Actions</b> No amount of planning is valuable without actions. We recommend 90 Day Actions that are led by goals, guided by strategy, and that accomplish projects. Focus and Accountability are driven by a Leader and Team for the action, a Completion Date, and a Measurement/Evaluation.</p>
<b>5</b>	<p><b>Celebrate, Evaluate and Report</b> Finally, Celebrate Success! This step encourages a thoughtful and thorough review of the Action Plan every 90 days. The group reviews Lessons Learned, identifies Trends or New Issues, determines Next Steps, and Reports Out on accomplishments.</p>

As a best practice, we recommend that you adopt an ongoing process for reviewing and updating the action steps included in the plan.

We have included an approach in our proposal that includes quarterly meetings to celebrate successes, talk about lessons learned, set Action Steps for the next quarter, and annually review the GPS.

As a part of this approach, we have developed a series of templates, videos, workbooks and tools that will create capacity within your internal team to continue to build on strategic success and have a sustainable approach to implementation.



CAMBRIA COMMUNITY  
SERVICES DISTRICT

## Deliverables

- Strengthsfinder Assessment
- Comprehensive Strategic Plan
- Realistic and measurable Action Plan
- Strategic Plan Summary (we call this a Plan on a Page)
- Package of materials suitable for public outreach regarding
  - The creation of the plan
  - Engagement materials for the Plan
  - The final Plan and information
- Recommendations for Action measures to administer the plan including a process for engagement and communication
- Reports and documentation from all facilitated meetings, surveys and assessments
- All Power Point presentations and photos from meetings
- Original graphic files for all work

## Why SBrand Consulting?

Formed in 2011 by Sheryl Trent, SBrand Consulting has a unique expertise in working with local government clients to solve problems and “fill in the blanks”. As a professional facilitation firm, we partner with your team through solutions and implementation.

SBrand is the right team to work collaboratively with stakeholders, Board members, and staff because we know how to ask the right questions, framed in the right way, with the right people in the room (the R3 principle) and to use that feedback to create a strategy for the future of the organization which reflects the input. We always use a framework that not just encourages but requires diversity, equity and inclusivity to get the best result. “None of us is as smart as all of us” and that lens is applied to all facets of our process.

## Prior Experience

Both Sheryl and Zach have specific employment and contracting experience in District government with expertise in community development, economic development, finance and budget management, long range planning and strategic planning. (See resumes attached). Sheryl has detailed knowledge of local government in California, having worked for the City of Santa Paula as well as Siskiyou County, and her consultant work

SBrand Consulting, LLC [www.sbrandsolutions.com](http://www.sbrandsolutions.com) 970.208.6633



CAMBRIA COMMUNITY  
SERVICES DISTRICT

with Napa County. Sheryl has also completed multiple strategic plan projects for special districts.

Sheryl is also recognized by her work with elected Boards in the areas of team building, board development and board training. She is a preferred consultant in these areas for the State of Colorado and has worked with dozens of clients in board retreats.

We have attached the required references as well as a list of representative projects and wanted to create a short list for your review. As you can see, we limit the number of our clients so that we can provide the customized personal services! Our longer list of clients in the past three years have included:

- States, Cities and Counties
- Quasi-Governmental Organizations and Special Districts
- Public Works, Human Services, Housing and Human Resources Departments
- Economic Development Organizations and Main Streets

<b>Client</b>	<b>Project</b>	<b>Completion Year</b>
Town of Windsor, Colorado	Strategic Plan, Action Plan, Team Building	2018 and ongoing
City of Coconut Creek, Florida	Strategic Plan, Action Plan, Community Engagement	Current
Lee County, North Carolina	Strategic Plan, Action Plan, Community Engagement	Current
Napa County, California	Strategic Plan, Action Plan	2019
Round Mountain Water and Sanitation District	Strategic Plan with Vision and Action Plan	2019
Clearview Library District	Strategic Plan, Action Plan, Community Engagement	2019
Mountain View Fire District	Strategic Plan, Team Building	2018



CAMBRIA COMMUNITY  
SERVICES DISTRICT

## Summary

Thank you for your consideration of our services! We appreciate the time it takes to have a process to select the right consultant as your partner, and we are happy to provide any information or resources that might be helpful to you. With our real-life experience working for (as employees and consultants) and with (as advisors, consultants and partners) local government agencies, we are confident that we can partner with you to create a process that engages your unique community and creates the comprehensive approach needed for your Strategic Plan.

## References

**Gayle Langley** (Board Development, Strategic Planning, Facilitation) 2017 - Present  
Main Street Coordinator  
Colorado Department of Local Affairs  
1313 Sherman Street, Room 521  
Denver, Colorado 80203  
[Gayle.langley@state.co.us](mailto:Gayle.langley@state.co.us)  
(303) 864-7728

**Shane Hale** (Team Development Strategic Planning, Facilitation) 2018 - Present  
Town Manager  
Town of Windsor  
301 Walnut Street, Windsor, Colorado 80550  
970-674-2400  
[shale@windsorgov.com](mailto:shale@windsorgov.com)

**Jay Prinz** (Strategic Planning, Community Engagement) 2019  
Custer County Commissioner  
PO Box 150, Westcliffe, Colorado  
[jay@custercountygov.com](mailto:jay@custercountygov.com)  
(719) 431-9979



CAMBRIA COMMUNITY  
SERVICES DISTRICT

## Pricing

Please see the attached spreadsheet for details.

# Cambria CSD Strategic Plan

## Timelines, Phases and Deliverables



CAMBRIA COMMUNITY SERVICES DISTRICT

Phases and Tasks <i>Includes weekly video/phone conference call and all meeting materials.</i>	Deliverable	Proposed Dates <i>To be determined by Client</i>	Hours <i>does not include travel time</i>	Proposed Cost
<b>Phase One: Design community engagement process</b>				
May - June, 2020				
Kickoff Meeting with staff (2 hours)	Logistics meeting to review framework, process, milestones and deliverables	Week of May 25, 2020	5.00	\$ 750.00
Recommended partners for the Advisory Group	A list of organization and contacts for invite	By June 1, 2020		\$ -
Recommended list of interviewees	Names of partners and stakeholders to interview	By June 1, 2020		\$ -
Create talking points for community engagement	Key points about the process to inform and excite	By June 8, 2020	10.00	\$ 1,000.00
Create draft interview questions and draft survey questions for approval	Stakeholder, community and staff questions	By June 8, 2020	10.00	\$ 1,000.00
Community Engagement Strategy	Final engagement strategy for approval	By June 12, 2020	25.00	Included
Weekly video/conference call and written updates for community, staff and Board	Video calls and follow up documentation	Ongoing	30.00	Included
<b>Phase One Deliverable</b>			80.00	\$ 2,750.00
<b>Phase Two: Facilitate the engagement process</b>				
June - August, 2020				
Review all relevant documents	Includes bylaws, current plans, budget, etc	By June 15, 2020	40.00	included
Create final interview questions for approval	Final for stakeholders, community and staff	By June 15, 2020	2.00	\$ 250.00
Create final online survey for approval	Online survey including marketing material	By June 15, 2020	2.00	\$ 250.00
Personal interviews - on site and by Zoom/phone	Up to 20 in person/phone interviews of board members and key stakeholders	Week of June 29, 2020	60.00	\$ 4,000.00
Online survey period	Release and monitor survey	June 15 - August 1, 2020	20.00	\$ 1,000.00
Recommend: Postcard survey - graphic design and printing of 500 postcards	Designed to be mailed but also handed out	By June 19, 2020	10.00	\$ 750.00
Recommend: Informational flyers - graphic design and printing of 2500 flyers	Designed to be mailed but also handed out	By June 19, 2020	10.00	\$ 1,000.00
Recommend: Sticky Notes and White Boards - 1,000 sticky notes designed and printed, 3 white boards and 6 easels for District use	Plan for placement and outreach	By June 19, 2020	5.00	\$ 1,500.00
Recommend: social media posting and engagement	2x weekly posting during project	June - September, 2020	48.00	\$ 2,400.00
Implement community outreach at events (white board, flyers, sticky notes, etc)	Note: District staff will take the lead on this	June - August, 2020	0.00	\$ -
Full reports of all engagement data: interviews, surveys, postcards, sticky notes, boards		By August 17, 2020	25.00	\$ 2,500.00
Recommended: Strengthsfinder Assessment Tool: Board and Management Staff	Includes book, online assessment, all reports and team activities. Assumes 12 participants			\$ 1,500.00
<b>FACILITATED MEETINGS</b>				
Community Visioning Session (recommend graphic recorder, cost will decrease if not)	Vision for the future from the community	Tuesday, June 30, 2020	12 (for SBrand)	\$ 5,000.00
Board and Staff Retreat: Vision, Mission, Guiding Principles, Core Values (6 hours)	Includes teambuilding, roles/responsibilities	Wednesday, July 1, 2020	24.00	\$ 5,000.00
Community Priorities and Goals (Expectations) (2 hours)	Big picture priorities and goals from the community perspective	Tuesday, July 21, 2020	6.00	\$ 2,500.00
Advisory Group Priorities and Goals (4 hours)	Taking the larger community priorities and goals and refining them	Wednesday, July 22, 2020	12.00	\$ 3,500.00
Staff Update Meeting	15 - 30 minute update on progress	Thursday, July 23, 2020	1.00	Included
Advisory Group Objectives and Metrics (4 hours)	With the priorities and goals in place, creating the next level of specifics	Wednesday, August 12, 2020	12.00	\$ 3,500.00
Staff and Board Update Meeting - coincides with Board meeting	15 - 30 minute update on progress	Thursday, August 13, 2020	1.00	Included

Recommended: Advisory Group Review of the Draft Document (1 hour)	For comment and correction	Monday, August 24, 2020	3.00	\$	750.00
Recommended: Community Review of the Draft Document (1 hour)	For information and feedback	Tuesday, August 25, 2020	3.00	\$	750.00
Staff Implementation and Action Plan: Alignment and Integration (4 hours each)	2 meetings, 4 hours each to create the Action Plan (with additional work done before the meetings)	Monday and Tuesday, August 24 and 25	24.00	\$	5,000.00
Board Consideration of Final Plan (1 hour)	For final approval	Thursday, September 17, 2020	3.00	\$	750.00
Phase Two Deliverable		Community Engagement Process	311.00	\$	38,000.00
Phase Three: Create a Strategic Plan		<i>Includes 2 revisions to the document and all original graphic files</i>		September, 2020	
First Draft of Strategic Plan	For Advisory Group Review	By August 21, 2020	25.00	\$	1,500.00
Second Draft of Strategic Plan	For email and online comment	By August 31, 2020	10.00	\$	750.00
Final Plan for Review	In time for agenda	By September 4, 2020	5.00	\$	375.00
Phase Three Deliverable		Final Strategic Plan with Implementation Documents	40.00	\$	2,625.00
Estimated overhead (materials and travel) - not to exceed				\$	9,000.00
<b>Total Hours</b>			<b>431.00</b>		
<b>Total Not to Exceed Cost</b>				<b>\$</b>	<b>52,375.00</b>
Additional Recommendations					
<b>Ongoing Support and Implementation</b>		January, 2021 - September, 2021			
Monthly conference calls, customized templates	Monthly video conference, written templates, responses to emails and phone calls			Included	
Quarterly Review and Update Meeting - includes overhead	On site	January, 2021		\$	3,500.00
Quarterly Review and Update Meeting - includes overhead	On site	April, 2021		\$	3,500.00
Quarterly Review and Update Meeting - includes overhead	On site	May, 2021		\$	3,500.00
Quarterly Review and Update Meeting - includes overhead	On site	September, 2021		\$	3,500.00
Report and Recommendations - includes overhead	In a work session for consideration	September, 2021		\$	1,500.00
Deliverable		Full Year of Ongoing Support and Implementation Meetings		\$	15,500.00





CAMBRIA COMMUNITY  
SERVICES DISTRICT

## Appendices

Sheryl Trent Biography  
Sheryl Trent Resume  
N. Zach Ratkai Resume  
Representative Projects  
Community Engagement Examples

## Education

- BA Political Science, University of Washington
- MPA Public Administration, University of Washington
- Rocky Mountain Leadership Program
- Certified Master Facilitator (tenured)
- Certified Life Coach
- Lifelong learning

## Professional Affiliations

### PAST AND PRESENT

- ICMA Member, Credentialed Manager
- CCCMA Member, Conference Planning
- ICSC Member, Government Relations
- IEDCC Member
- INIFAC Board Member
- Chamber of Commerce Board Member
- Small Business Development Center Board Member
- Leadership Councils
- Rotary President
- Adjunct Faculty, Front Range Community College

## Clients

- Across the country
- State Agencies
- Cities and Towns
- Counties
- Special Districts
- Non profit Associations
- Chambers
- Economic Development Organizations
- Banks
- Architectural Firms
- Museums



## Sheryl Trent

With over 28 years of local government (cities and counties) experience, Sheryl Trent is one of fewer than 45 Certified Master Facilitators in the world. Her real life experience which includes managing strategic plans, comprehensive plans, massive capital projects, economic development agencies, Urban Renewal Authorities; as well as her non profit board experience gives her a unique understanding of the needs of her clients. She designed SBrand Consulting to "help fill in the blanks" for her clients: local governments, special districts, nonprofits and other agencies. She and her team of experts travel across the country designing a customized process grounded in proven methodologies to create strategic, sustainable success.

## Client Results

- Consensus Driven Facilitation
- Results Based Strategic Planning
- Board and Team Development
- Community/Stakeholder Engagement

### GILPIN COUNTY, COLORADO

Facilitated a multi-disciplinary (Board, stakeholders, staff and elected officials) Strategic Plan for Gilpin County, resulting in a clear Mission, Goals, Areas of Focus and Objectives moving into the next 5 years.

### CLEARVIEW LIBRARY DISTRICT, COLORADO

Designed and facilitated a unique community engagement process for the District over the course of 8 months. Resulted in an updated Strategic Plan and engaged public.

### EAGLE COUNTY, COLORADO

Led a retreat with the Board of County Commissioners and staff that completely updated the Strategic Plan, resulting in buy in from elected and appointed officials and key staff members. Resulted in a streamlined, easy to use and implement Plan.

### TOWN OF WINDSOR, COLORADO

Created and facilitated a staff team building retreat, a Town Board team building retreat, and a strategic planning retreat to create a 5 year Strategic Plan for the future of Windsor.

### CUSTER COUNTY, COLORADO

Over the course of two years, facilitated community engagement meetings designed to create alignment, common understanding and Vision, and teamwork among governmental, nonprofit and community agencies responsible for economic development in the County. Resulted in support for a long range Vision, Goals, Priorities and Actions that have community support.

### COLORADO MAIN STREET

Developed and facilitated (for over 30 communities) board development/training, board retreats, and strategic planning that resulted in the creation of work plans, teamwork, and grant funding.

{SBrand}

HELPING YOU FILL IN THE BLANKS

# Strategic. Sustainable. Success.

## summary of qualifications

- 25+ years of experience in public and non profit sector leadership and management
- A Certified Master Facilitator™, one of fewer than 40 in the world
- Expert at facilitating complex and confrontational topics in a manner that makes them easy to understand and allows consensus to be built
- Customized process and product for each client that builds capacity and enhances shared values
- Proven success and long term results in facilitating strategic planning & team building for clients
- Unique community engagement design and tools
- Experienced virtual facilitator for large and small meetings

## professional management and leadership experience

### current

OWNER, SBRAND CONSULTING, LLC



### prior

**COMMUNITY AND ECONOMIC  
DEVELOPMENT DIRECTOR**  
City of Evans, Colorado

**EXECUTIVE DIRECTOR**  
Evans Redevelopment Agency

**TOWN ADMINISTRATOR**  
Town of Milliken, Colorado

**COMMUNITY DEVELOPMENT DIRECTOR  
(ACTING)/ ECONOMIC DEVELOPMENT  
MANAGER**  
City of Grand Junction, Colorado

**INVESTMENT REPRESENTATIVE**  
Edward Jones Investments, Yreka, California

**COUNTY ADMINISTRATOR  
(ACTING)/ASSISTANT COUNTY ADMINISTRATOR**  
County of Siskiyou, Yreka, California

**ASSISTANT TO THE CITY ADMINISTRATOR**  
City of Santa Paula, Santa Paula, California

**ASSISTANT TO THE CITY MANAGER/INTERN**  
City of Federal Way, Federal Way, Washington

## past and present

### education

- BA Political Science, University of Washington
- MPA Public Administration, University of Washington
- Certified Master Facilitator™
- Rocky Mountain Leadership Program
- Grand Junction Area Chamber of Commerce Leadership Program
- Credentialed Manager with ICMA
- Certified Life Coach
- Consistent ongoing training and coursework

## professional affiliations

- ICMA Member, Credentialed Manager
- CCCMA Member
- INIFAC Board Member
- ICSC Member, Government Relations
- IEDCC Member
- Downtown Colorado Member
- Association for Strategic Planning Member
- Small Business Development Center Board Member
- Leadership Council, Upstate Colorado
- Adjunct Faculty, Front Range Community College



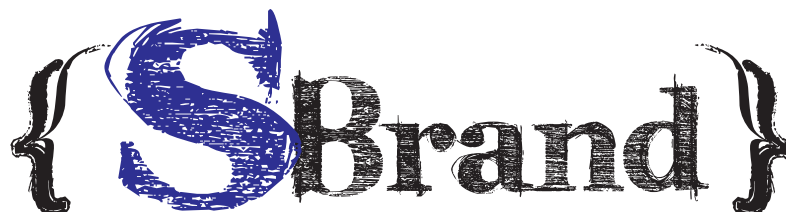
*Sheryl Trent*

(970) 208-6633  
sheryl@sbrandsolutions.com  
2874 Blue Leaf Drive, Fort Collins, Colorado 80526  
www.sbrandsolutions.com

## highlights

- Facilitates the creation of customized strategic plans for public and non profit clients that build capacity, inspire action, ensure accountability, and focus on results.
- Creates fun and engaging team building retreats that increase communication and results in forward momentum and alignment.
- Cultivates curiosity that drives learning and listening through shared values.
- Designs specialized training (in person, manuals and videos) for facilitation skills, strategic planning, Board development and team building.
- Negotiates and administers contracts and agreements with public and private partners that have resulted in multi million dollar capital projects, grants for both capital and planning projects, and agreements for development and sharing of new revenue.
- Leads multi-functional teams to develop new strategies, adopt controversial plans with support and consensus, create new investments and capital projects, and involve a wide range of affected parties.
- Establishes working groups of stakeholders that successfully collaborate to drive implementation, forward momentum and accountability.
- Speaks at keynote engagements on how to effectively facilitate meetings and implement strategic plans.
- Offers sought after on line training for strategic planning and board development at [www.sbrand.teachable.com](http://www.sbrand.teachable.com).

Learn more at [www.sbrandsolutions.com](http://www.sbrandsolutions.com)



HELPING YOU FILL IN THE BLANKS

*Strategic. Sustainable. Success.*

## N. Zach Ratkai

1876 Nova Ln. Richland, WA | 303.594.9569 | NZRatkai32@gmail.com

---

### Leadership | Innovation | Authenticity | Accountability

Diverse and experienced leader in local government with a consistent record of exceptional team development, process innovation, authenticity and credibility. Management style is leading with an emphasis on empowerment of employees, community engagement, and transparency. Leadership philosophy based on accountability, transparency and credibility. Experience includes facilitation and strategic planning, economic development, land use planning, project management, public sector financial planning and budget management, liaison to state and Federal elected officials, emergency response and disaster management, parks and facilities, clerk and public records, administration of indigent defense programs, and information technology.

### CORE COMPETENCIES & AREAS OF EXPERTISE

Economic Development	Capital Facilities Planning	Leadership & Team Building
Land Use Management	Strategic Planning	Disaster Response & Recovery
Policy Development & Implementation	Process Improvements	Political Lobbying
Budget Management	Public Communication	Business Development
	Community Engagement	

### PROFESSIONAL EXPERIENCE

#### CITY OF PASCO, WASHINGTON

September 2018 to Current

##### Administrative and Community Services Director

Directs the activities of the Administrative and Community Services Department. Responsible for the development, recommendation, and implementation of policies, programs, and procedures that accomplish the goals and objectives of the department which includes the following divisions: Information Technology, Facilities, Recreation, Municipal Court (Indigent defense), and the City Clerk in addition to assigned special projects consisting of real estate asset sales and purchasing, facilitation of future bond initiative election for the development of a regional aquatic center, as well as the re-development of the region-wide animal shelter. Responsible for an \$8.4 million general fund budget, a capital improvement budget totalling \$17.6 million for 2020. Reporting directly to the City Manager and providing a political interface between overall community policies and the staff of the department. Responsible for facilitating inter-departmental relationships to implement projects, policies, and procedures for a diverse group of staff and stakeholders united to a single mission. Providing leadership, development, and resources to ensure the overall functions are delivered to the Pasco community in a timely, comprehensive, complete, and fiscally sound manner.

#### CITY OF RICHLAND, WASHINGTON

February 2016 to September 2018

##### Economic Development Manager (June 2016 to Present)

##### Redevelopment Project Manager (February 2016 to June 2016)

Managed key economic development projects and programs in concert with City Council's strategic plan and policies. Including local business outreach and national business recruitment. Managed marketing, recruitment, sales, and development of over 2,100 acres industrial/commercial land owned by the City of Richland, WA. Created and facilitated plans and strategies for business retention and attraction with a key focus on primary-sector job creation, retail growth, small business, and start up programs. Responsible for Richland's Industrial Development Fund (\$12,900,000 budget). Managed staff of two (2) personnel, integrating economic development priorities with development review, public works, and

administrative staff in Richland to ensure mutual community benefit. Media liaison for city projects and programs to forward promotion of business and economic growth. Responsible for identifying, developing, implementing, managing and completing projects to redevelop and revitalize Downtown Richland and the Richland waterfront. Liaison to the Uptown and Parkway Business Improvement Districts, assisting with their needs from the City and providing a voice on their behalf. Project management including acquisition/disposal, planning, design, construction, and budget for development activities in Downtown Richland.

#### **CITY OF EVANS, COLORADO**

**January 2012 – February 2016**

**Flood Recovery Manager – Appointed** (March 2015 to February 2016)

**Community Development Manager** (Jan 2013 to February 2016)

**Building and Neighborhood Services Manager** (Jan 2012 to Jan 2013)

Responsible for the administration and management of all divisional related to the creation and implementation of the City's comprehensive plan, current planning, zoning administration, growth management, building code administration, general nuisance and zoning code administration and enforcement. Staff supervision (5 employees), oversight of consulting services, contract administration and budget administration. Oversaw update to 2012 building codes, modernization of zoning code, updates to general penalty code in conformance with Colorado state statute. Field work including, site and building inspection, meeting with contractors and consultants, fire and damage assessment. Regional liaison for various Federal, State and local agencies for the City. Responsible for supervising recovery operations from September 2013 floods, acquisition of reimbursements, acquisition of grants, reconstruction of Riverside Park (totaling nearly \$20 million), supervision of four grant funded recovery staff members. Oversaw the award of \$5 million in Federal grant money for Riverside Park reconstruction to the City. Served in regional inter-governmental outreach, assistance with the Governor's Disaster Resiliency Panel, legislative monitoring and public outreach. Built relationships with the Governor's office, state elected delegation, and Colorado federal delegation to forward both general legislative and flood recovery efforts.

#### **TOWN OF SEVERANCE, COLORADO**

**January 2008 – December 2011**

**Town Planner**

Management of town historical development information and GIS data. Initiated state-required comprehensive Plan update including a complete overhaul of town land use codes to a form based development regulation document. Assist Town Manager with parks irrigation, personnel matters and finance. Public Information Officer, in charge of emergency notification and community involvement. Town representative for the North Front Range MPO and Upstate Colorado Economic Development.

#### **CITY OF LOVELAND, COLORADO**

**May 2004 – December 2007**

**City Planner I**

Project management for current planning review. Coordination of development review team for subdivision review, residential PUD, special use review, annexation, rezoning, architectural/landscape review and field inspection. Project manager for development review software implementation (2007)

### **EDUCATION**

**Master of Arts in Public Administration (2014)**

University of Colorado

**Graduate Certificate in Public Management (2012)**

University of Colorado

**Bachelor of Arts in Applied Geography (2004)**

University of Northern Colorado

## PROFESSIONAL DEVELOPMENT

- IBC Certified Building Inspector (2012-2016)
- IRC Certified Residential Inspector (2012-2016)
- Certified Public Manager
- California OES Safety Assessment Inspector
- Incident Command System Certified, Levels 100, 200, 300, 400, and 800

## AWARDS & RECOGNITION

- ELGL “Chris Traeger List of Top 100 Local Government Influencers!”, 2017 and 2018
- Washington Economic Development Association – Emerging Professional Award (Nominee/Finalist) 2017

## PANELS & PARTICIPATION

### Moderator

Emerging Tri Cities Local Government Candidate Forum 2017

### Co-Presenter

Leadership Tri-Cities Economic Development Day 2017

ELGL Pop-Up Conferences (Portland) 2017

Colorado City/County Managers Association Winter Conference 2018

### Speaking Engagements

Kadlec Regional Medical Center Tower Ribbon Cutting 2016

Tri Cities Economic Outlook 2018

## PROFESSIONAL MEMBERSHIPS & ASSOCIATIONS

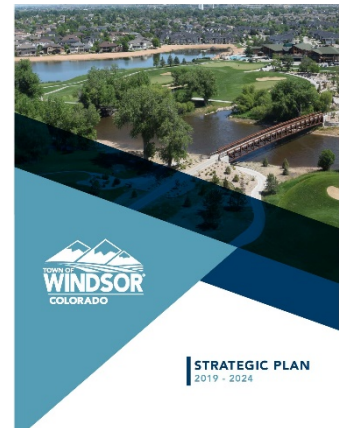
Tri-Cities Legislative Council (Regional Chamber Rep.)	2018 - Present
Engaging Local Government Leaders (ELGL), Member	2014 – Present
International Economic Development Council	2016 – Present
Association of Washington Cities	2016 – Present
Tri-Cities Economic Council	2016 – Present
American Planning Association	2004 – 2016
International City-County Management Association (ICMA), Member	2012 – 2016
Colorado City-County Managers’ Association (CCCMA), Member	2012 – 2016
Colorado Municipal League Policy Committee	2013 – 2016
Colorado Emerging Managers (CEM), Founding Member	2013 – 2016
Colorado Governor’s Panel on Disaster Recovery	2015 – 2016



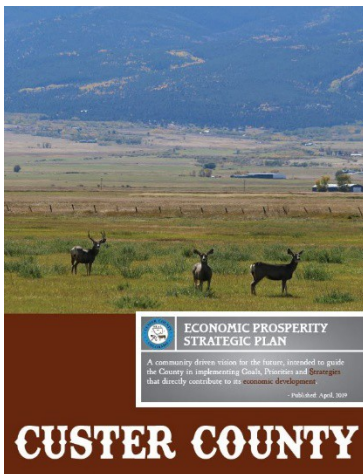
## Representative Projects

### Town of Windsor Strategic Plan (2018 – Present)

The Town of Windsor asked SBrand Consulting to hold a series of Board and staff retreats to build teamwork and communication and drive a new strategic plan for the future of Windsor. With a new Board and a new Manager, Sheryl conducted leadership and organizational assessments to build the base of the plan, which was then submitted for public comment. The plan was then expanded into several departments and dash boarded for a fully integrated implementation tool.



### Custer County Economic Prosperity Strategic Plan (2019)



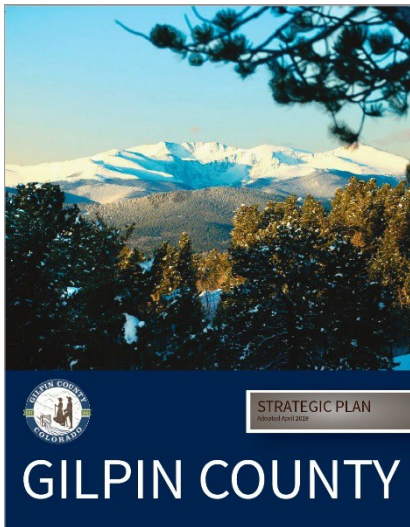
The Board of County Commissioners selected SBrand Consulting to conduct an intensive series of community meetings, grounded by a community survey and specific stakeholder interviews to drive the Strategic Plan. The focus of the Plan was on economic prosperity, and over the course of 5 public meetings, over 600 surveys, 30 individual interviews, and multiple Task Force meetings, Sheryl was able to create a consensus-based document in a community that has often been characterized by dissent and political differences.

### Clearview Library District Strategic Plan (2019)

As part of their ongoing strategic planning efforts, the Library District contracted with SBrand Consulting to conduct an extensive community engagement process and update of their strategic plan. After two failed ballot measures and significant stakeholder feedback, the Board indicated a strong desire to have a community drive strategic plan. Over the course of six months over 3,000 comments were received from a variety of unique and innovative engagement strategies (such as post it notes, pop up white boards, and more). The community based Advisory Board met over eight times to offer insights and feedback into the final plan.







## Gilpin County Strategic Plan (2019 - present)

The County Board and Manager requested that SBrand Consulting facilitate a series of teambuilding meetings (based on Strengthsfinder) and strategic planning retreats with stakeholders, partners, staff and elected officials of the County to set a new Vision and Goals for the future of Gilpin County. During the two day retreat a commitment to the Vision and Mission reenergized the team, and Goals, Priorities and Strategies (GPS) were set, with specific Action Steps that created accountability and focus moving forward. Partners and stakeholders came to the table to collaboratively create solutions to long term issues faced by the County.

## City of Woodland Park Strategic Plan (2019)

SBrand Consulting conducted a Board and staff driven strategic plan with significant input from the community and stakeholder through interviews and surveys. A combination of retreats and focused meetings resulted in a long-range strategic plan with a solid implementation matrix.



## State of Colorado, Department of Local Affairs, Main Street Program (2015 – present)

The State of Colorado has selected SBrand Consulting as one of the preferred contractors to design and conduct facilitated Strategic Plans across the state for Main Street Communities. All Main Street organizations are slightly different: some are nonprofit boards, some are combined with a Chamber, some are part of the Downtown Development Authority and some are committees appointed by the Towns. In that capacity, we have facilitated the creation of over 30 strategic plans.

More examples of our Strategic Plans and complete copies of these examples can be found on the website at [www.sbrandsolutions.com](http://www.sbrandsolutions.com).

# Community Engagement Process Examples

## Website Engagement

*The website is a great place to create a page specific to the process, and to post information, have engagement, link to surveys, and share reports and photos.*



Home | I want to | Government | Living In | Visiting | Doing Business | Selected Language

# COCONUT CREEK

## Vision 2030

### The City needs your help in creating Vision 2030!

Over the next few months, you will see several ways to give us your thoughts, ideas, opinions, and feedback.

The easiest way is to take the survey [here](#).

You can also attend one of the Community Meetings:

<b>March 24th</b> 6:00 PM - 8:00 PM Rowe Community Center 900 NW 43rd Avenue	<b>April 6th</b> 6:00 PM - 8:00 PM Recreation Complex 4455 Sol Press Boulevard	<b>April 28th</b> 6:00 PM - 8:00 PM Recreation Complex 4455 Sol Press Boulevard
---------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------

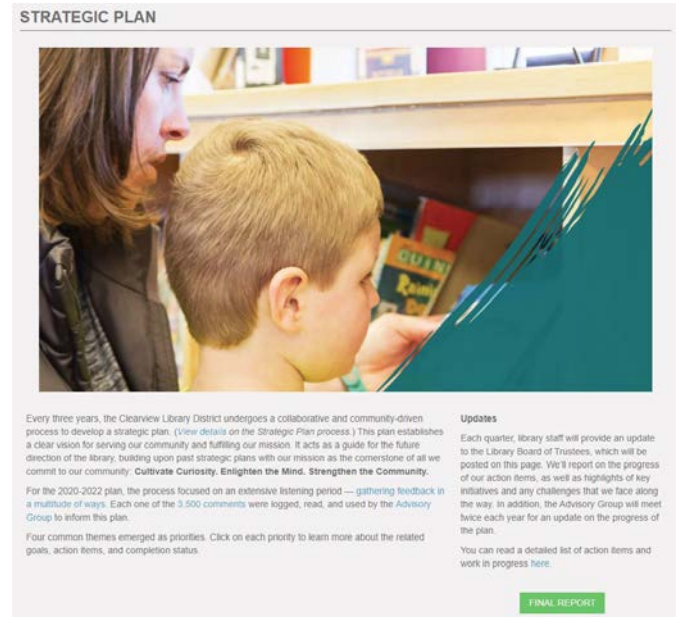
Thank you for participating Creek family!  
#mycoconutcreek

**Help Center**


- Contact Us/ Report a Concern
- E-Services
- Employment
- Events / Classes
- Parks & Recreation
- Living Green

**Healthy & Fit For Only \$50 Per Year!**

CREEK & FIT



## STRATEGIC PLAN



Every three years, the Clearview Library District undergoes a collaborative and community-driven process to develop a strategic plan. (View details on the Strategic Plan process.) This plan establishes a clear vision for serving our community and fulfilling our mission. It acts as a guide for the future direction of the library, building upon past strategic plans with our mission as the cornerstone of all we commit to our community: *Cultivate Curiosity. Enlighten the Mind. Strengthen the Community.*

For the 2020-2022 plan, the process focused on an extensive listening period — gathering feedback in a multitude of ways. Each one of the 3,500 comments were logged, read, and used by the Advisory Group to inform this plan.

Four common themes emerged as priorities. Click on each priority to learn more about the related goals, action items, and completion status.

**Updates**

Each quarter, library staff will provide an update to the Library Board of Trustees, which will be posted on this page. We'll report on the progress of our action items, as well as highlights of key initiatives and any challenges that we face along the way. In addition, the Advisory Group will meet twice each year for an update on the progress of the plan.

You can read a detailed list of action items and work in progress here.

[FINAL REPORT](#)



What are some of your favorite things about Yampa Street?

Add your comments and photos on our Facebook Page.

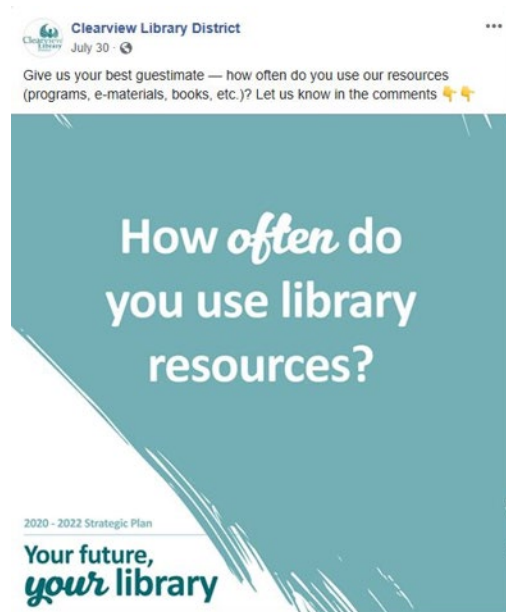


**MAIN STREET STEAMBOAT SPRINGS**

Take the survey

## Social Media Engagement

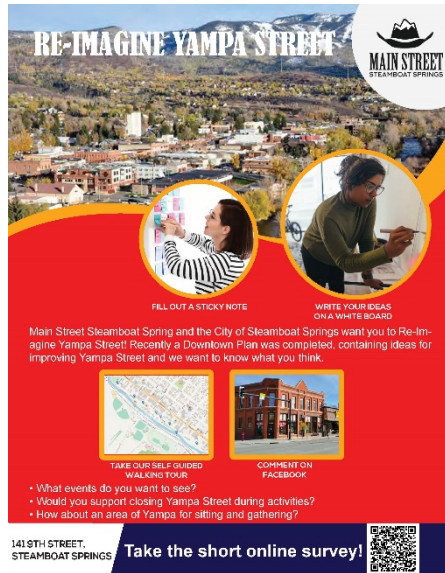
*Whatever social media is used (Facebook, Twitter, TikTok, Instagram) a social media post with a question, information, or a call to action is a great way to engage with a wide range of people in your community!*



## Printed Engagement Materials

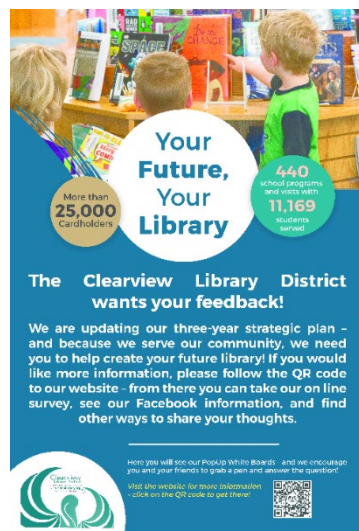
### Flyers

Informational flyers can share details, contain links, be posted online, and be mailed.



### Posters

Designed to go with the white boards, placed at event tables, and hung on display, the posters inform people about the process and allow for engagement through information and a call to action.



## Postcards

*Postcards can be handed out, mailed directly to participants, or left with businesses. People who might not have time to fill out an online survey, and who might prefer to write find this method of engagement easy to use.*



### COCONUT CREEK VISION 2030!

Help shape the vision of our community. The City of Coconut Creek is planning for our future, and we want you to give us your feedback! We would love you to answer these quick questions and drop off this postcard at City Hall, Community Center, Recreation Complex, or when you see us at an event. The community feedback will be collected through March 27th and presented at a community meeting on April 28th. Let us know if you have any questions.

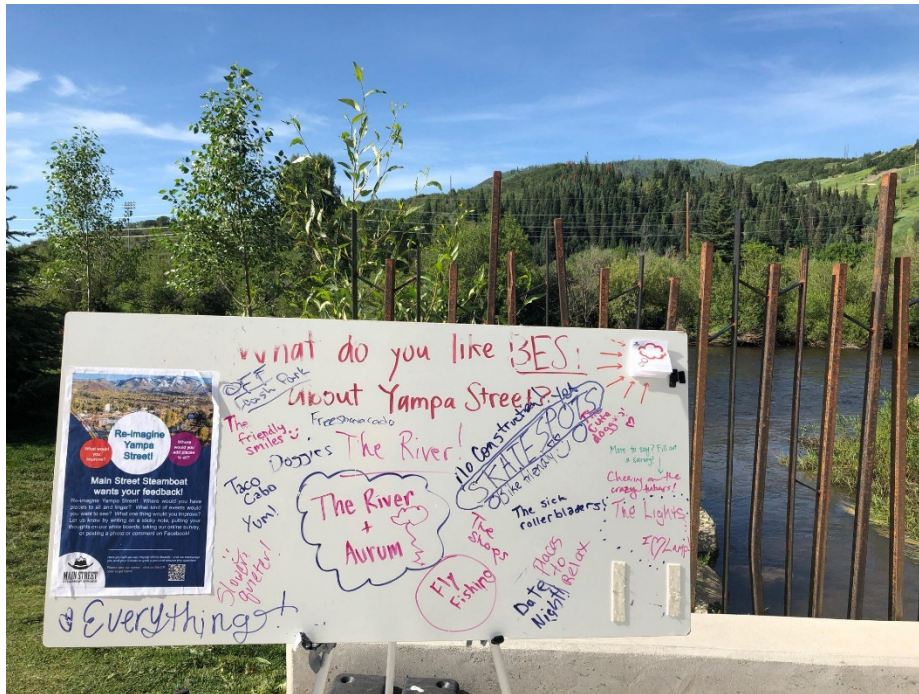
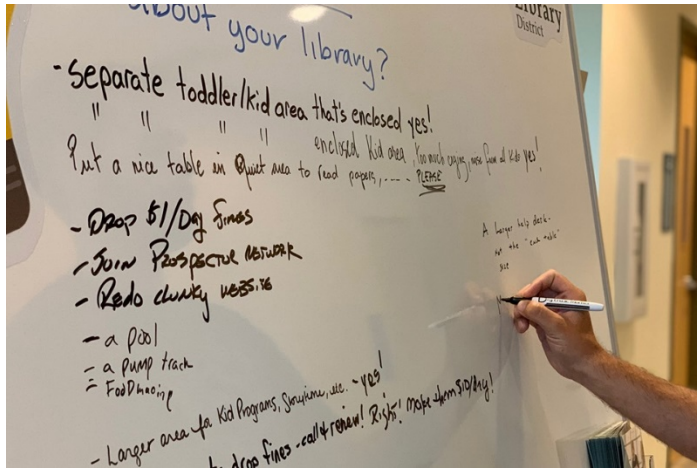
- What are the biggest challenges facing Coconut Creek in the next 5 years?
  
- If you could wave a magic wand, what would you improve immediately?
  
- What makes Coconut Creek such a special place?

 **Coconut CREEK**  
 Vision 2030  
 CITY OF COCONUT CREEK  
[www.coconutcreek.net](http://www.coconutcreek.net)  
 4800 West Copans Road  
 Coconut Creek, FL 33063



**White Boards**

*White boards are use with pens, sticky notes, posters, brochures, and flyers to engage the public in a fun, quick and informal manner. Placed at key locations throughout the community (businesses, gyms, coffee shops, recreations centers, faith-based locations, libraries, and public buildings) they offer a way for all ages to interact with ideas.*









**April 28, 2020**

**John F. Weigold, IV, General Manager  
Cambria Community Services District  
1316 Tamsen Street, Suite 201  
Cambria, California 94348**

**Dear John:**

**Thank you for contacting me about potential facilitation of a strategic planning retreat for the Cambria Community Services District. After talking with you on the telephone, I went to the District's website and found it informative and well-designed.**

**Since I founded Snider and Associates, I have facilitated strategic planning and team building for cities, county boards, state and federal agencies, corporations, trade and professional associations, health care organizations, educational institutions, and non-profit organizations. As I shared with you on the phone, I have been facilitating 12 retreats (e.g., for Water System, Power System, Supply Chain, IT and Customer Service) a year for the Los Angeles Department of Water and Power during the past four years. A sample of other clients is listed in the attached Snider and Associates brochure, my only marketing piece since all my clients are repeat or by referral.**

**When I initially facilitate strategic planning for a client, it is a one-day retreat followed by another one-day retreat in six months to assess the progress and update the strategic plan. After the second retreat, it is up to the client if they want to continue having me facilitate. One of my city clients has hired me to facilitate their retreats every six months since they were incorporated 21 years.**

**An initial strategic planning day begins with the welcome, public comment, purpose and introduction of me and the recorder (an independent contractor who invoices separately and is paid directly). After reviewing the roles of the participants, strategic planning definitions and introduction of the group members, the agenda includes:**

- **assessing the internal strengths and weaknesses of the organization**
- **assessing the external factors/trends (e.g., economic, political, technological demographic, environmental) that will/might have an impact on the organization in the next three-years (I recommend a three-year plan)**
- **reviewing and revising, if needed, or developing a mission statement (one sentence that states why the organization exists and for whom)**
- **identifying 4 or 5 three-year goals (what the organization needs to accomplish)**
- **identifying six-month strategic objectives (how the goals will be addressed initially – by when, who is accountable, for what specific, measurable results) for each of the three-year goals**
- **identifying next steps/follow-up process to monitor progress on the goals and objectives (including setting a date with me in six months to update the plan)**

The day of the retreat includes a continental breakfast at 8:00 with the meeting beginning at 8:30 a.m. and ending at 4:00 p.m. There is a mid-morning and a mid-afternoon break with a group lunch at 12:15.

The fee for each of the one-day retreats, which includes an agenda planning conference call with you (and the board chair, if desired), preparation, facilitation by me and a recorder (who visually records on flipcharts the discussion and decisions of the group and transcribes the record into a laptop throughout the day), is a total for me and the recorder of \$4800 plus expenses (air and ground transportation, parking, lodging and meals). At the end of the retreat, the recorder provides you with a flash drive of the retreat record so you can send the entire strategic plan to all the attendees within 24 hours and use in tracking progress on the goals and objectives monthly.

If you need additional information, please call or text my cell at 510-459-5540. It is better to text or call me if you need a quick response. I check my cell phone regularly for messages and respond the same day unless I get them too late. If so, I will call you back within 24 hours.

Thank you for considering me as a facilitator for your strategic planning retreat. I look forward to hearing from you, John, and hopefully working together.

Sincerely,

*Marilyn M. Snider*

Marilyn M. Snider  
Snider and Associates  
P.O. Box 13053  
Oakland, CA 94661  
510-531-2904 (phone)  
510-530-1568 (fax)  
510-459-5540 (cell)  
[marilynsnider@sbcglobal.net](mailto:marilynsnider@sbcglobal.net)

"At Chevron Energy Solutions, and as a new operations team, we started working with Marilyn Snider four years ago. Now we are one of the highest performing teams in the company. I believe that working with Marilyn played a big part in getting our team to that level."

*Conrad Newberry, Jr.  
Regional Operations Director  
Chevron Energy Solutions*

"I have attended many retreats and focus groups in my roles as President of the L.A. County Medical Association, Board of Trustees member of CMA and a Delegate to AMA from California. I have never known a facilitator as excellent as Marilyn Snider. She had the ability to always refocus the group to the task at hand...and she was able to draw a free flow of ideas and discussion from the participants."

*William S. Weil, M.D.  
Medical Director  
Cedars-Sinai Health Associates*

"Marilyn Snider reminds me of a symphony conductor. She can take the most discordant group of players and by the end of the day have them producing beautiful music. She helped me for three years orchestrate the coming together of over 150 environmental groups in an effort to restore the Land and Water Conservation Fund. We became a well organized group with a clear mission, goals and objectives. And like any master performer, she received an ovation from the group."

*Donald Murphy, CEO  
National Underground Railroad  
Freedom Center  
Former Deputy Director,  
National Park Service*

"Focused, experienced and results-oriented strategic planning is what Marilyn Snider delivers every time. I have used her services with small non-profits, public commissions, local planning groups and foundation staff and boards. All with the same excellent results. Her use of a recorder and a clear, well-paced process ensure that valuable time becomes a very productive day."

*Frederick J. Ferrer, CEO  
The Health Trust*

"When Marilyn Snider begins facilitating a meeting, I figure there is no way she is going to get everything on the agenda done on time but somehow she does and keeps everyone engaged!"

*Chuck Reed, Mayor  
City of San Jose, California*

"The San Francisco Bay Conservation and Development Commission has relied on Snider and Associates to facilitate our strategic planning for over a decade. At the end of each of our one-day strategic planning workshops, we leave with a thoughtful, workable and realistic strategic plan in hand, a plan that we have found effectively guides us in the development of our budgets and the management of our staff to reach goals set by our Commission."

*Will Travis, Executive Director  
San Francisco BCDC*

## ***What Are Your Needs?***

Do you need a process designer and facilitator for strategic planning, team building and/or visioning for your retreat/meeting?

Do you need a neutral facilitator for a problem-solving session so you can participate actively rather than lead the meeting?

Do you need a facilitator to assist with team building when a new leader comes aboard?

Do you need a facilitator for focus groups or a community consensus meeting?

Do you need a facilitator to assist with communication and/or conflict resolution in your organization?

Do you need someone to facilitate an evaluation process for your City Manager, Executive Director or CEO?

Do you need a recorder to visually document the discussion and decisions on flipcharts and transcribe and provide the retreat/meeting record at the end of the session?

Do you need new processes to ensure more productive meetings and retreats, including a tracking system for monitoring your progress on goals and objectives?

**If you have answered “yes” to any of the above questions, Snider and Associates can help your organization. Contact Marilyn Snider, P.O. Box 13053, Oakland, CA 94661, (510) 531-2904 or fax (510) 530-1568.**

**Snider and Associates** provides facilitation, process design/management, training and consultation for corporations, governmental agencies, businesses, trade and professional associations, educational and health care institutions and community organizations. The firm has been in business since 1980.

**Marilyn M. Snider**, President of Snider and Associates, has her Master’s Degree in Psychiatric Nursing from the University of Washington, Seattle. She is also a graduate of Coro Foundation’s Public Affairs Leadership Training for Women. Marilyn Snider specializes in facilitation of strategic planning, team building, community consensus and conflict resolution. She was elected for three terms as President of the California Library Services Board, a governor-appointed state board. Marilyn was on the Executive Committee of the Oakland Chamber of Commerce for six years. She was selected as a delegate to the White House Conference on Libraries and Information Services. In 2004 Snider and Associates was selected as the Women-Owned Business of the Year by the Oakland Chamber of Commerce.



*Marilyn M. Snider, President*

## ***Snider and Associates' Clients***

Snider and Associates has provided facilitation, process design, training and/or consultation for the following organizations (a partial list):

196

American College of Physicians  
American College of Traditional Chinese Medicine  
American Lung Association, California and New York  
American Plant Food Company, Bethesda, Maryland  
Bay Alarm Company  
Brooklyn Public Library, New York  
California Department of Health Services  
California Landscape Contractors Association  
California State Library  
California Trial Lawyers Association  
Cedars-Sinai Medical Center  
Centers for Disease Control and Prevention, Atlanta  
Chabot Space & Science Center, Oakland  
Chevron Energy Solutions  
Cities (a partial list of over 100): Alhambra, Citrus Heights, Novato, Oakland, Palm Desert, Redondo Beach, Riverside, Sacramento, San Jose, Sausalito, Seaside  
Consulting Engineers: Brown and Caldwell, CH2M Hill, Carollo Engineers  
Counties (a partial list): Alameda, Contra Costa, Marin, San Francisco  
Dreyer’s Grand Ice Cream  
Employment Risk Management Authority  
Environmental Protection Agency  
Golden State Warriors  
Greater Sacramento Urban League  
Hearst Castle Preservation Foundation  
Informatica Corporation  
KPMG Peat Marwick  
League of California Cities  
Milwaukee Institute of Art & Design  
Monterey Regional Water Pollution Control Agency  
National Park Service, Washington, D.C.  
National Underground Railroad Freedom Center, Cincinnati  
Oakland Athletics Baseball Company  
Oakland Chamber of Commerce  
Pacific Retirement Services, California, Oregon and Texas  
Redondo Beach Unified School District  
Riverside Public Utilities  
San Francisco Ballet  
San Francisco Bay Conservation and Development Commission  
San Francisco Botanical Garden Society  
San Gabriel Valley Council of Governments  
Stanford University  
The Clorox Company  
The Health Trust  
Union Bank of California  
University of California, Berkeley and San Francisco  
University of Washington, Seattle

***Snider***  
AND ASSOCIATES

# Strategic Planning Services Proposal

Prepared for: Cambria Community Services District

April 29, 2020

Allison C. Bell, Ph.D.  
Principal  
Three Arrows Up Consulting



## Introduction

The Cambria Community Services District (CCSD) is one of nearly XXXX special districts in California, and one of 37 special districts in San Luis Obispo county. As the agency that provides the approximately 6,000 residents of Cambria with essential services (water, waste, fire protection, for example) and supports related services (such as parks, transit, and operation of the Cambria Veteran's Memorial Building), CCSD is looking for a strategic plan that can guide its board and staff; align resources and activities with policy direction, customer service expectations; and address consistency and coordination with San Luis Obispo County initiatives and local, state, and federal legislative and regulatory requirements.

Three Arrows Up Consulting is pleased to submit a proposal to facilitate the strategic planning process for CCSD, develop a five-to-ten-year strategic plan (specific timeframe to be determined as the result of the Phase I work outlined below). Three Arrows Up Consulting (described in more detail below) is a California-based consulting practice with experience with developing strategic plans, facilitating a diverse group of stakeholders, consensus and coalition-building, and plan evaluation and monitoring.

This document contains a proposed scope of work and timeline for accomplishing the work, project cost, and information about Three Arrows Up, including three letters of reference.

## Project Plan

### *Scope of Work*

Consistent with the anticipated scope of work detailed in the request for proposals, Three Arrows Up proposes a three-phase strategic planning process to help CCSD develop, implement, and monitor a strategic plan. Three Arrows Up will perform all work functions, with the assistance of CCSD staff for logistics and as specified below.

*Phase I.* In the first phase of work, Three Arrows Up will gather information about CCSD, the viewpoints of stakeholder groups (including board members, staff, customers, and vendors), analyze information, and engage key stakeholders in discussion about the results of that analysis. Specific tasks include:

- Conduct an internal stakeholder analysis, which will include:
  - Meetings with key stakeholders, including the Board of Directors, General Managers, and key staff (as advised).
  - Survey for key stakeholders not involved in individual meetings.

- Focus groups with representatives from key stakeholder groups, such as staff (depending on capacity for individual conversations), customers, and vendors.
- Review of all documents with regards to organization and governance of the CCSD, such as by-laws, staff job descriptions, roles and responsibilities, and other documents.
- Conduct an external stakeholder analysis, which will include:
  - Individual conversations with key stakeholders from neighboring special districts within San Luis Obispo County.
  - Surveys to stakeholders from neighboring special districts within San Luis Obispo County and across the state.
  - Document review for similar special districts.
- Conduct a SWOT analysis that:
  - Identifies the strength, weaknesses, opportunities, and threats for CCSD based both on internal and external stakeholder analyses.
  - Suggests necessary modifications to reviewed documents to ensure compliance and currency as it relates to CCSD Board of Directors' authority and responsibilities.
  - Includes reviews of the roles and responsibilities of CCSD Board of Directors, General Manager, and staff.
- Finalize process for completing strategic plan, which specifically will:
  - Use information gathered to finalize specific sequence and methods for strategic plan development.
  - Create a plan for stakeholder engagement, in consultation with CCSD staff and Board of Directors. This may include special sessions of the Board of Directors that encourage public engagement and comment. These sessions help to communicate the need for a strategic plan, develop a shared understanding of the current state of CCSD, develop a sense of team and community between all key stakeholders, and serve as a tool to hold the CCSD accountable to the public, which is key for building trust.

Ideally, this information and data collection would be in person as much as possible. However, given the current restrictions on face-to-face interactions, and in the interest of ensuring everyone's health and safety, final decisions about whether to hold these conversations face-to-face or virtually will be made as the work progresses.

*Phase II.* The second phase of work builds on the information gathered to in the first phase and continues the stakeholder engagement to ensure buy-in. The result of this phase of work will be a strategic plan and document that has been vetted and approved by CCSD Board, staff, customers, and other key stakeholders. Specific tasks of this phase of work include:

- Facilitate a strategic planning session (or sessions) with the CCSD Board of Directors and other key stakeholders, and using a data-driven approach, develop the strategic plan, consisting of the following elements:
  - Mission statement. This could include, as appropriate, the mission statement as-is, a refresh of the current mission statement, or a complete overhaul of the mission statement.
  - Vision statement. This will be a high-level statement that describes the current and future objectives for CCSD.
  - Values and guiding principles. The values and guiding principles are those that will guide the work of the CCSD Board of Directors, General Manager, and staff.
  - Goals. The goals will describe what CCSD hopes to accomplish within the timeframe of the strategic plan. Goals are a general statement of what CCSD strives to accomplish.
  - Objectives. The objectives operationalize the goals. Each objective will be developed using the SMARTER method, so that they are specific, measurable, achievable, relevant, and time-bound; specific timelines for evaluation and readjustment of the objectives will also be specified.
  - Strategies. The strategies describe, generally, how the goals will be accomplished.
  - Tactics. The specific steps that will be taken to accomplish the goals and plans. The tactics will be specific, time-based, and attributed to responsible parties. These tactics will not only include the internal steps for CCSD stakeholders, but also will identify ways that CCSD may need to interact with other governing bodies and how those collaborations can ensure the success of the strategic plan.
  - Metrics. Identify key metrics that will be used to track progress toward specified objectives and goals.

*Note: Ideally this strategic planning session would be facilitated in person. The specifics of the process of developing the strategic plan will be determined based on state and county health guidelines.*

- Design one- to two-page brief or infographic describing plan.
- Develop a specific action plan that will guide the implementation of the strategic plan. This will include a communications plan, the specific steps to achieve the goals laid forth in the strategic plan, and an evaluation plan to track progress toward the identified objectives. The action plan will ensure that implementation of the strategic plan is transparent and that the public will be able to contribute feedback as a key stakeholder of CCSD.
- Work with the CCSD Board of Directors and staff to develop a plan to engage key stakeholders—especially the public—in the development of the strategic plan, to develop support for the specific outcomes and timelines set forth within the plan.



*Phase III.* In the third phase of work, Three Arrows Up will assist CCSD with implementation of the strategic plan and monitoring of key metrics. In addition, this phase will consist of preparing CCSD for continued strategic plan review. Specific tasks will include:

- Working with the CCSD Board of Directors and General Manager to ensure that all key stakeholders understand the strategic plan, their place in it, and the process for evaluating progress and providing feedback.
- At three and six months after the implementation of the strategic plan, lead an evaluation of implementation and progress. For these check ins, Three Arrows Up will rely on information collected by CCSD staff and others as part of the evaluation plan.
- In collaboration with the CCSD Board of Directors and General Manager, develop a plan for continued monitoring and evaluation of progress on strategic plan, including evaluation of key metrics, gathering feedback, and a review and analysis cycle for the lifespan of the plan.

### ***Timeline and project cost***

Three Arrows Up proposes to complete the three phases of work within one year of the contract signing date for total cost of \$40,000, excluding expenses for travel and materials. Three Arrows Up will invoice CCSD upon completion of each phase of work according to the table below.

Est. Timeline	Activity	Est. Hours	Cost
<b>Phase I</b>			
Months 1 - 2	Internal stakeholder analysis	68	\$ 13,600
Months 1 - 2	External stakeholder analysis	30	\$ 6,000
Months 1 - 2	SWOT Analysis	10	\$ 2,000
Month 3	Finalize strategic planning process	8	\$ 1,600
	<i>Subtotal Phase I</i>	106	\$ 21,200
<b>Phase II</b>			
Month 3	Facilitate strategic planning session(s)	20	\$ 4,000
Month 4	Develop strategic plan	24	\$ 4,800
Month 4	Design brief/infographic	5	\$ 1,000
Month 4	Develop action plan	10	\$ 2,000
Months 4 - 5	Stakeholder engagement plan	10	\$ 2,000
	<i>Subtotal Phase II</i>	69	\$ 13,800

Phase III			
Months 5 - 6	Facilitate implementation	10	\$ 2,000
Month 9	Three-month check in	5	\$ 1,000
Month 12	Six-month check in	5	\$ 1,000
Months 11-12	Develop plan for continued monitoring	5	\$ 1,000
	<i>Subtotal Phase III</i>	25	\$ 5,000
Project total		200	\$ 40,000

## About Three Arrows Up Consulting

### *General Information*

Three Arrows Up is a woman-owned, consulting sole-proprietorship based in San Diego, CA that provides strategic planning, project management, meeting facilitation, and evaluation services to non-profits, associations, government agencies, philanthropic organizations, and think tanks. As principal, Allison Bell has a depth and breadth of experience in strategic planning, working with various sized government bodies, and California policies, practices, and politics that make her an ideal consultant for the Cambria Community Services District.

The Central Coast region, San Luis Obispo County, and Cambria specifically offer a unique change of pace from California's other regions. Especially due to the community's relative isolation on the Central Coast, Cambria's leadership needs innovative solutions to infrastructure projects and the buy-in to see those solutions to fruition. And, many of those solutions will rely on partnerships and collaborations with neighboring districts. Additionally, with tourism as the main economic driver, Cambria needs to balance the challenges associated with serving the desires of visitors with ensuring the needs of its residents are sufficiently met. Three Arrows Up can help CCSD think through ways to navigate those relationships and conversations. Allison has successfully navigated and facilitated like conversations among college presidents and staffs, private organization board members, state policymakers, and many others.

Three Arrow Up's approach to strategic planning is to set a collaborative, transparent tone for candid feedback and discussion. The resulting plan will be data-driven and developed with the engagement of a variety of stakeholders. The process takes into account the viewpoints of a variety of stakeholders and includes an external scan for benchmarks and best practices. Goals and objectives are SMARTER (specific, measurable, achievable, relevant, and time-bound; with specific timelines for evaluation and readjustment of the objectives).



Complex work with a diverse set of stakeholders can pose unique challenges. The Board of Directors of CCSD, is in the position to set the strategic vision for the district and, as such, will face many decision points. It is important that any strategic planning process consider multiple points of view and, in fact, research suggests that strong governing bodies are those on which dissenting opinions are worked through and members are not simply expected to “toe the line”. There are a variety of methods that can successfully ensure that the strategic planning process is one that ultimately is also a team-building exercise. Success in the past has been based on open communication, setting ground rules, encouraging all ideas, and decisions supported by data. To encourage this, specific exercises may include individual brainstorming and small-group work, continued evaluation of the process, and breaking the project into a series of lower-stakes decisions and votes. The final strategies and process used will depend largely on the assessment of the current relationships of key stakeholder groups.

***Facilitator biography – Allison C. Bell, Ph.D.***

Allison “Alli” Bell is a skilled strategic planner, project manager, policy analyst, and researcher. Over her career, she has worked in a variety of segments including postsecondary education, workforce development, and data systems. She is most known for using her collaborative, innovative, and positive approach.

In 2018, Alli founded Three Arrows Up Consulting, where she is principal. Her work builds upon the foundation developed working with postsecondary education and workforce development clients and uses her expertise to assist clients in other functional areas. Her background with federal, state, and local policymakers, philanthropists, entrepreneurs, and many other audiences provides her with a depth of experience in facilitating conversations across a variety of viewpoints and topics. With a strong foundation in research and evaluation and the ability to translate research into everyday language, Alli ensures a robust evaluation component for the projects she oversees.

Although Alli primarily operates as a sole proprietor, her deep connections across the country allow her to leverage additional experts as needed. In consultation with her clients, Alli will utilize the services of subcontractors to augment the professional services of Three Arrows Up Consulting.

Professionally, Alli has been employed at non-profit advocacy organizations, consulting firms, national associations, and the federal government. Most recently, she served as the Vice President at the Campaign for College Opportunity and a Director at HCM Strategists.

In addition to Alli’s robust career, she is passionate about giving back to her community. Currently, Alli sits on the Board of Directors at the San Diego Yacht Club, a volunteer role

in which she relies on her skills navigating diverse opinions, balancing multiple conflicting objectives, and acting as a representative on a global stage.

Alli holds a bachelor's degree from Stanford University and earned her master's degree in education and her Ph.D. in higher education from the University of Michigan. An outdoor enthusiast, Alli enjoys camping, hiking, and skiing - but saves her competitive spirit for sailboat racing. She lives in San Diego.

Alli can be contacted via email at: [alli@threearrowsup.com](mailto:alli@threearrowsup.com) or by phone at 619-840-2558.

### ***References***

Please also see the attached letters of reference from the three references listed below.

Sarah Ancel  
Founder and CEO, Student Ready Strategies  
4525 E. 79<sup>th</sup> St.  
Indianapolis, IN 46250  
317-417-2447  
Contract term: One year

Jerelyn W. Biehl  
Jr. Staff Commodore, San Diego Yacht Club and  
Partner, One Design Management  
2812 Canon Street  
San Diego, CA 92106  
Contract term: Ongoing

Molly G. Martin  
Director, New America  
5255 Winthrop Avenue, Suite 4  
Indianapolis, IN 46220  
317-439-1136  
Contract term: Two years



April 28, 2020

To Whom It May Concern,

I write today to recommend Alli Bell of Three Arrows Up Consulting as a strategic planning facilitator. I have worked with Alli on several projects both in our current roles and previous professional engagements. I have always known Alli to be knowledgeable, conscientious and a fantastic facilitator of both large and small groups.

I have worked directly with Alli in the development of a strategic plan. When I worked for the Indiana Commission for Higher Education and was charged with developing a three-year strategic plan, Alli provided us with consultation and advice, assisted us with establishing priorities and strategies and wrote content for inclusion in the final document. She was very effective at drawing out and helping us crystallize our own ideas while also pointing us to external reports and documents to supplement our internal knowledge.

Where Alli truly shines is her ability to cultivate engaging and productive discussion among groups. People feel very comfortable around her and she is able to maintain a positive atmosphere even when tackling difficult issues. She is proactive in ensuring all participants have an opportunity to contribute their thoughts and ideas and provides verbal affirmation throughout the discussion.

I am confident that any organization that chooses to do strategic planning with Alli's facilitation will be pleased with both the process and the end result.

Sincerely,

A handwritten signature in cursive script, appearing to read "S. Ancel".

Sarah Ancel  
Founder & CEO  
Student-Ready Strategies, LLC



April 29, 2020

Cambria Community Services District  
Attn: John F. Weigold IV, General Manager

Regarding: Cambria Community Services District  
– Strategic Planning Consultant  
Applicant: Allison C. Bell, Ph.D.

To Whom it May Concern:

I am writing to you regarding Allison Bell, who has applied for the Strategic Planning consultant position with Cambria Community Services District. Allison and I have most recently served on the San Diego Yacht Club Board of Directors for the past three years. I have also known Allison for approximately 25 years on a personal level.

While I've always admired Allison for her work ethic and friendly demeanor, her position on the SDYC Board of Directors allowed her to share her professional skills. As a Board member, Allison has been instrumental in fine tuning the Clubs Strategic Planning process. She has introduced new concepts and ideas to improve upon the Plan and has also facilitated implementation including coordinating with the staff to further reach the Club's shared goals. Her skills in benchmarking and SWOT were showcased to provide valuable guidance with the entire Board.

In addition, her communication and interpersonal skills are stellar. Allison is able to work with all the Board members (there are 9 total) as well as the management staff at the Yacht Club. She is adept at building relationships between various members to gain a consensus toward a common goal. Allison has been a major contributor to the San Diego Yacht Club Board of Directors and a welcome voice.

With Allison, you will find a professional with a gregarious personality, creativity and enthusiasm. She is goal-oriented and astute in evaluating people, situations and projects to accomplish the goal in the correct manner.

Please give Allison your full consideration. I am available with any questions you may have. I can be reached at: [jerelyn@odmsail.com](mailto:jerelyn@odmsail.com) or 619.200.3923

Sincerely,

A handwritten signature in cursive script that reads "Jerelyn W. Biehl".

Jerelyn W. Biehl  
Jr. Staff Commodore  
San Diego Yacht Club



Cambria Community Services District  
Attn: John F. Weigold IV, General Manager

Re: Cambria Community Services - Strategic Planning Support  
Applicant: Allison C. Bell, Ph.D.

April 23, 2020

To Whom It May Concern:

I write in support of Dr. Allison Bell's response to Cambria Community Services' RFP for a strategic planning consultancy. While a Director at Lumina Foundation--the nation's largest private foundation focused on higher education--I had the pleasure of working closely with Dr. Bell on a 2015-17 effort to design and launch a collaborative of adult-serving postsecondary institutions. I can speak to her exceptional skill at user-centered design, planning, and implementation.

Dr. Bell is incredibly adept at surfacing and managing the needs of diverse stakeholders while providing strong direction and a unifying vision. She prioritizes client/student/end user experiences and goes to great lengths to research, survey, and deeply understand the context in which users work and live. She is a skilled relationship-builder and detail-oriented project manager -- two skill sets that, I've found, don't always co-exist. Her background in policy advocacy, research, data analysis, and student experience uniquely position her: she can challenge teams to envision a new way of working while also putting up supportive "bumpers" that make ideas translatable into reality.

In our work together, Dr. Bell led the recruitment and role definition of an advisory board; the selection of technologists, market researchers, and marketing specialists; the development of a strategic plan and business model for a multi-college cooperative; and the long-term implementation plan for a new student engagement platform. She also co-led the financial modeling for the partnership. The process required several pivots as the national climate changed and as the economy impacted postsecondary enrollment. She managed these shifts with grace and energy, using her extensive public policy background to anticipate and address challenges.

It is Dr. Bell's deep experience working across policymaking organizations and government agencies--at the state and federal levels--that I believe makes her an especially strong candidate for this project: she is uniquely attuned to the various perspectives of public agencies

and regulators. She can manage and honor multiple groups' priorities while being politically savvy. But in this savvy, she is not rigid: she is bold in her vision for new processes and relationships. She is equally creative in her approach to facilitating others through design and planning processes.

In short, in Dr. Bell you will find a unique blend of political savvy, creativity, vision, and task-orientation. I have spent the last three years leading design labs across the country with metro and state leaders alike, and Dr. Bell remains the strongest project leader and facilitator with whom I have ever worked.

Please feel free to contact me with any questions about Dr. Bell's work or background. I can be reached at [martin@newamerica.org](mailto:martin@newamerica.org) or 317-439-1163.

Sincerely,

A handwritten signature in black ink, appearing to read "Molly G. Martin". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Molly G. Martin  
Director, New America Indianapolis



## **AGREEMENT FOR CONSULTANT SERVICES**

This AGREEMENT FOR CONSULTANT SERVICES (“Agreement”) is made and effective as of [DATE], between **SNIDER AND ASSOCIATES** (“Consultant”), and the **CAMBRIA COMMUNITY SERVICES DISTRICT**, a political subdivision of the State of California (“District”). In consideration of the mutual covenants and conditions set forth herein, the parties agree as follows:

### **1. TERM**

This Agreement shall commence on \_\_\_\_\_, 2020 and shall remain and continue in effect until \_\_\_\_\_, unless sooner terminated pursuant to the provisions of this Agreement.

### **2. SERVICES**

Consultant shall perform the tasks described and comply with all terms and provisions set forth in Exhibit “A,” attached hereto and incorporated herein by this reference.

### **3. PERFORMANCE**

Consultant shall at all times faithfully, competently and to the best of his/her ability, experience and talent, perform all tasks described herein. Consultant shall employ, at a minimum generally accepted standards and practices utilized by persons engaged in providing similar services as are required of Consultant hereunder in meeting its obligations under this Agreement.

### **4. AGREEMENT ADMINISTRATION**

District’s General Manager, John F. Weigold, IV, shall represent District in all matters pertaining to the administration of this Agreement. Marilyn M. Snider shall represent Consultant in all matters pertaining to the administration of this Agreement.

### **5. PAYMENT**

The District agrees to pay the Consultant in accordance with the payment rates and terms set forth in Exhibit “B,” attached hereto and incorporated herein by this reference, in monthly progress payments based on time spent on each task.

### **6. SUSPENSION OR TERMINATION OF AGREEMENT WITHOUT CAUSE**

(a) The District may at any time, for any reason, with or without cause, suspend or terminate this Agreement, or any portion hereof, by serving upon the Consultant at least ten (10) days prior written notice. Upon receipt of said notice, the Consultant shall immediately cease all work under this Agreement, unless the notice provides otherwise.

If the District suspends or terminates a portion of this Agreement such suspension or termination shall not make void or invalidate the remainder of this Agreement.

(b) In the event this Agreement is terminated pursuant to this Section, the District shall pay to Consultant the actual value of the work performed up to the time of termination, provided that the work performed is of value to the District. Upon termination of the Agreement pursuant to this Section, the Consultant will submit an invoice to the District pursuant to Section 5.

## 7. **TERMINATION ON OCCURRENCE OF STATED EVENTS**

This Agreement shall terminate automatically on the occurrence of any of the following events:

- (a) The completion of the work specified in Exhibit A.
- (b) Bankruptcy or insolvency of any party;
- (c) Sale of Consultant's business;
- (d) Assignment of this Agreement by Consultant without the consent of District;  
or
- (e) End of the Agreement term specified in Section 1.

## 8. **DEFAULT OF CONSULTANT**

(a) The Consultant's failure to comply with the provisions of this Agreement shall constitute a default. In the event that Consultant is in default for cause under the terms of this Agreement, District shall have no obligation or duty to continue compensating Consultant for any work performed after the date of default and can terminate this Agreement immediately by written notice to the Consultant. If such failure by the Consultant to make progress in the performance of work hereunder arises out of causes beyond the Consultant's control, and without fault or negligence of the Consultant, it shall not be considered a default.

(b) If the District Manager or his/her delegate determines that the Consultant is in default in the performance of any of the terms or conditions of this Agreement, he/she shall cause to be served upon the Consultant a written notice of the default. The Consultant shall have ten (10) days after service upon it of said notice in which to cure the default by rendering a satisfactory performance. In the event that the Consultant fails to cure its default within such period of time, the District shall have the right, notwithstanding any other provision of this Agreement to terminate this Agreement without further notice and without prejudice to any other remedy to which it may be entitled at law, in equity or under this Agreement.

9. **LAWS TO BE OBSERVED.** Consultant shall:

(a) Procure all permits and licenses, pay all charges and fees, and give all notices which may be necessary and incidental to the due and lawful prosecution of the services to be performed by Consultant under this Agreement;

(b) Keep itself fully informed of all existing and proposed federal, state and local laws, ordinances, regulations, orders, and decrees which may affect those engaged or employed under this Agreement, any materials used in Consultant's performance under this Agreement, or the conduct of the services under this Agreement;

(c) At all times observe and comply with, and cause all of its employees to observe and comply with all of said laws, ordinances, regulations, orders, and decrees mentioned above;

(d) Immediately report to the District's General Manager in writing any discrepancy or inconsistency it discovers in said laws, ordinances, regulations, orders, and decrees mentioned above in relation to any plans, drawings, specifications, or provisions of this Agreement; and

(e) The District, and its officers, agents and employees, shall not be liable at law or in equity occasioned by failure of the Consultant to comply with this Section.

10. **OWNERSHIP OF DOCUMENTS**

(a) Consultant shall maintain complete and accurate records with respect to sales, costs, expenses, receipts, and other such information required by District that relate to the performance of services under this Agreement. Consultant shall maintain adequate records of services provided in sufficient detail to permit an evaluation of services. All such records shall be maintained in accordance with generally accepted accounting principles and shall be clearly identified and readily accessible. Consultant shall provide free access to the representatives of District or its designees at reasonable times to such books and records; shall give District the right to examine and audit said books and records; shall permit District to make transcripts therefrom as necessary; and shall allow inspection of all work, data, documents, proceedings, and activities related to this Agreement. Such records, together with supporting documents, shall be maintained for a period of three (3) years after receipt of final payment.

(b) Upon completion of, or in the event of termination or suspension of this Agreement, all original documents, designs, drawings, maps, models, computer files, surveys, notes, and other documents prepared in the course of providing the services to be performed pursuant to this Agreement shall become the sole property of the District and may be used, reused, or otherwise disposed of by the District without the permission of the Consultant. With respect to computer files, Consultant shall make available to the District, at the Consultant's office and upon reasonable written request by the District, the

necessary computer software and hardware for purposes of accessing, compiling, transferring, and printing computer files.

## 11. **INDEMNIFICATION**

(a) Indemnification for Professional Liability. When the law establishes a professional standard of care for Consultant's Services, to the fullest extent permitted by law, Consultant shall indemnify, protect, defend and hold harmless District and any and all of its officials, employees and agents ("Indemnified Parties") from and against any and all losses, liabilities, damages, costs and expenses, including attorney's fees and costs to the extent same are caused in whole or in part by any negligent or wrongful act, error or omission of Consultant, its officers, agents, employees or subcontractors (or any entity or individual that Consultant shall bear the legal liability thereof) in the performance of professional services under this agreement.

(b) Indemnification for Other Than Professional Liability. Other than in the performance of professional services and to the full extent permitted by law, Consultant shall indemnify, defend and hold harmless District, and any and all of its employees, officials and agents from and against any liability (including liability for claims, suits, actions, arbitration proceedings, administrative proceedings, regulatory proceedings, losses, expenses or costs of any kind, whether actual, alleged or threatened, including attorneys fees and costs, court costs, interest, defense costs, and expert witness fees), where the same arise out of, are a consequence of, or are in any way attributable to, in whole or in part, the performance of this Agreement by Consultant or by any individual or entity for which Consultant is legally liable, including but not limited to officers, agents, employees or subcontractors of Consultant.

(c) General Indemnification Provisions. Consultant agrees to obtain executed indemnity agreements with provisions identical to those set forth here in this section from each and every subcontractor or any other person or entity involved by, for, with or on behalf of Consultant in the performance of this agreement. In the event Consultant fails to obtain such indemnity obligations from others as required here, Consultant agrees to be fully responsible according to the terms of this section. Failure of District to monitor compliance with these requirements imposes no additional obligations on District and will in no way act as a waiver of any rights hereunder. This obligation to indemnify and defend District as set forth here is binding on the successors, assigns or heirs of Consultant and shall survive the termination of this agreement or this section.

(d) Indemnification for Design Professional Services. Notwithstanding anything herein to the contrary, to the fullest extent permitted by law for all design professional services arising under this Agreement, Consultant shall indemnify, protect, defend and hold harmless District and any and all of its officials, employees and agents ("Indemnified Parties") from and against any and all losses, liabilities, damages, costs and expenses, including attorney's fees and costs which arise out of, pertain to, or relate to the negligence, recklessness, or willful misconduct of the Consultant.

**12. INSURANCE**

Consultant shall maintain prior to the beginning of and for the duration of this Agreement insurance coverage as specified in Exhibit "C," attached hereto and incorporated herein as though set forth in full.

**13. INDEPENDENT CONSULTANT**

(a) Consultant is and shall at all times remain as to the District a wholly independent Consultant. The personnel performing the services under this Agreement on behalf of Consultant shall at all times be under Consultant's exclusive direction and control. Neither District nor any of its officers, employees, or agents shall have control over the conduct of Consultant or any of Consultant's officers, employees, or agents, except as set forth in this Agreement. Consultant shall not at any time or in any manner represent that it or any of its officers, employees, or agents are in any manner officers, employees, or agents of the District. Consultant shall not incur or have the power to incur any debt, obligation, or liability whatever against District, or bind District in any manner.

(b) No employee benefits shall be available to Consultant in connection with performance of this Agreement. Except for the fees paid to Consultant as provided in the Agreement, District shall not pay salaries, wages, or other compensation to Consultant for performing services hereunder for District. District shall not be liable for compensation or indemnification to Consultant for injury or sickness arising out of performing services hereunder.

**14. UNDUE INFLUENCE**

Consultant declares and warrants that no undue influence or pressure was or is used against or in concert with any officer or employee of the Cambria Community Services District in connection with the award, terms or implementation of this Agreement, including any method of coercion, confidential financial arrangement, or financial inducement. No officer or employee of the Cambria Community Services District will receive compensation, directly or indirectly, from Consultant, or from any officer, employee or agent of Consultant, in connection with the award of this Agreement or any work to be conducted as a result of this Agreement. Violation of this Section shall be a material breach of this Agreement entitling the District to any and all remedies at law or in equity.

**15. NO BENEFIT TO ARISE TO LOCAL EMPLOYEES**

No member, officer, or employee of District, or their designees or agents, and no public official who exercises authority over or responsibilities with respect to the project during his/her tenure or for one year thereafter, shall have any interest, direct or indirect, in any agreement or sub-agreement, or the proceeds thereof, for work to be performed in connection with the project performed under this Agreement.

16. **RELEASE OF INFORMATION/CONFLICTS OF INTEREST**

(a) All information gained by Consultant in performance of this Agreement shall be considered confidential and shall not be released by Consultant without District's prior written authorization. Consultant, its officers, employees, agents, or subcontractors, shall not without written authorization from the District Manager or unless requested by the District Counsel, voluntarily provide declarations, letters of support, testimony at depositions, response to interrogatories, or other information concerning the work performed under this Agreement or relating to any project or property located within the District. Response to a subpoena or court order shall not be considered "voluntary" provided Consultant gives District notice of such court order or subpoena.

(b) Consultant shall promptly notify District should Consultant, its officers, employees, agents, or subContractors be served with any summons, complaint, subpoena, notice of deposition, request for documents, interrogatories, request for admissions, or other discovery request, court order, or subpoena from any person or party regarding this Agreement and the work performed thereunder or with respect to any project or property located within the District. District retains the right, but has no obligation, to represent Consultant and/or be present at any deposition, hearing, or similar proceeding. Consultant agrees to cooperate fully with District and to provide the opportunity to review any response to discovery requests provided by Consultant. However, District's right to review any such response does not imply or mean the right by District to control, direct, or rewrite said response.

17. **NOTICES**

Any notice which either party may desire to give to the other party under this Agreement must be in writing and may be given either by (i) personal service, (ii) delivery by a reputable document delivery service, such as but not limited to, Federal Express, which provides a receipt showing date and time of delivery, or (iii) mailing in the United States Mail, certified mail, postage prepaid, return receipt requested, addressed to the address of the party as set forth below or at any other address as that party may later designate by notice:

To District:                    John F. Weigold, IV, General Manager  
Cambria Community Services District  
PO Box 65  
Cambria, CA 93428

Copy to:                        Timothy J. Carmel  
Carmel & Naccasha, LLP  
1410 Marsh Street  
San Luis Obispo, CA 93401

To Consultant:                Snider and Associates  
P.O. Box 13053

Oakland, CA 13053

18. **ASSIGNMENT**

The Consultant shall not assign the performance of this Agreement, nor any part thereof, without the prior written consent of the District.

19. **GOVERNING LAW**

The District and Consultant understand and agree that the laws of the State of California shall govern the rights, obligations, duties, and liabilities of the parties to this Agreement and also govern the interpretation of this Agreement. Any litigation concerning this Agreement shall take place in the superior or federal district court with jurisdiction over the Cambria Community Services District.

20. **ENTIRE AGREEMENT**

This Agreement contains the entire understanding between the parties relating to the obligations of the parties described in this Agreement. All prior or contemporaneous agreements, understandings, representations, and statements, or written, are merged into this Agreement and shall be of no further force or effect. Each party is entering into this Agreement based solely upon the representations set forth herein and upon each party's own independent investigation of any and all facts such party deems material.

21. **TIME**

District and Consultant agree that time is of the essence in this Agreement.

22. **CONTENTS OF PROPOSAL**

Consultant is bound by the contents of the Proposal submitted by the Consultant, Exhibit "A," attached hereto and previously incorporated herein.

23. **CONSTRUCTION**

The parties agree that each has had an opportunity to have their counsel review this Agreement and that any rule of construction to the effect that ambiguities are to be resolved against the drafting party shall not apply in the interpretation of this Agreement or any amendments or exhibits thereto. The captions of the sections are for convenience and reference only, and are not intended to be construed to define or limit the provisions to which they relate.

24. **AMENDMENTS**

Amendments to this Agreement shall be in writing and shall be made only with the mutual written consent of all of the parties to this Agreement.

25. **AUTHORITY TO EXECUTE THIS AGREEMENT**

The person or persons executing this Agreement on behalf of Consultant warrants and represents that he/she has the authority to execute this Agreement on behalf of the Consultant and has the authority to bind Consultant to the performance of its obligations hereunder.

**IN WITNESS WHEREOF**, the parties hereto have caused this Agreement to be executed the day and year first above written.

**CAMBRIA COMMUNITY SERVICES  
DISTRICT**

**SNIDER AND ASSOCIATES**

By: \_\_\_\_\_  
John F. Weigold, IV, General Manager

By: \_\_\_\_\_  
Marilyn M. Snider

ATTEST:

\_\_\_\_\_  
Haley Dodson, Deputy District Clerk

Approved As To Form:

\_\_\_\_\_  
Timothy J. Carmel, District Counsel



EXHIBIT A  
CONSULTANT'S PROPOSAL

EXHIBIT B  
FEE ESTIMATE

EXHIBIT CINSURANCE REQUIREMENTS

*Prior to the beginning of and throughout the duration of the Work, Consultant will maintain insurance in conformance with the requirements set forth below. Consultant will use existing coverage to comply with these requirements. If that existing coverage does not meet the requirements set forth here, Consultant agrees to amend, supplement or endorse the existing coverage to do so. Consultant acknowledges that the insurance coverage and policy limits set forth in this section constitute the minimum amount of coverage required. Any insurance proceeds available to District in excess of the limits and coverage required in this agreement and which is applicable to a given loss, will be available to District.*

*Consultant shall provide the following types and amounts of insurance:*

Commercial General Liability Insurance using Insurance Services Office “Commercial General Liability” policy from CG 00 01 or the equivalent. Defense costs must be paid in addition to limits. There shall be no cross liability exclusion for claims or suits by one insured against another. Limits are subject to review but in no event less than \$1,000,000 per occurrence.

Business Auto Coverage on ISO Business Auto Coverage from CA 00 01 including symbol 1 (Any Auto) or the equivalent. Limits are subject to review, but in no event to be less than \$1,000,000 per accident. If Consultant owns no vehicles, this requirement may be satisfied by a non-owned auto endorsement to the general liability policy described above. If Consultant or Consultant’s employees will use personal autos in any way on this project, Consultant shall provide evidence of personal auto liability coverage for each such person.

Workers Compensation on a state-approved policy form providing statutory benefits as required by law with employer’s liability limits no less than \$1,000,000 per accident or disease.

Professional Liability or Errors and Omissions Insurance as appropriate shall be written on a policy form coverage specifically designated to protect against acts, errors or omissions of the Consultant and “Covered Professional Services” as designated in the policy must specifically include work performed under this agreement. The policy limit shall be no less than \$1,000,000 per claim and in the aggregate. The policy must “pay on behalf of” the insured and must include a provision establishing the insurer’s duty to defend the insured. The policy retroactive date shall be on or before the effective date of this agreement.

*Insurance procured pursuant to these requirements shall be written by insurer that are admitted carriers in the state California and with an A.M. Bests rating of A- or better and a minimum financial size VII.*

General conditions pertaining to provision of insurance coverage by Consultant. Consultant and District agree to the following with respect to insurance provided by Consultant:

1. Consultant agrees to have its insurer endorse the third party general liability coverage required herein to include as additional insureds District, its officials employees and agents, using standard ISO endorsement No. CG 2010 with an edition prior to 1992 or current equivalent. Consultant also agrees to require all consultants, and subcontractors to do likewise.

2. No liability insurance coverage provided to comply with this Agreement shall prohibit Consultant, or Consultant's employees, or agents, from waiving the right of subrogation prior to a loss. Consultant agrees to waive subrogation rights against District regardless of the applicability of any insurance proceeds, and to require all Consultants and subcontractors to do likewise.

3. All insurance coverage and limits provided by Consultant and available or applicable to this agreement are intended to apply to the full extent of the policies. Nothing contained in this Agreement or any other agreement relating to the District or its operations limits the application of such insurance coverage.

4. None of the coverages required herein will be in compliance with these requirements if they include any limiting endorsement of any kind that has not been first submitted to District and approved of in writing.

5. No liability policy shall contain any provision or definition that would serve to eliminate so-called "third party action over" claims, including any exclusion for bodily injury to an employee of the insured or of any Consultant or subcontractor.

6. All coverage types and limits required are subject to approval, modification and additional requirements by the District, as the need arises. Consultant shall not make any reductions in scope of coverage (e.g. elimination of contractual liability or reduction of discovery period) that may affect District's protection without District's prior written consent.

7. Proof of compliance with these insurance requirements, consisting of certificates of insurance evidencing all of the coverages required and an additional insured endorsement to Consultant's general liability policy, shall be delivered to District at or prior to the execution of this Agreement. In the event such proof of any insurance is not delivered as required, or in the event such insurance is canceled at any time and no replacement coverage is provided, District has the right, but not the duty, to obtain any insurance it deems necessary to protect its interests under this or any other agreement

and to pay the premium. Any premium so paid by District shall be charged to and promptly paid by Consultant or deducted from sums due Consultant, at District option.

8. Certificate(s) are to reflect that the insurer will provide 30 days notice to District of any cancellation of coverage. Consultant agrees to require its insurer to modify such certificates to delete any exculpatory wording stating that failure of the insurer to mail written notice of cancellation imposes no obligation, or that any party will “endeavor” (as opposed to being required) to comply with the requirements of the certificate.

9. It is acknowledged by the parties of this agreement that all insurance coverage required to be provided by Consultant or any subcontractor, is intended to apply first and on a primary, noncontributing basis in relation to any other insurance or self insurance available to District.

10. Consultant agrees to ensure that subcontractors, and any other party involved with the project that is brought onto or involved in the project by Consultant, provide the same minimum insurance coverage required of Consultant. Consultant agrees to monitor and review all such coverage and assumes all responsibility for ensuring that such coverage is provided in conformity with the requirements of this section. Consultant agrees that upon request, all agreements with subcontractors and others engaged in the project will be submitted to District for review.

11. Consultant agrees not to self-insure or to use any self-insured retentions or deductibles on any portion of the insurance required herein and further agrees that it will not allow any Consultant, subcontractor, Architect, Engineer or other entity or person in any way involved in the performance of work on the project contemplated by this agreement to self-insure its obligations to District. If Consultant’s existing coverage includes a deductible or self-insured retention, the deductible or self-insured retention must be declared to the District. At the time the District shall review options with the Consultant, which may include reduction or elimination of the deductible or self-insured retention, substitution of other coverage, or other solutions.

12. The District reserves the right at any time during the term of the contract to change the amounts and types of insurance required by giving the Consultant ninety (90) days advance written notice of such change. If such change results in substantial additional cost to the Consultant, the District will negotiate additional compensation proportional to the increase benefit to District.

13. For purposes of applying insurance coverage only, this Agreement will be deemed to have been executed immediately upon any party hereto taking any steps that can be deemed to be in furtherance of or towards performance of this Agreement.

14. Consultant acknowledges and agrees that any actual or alleged failure on the part of District to inform Consultant of non-compliance with any insurance requirements in no way imposes any additional obligations on District nor does it waive any rights hereunder in this or any other regard.

15. Consultant will renew the required coverage annually as long as District, or its employees or agents face an exposure from operations of any type pursuant to this agreement. This obligation applies whether or not the agreement is canceled or terminated for any reason. Termination of this obligation is not effective until District executes a written statement to that effect.

16. Consultant shall provide proof that policies of insurance required herein expiring during the term of this Agreement have been renewed or replaced with other policies providing at least the same coverage. Proof that such coverage has been ordered shall be submitted prior to expiration. A coverage binder or letter from Consultant's insurance agent to this effect is acceptable. A certificate of insurance and/or additional insured endorsement as required in these specifications applicable to the renewing or new coverage must be provided to District within five days of the expiration of the coverages.

17. The provisions of any workers' compensation or similar act will not limit the obligations of Consultant under this agreement. Consultant expressly agrees not to use any statutory immunity defenses under such laws with respect to District, its employees, officials and agents.

18. Requirements of specific coverage features or limits contained in this section are not intended as limitations on coverage, limits or other requirements nor as a waiver of any coverage normally provided by any given policy. Specific reference to a given coverage feature is for purposes of clarification only as it pertains to a given issue, and is not intended by any party or insured to be limiting or all-inclusive.

19. These insurance requirements are intended to be separate and distinct from any other provision in this Agreement and are intended by the parties here to be interpreted as such.

20. The requirements in this Section supersede all other sections and provisions of this Agreement to the extent that any other section or provision conflicts with or impairs the provisions of this Section.

21. Consultant agrees to be responsible for ensuring that no contract used by any party involved in any way with the project reserves the right to charge District or Consultant for the cost of additional insurance coverage required by this agreement. Any such provisions are to be deleted with reference to District. It is not the intent of District to reimburse any third party for the cost of complying with these requirements. There shall be no recourse against District for payment of premiums or other amounts with respect thereto.

22. Consultant agrees to provide immediate notice to District of any claim or loss against Consultant arising out of the work performed under this agreement. District

assumes no obligation or liability by such notice, but has the right (but not the duty) to monitor the handling of any such claim or claims if they are likely to involve District.

**April 28, 2020**

**John F. Weigold, IV, General Manager  
Cambria Community Services District  
1316 Tamsen Street, Suite 201  
Cambria, California 94348**

**Dear John:**

**Thank you for contacting me about potential facilitation of a strategic planning retreat for the Cambria Community Services District. After talking with you on the telephone, I went to the District's website and found it informative and well-designed.**

**Since I founded Snider and Associates, I have facilitated strategic planning and team building for cities, county boards, state and federal agencies, corporations, trade and professional associations, health care organizations, educational institutions, and non-profit organizations. As I shared with you on the phone, I have been facilitating 12 retreats (e.g., for Water System, Power System, Supply Chain, IT and Customer Service) a year for the Los Angeles Department of Water and Power during the past four years. A sample of other clients is listed in the attached Snider and Associates brochure, my only marketing piece since all my clients are repeat or by referral.**

**When I initially facilitate strategic planning for a client, it is a one-day retreat followed by another one-day retreat in six months to assess the progress and update the strategic plan. After the second retreat, it is up to the client if they want to continue having me facilitate. One of my city clients has hired me to facilitate their retreats every six months since they were incorporated 21 years.**

**An initial strategic planning day begins with the welcome, public comment, purpose and introduction of me and the recorder (an independent contractor who invoices separately and is paid directly). After reviewing the roles of the participants, strategic planning definitions and introduction of the group members, the agenda includes:**

- assessing the internal strengths and weaknesses of the organization**
- assessing the external factors/trends (e.g., economic, political, technological demographic, environmental) that will/might have an impact on the organization in the next three-years (I recommend a three-year plan)**
- reviewing and revising, if needed, or developing a mission statement (one sentence that states why the organization exists and for whom)**
- identifying 4 or 5 three-year goals (what the organization needs to accomplish)**
- identifying six-month strategic objectives (how the goals will be addressed initially – by when, who is accountable, for what specific, measurable results) for each of the three-year goals**
- identifying next steps/follow-up process to monitor progress on the goals and objectives (including setting a date with me in six months to update the plan)**



The day of the retreat includes a continental breakfast at 8:00 with the meeting beginning at 8:30 a.m. and ending at 4:00 p.m. There is a mid-morning and a mid-afternoon break with a group lunch at 12:15.

The fee for each of the one-day retreats, which includes an agenda planning conference call with you (and the board chair, if desired), preparation, facilitation by me and a recorder (who visually records on flipcharts the discussion and decisions of the group and transcribes the record into a laptop throughout the day), is a total for me and the recorder of \$4800 plus expenses (air and ground transportation, parking, lodging and meals). At the end of the retreat, the recorder provides you with a flash drive of the retreat record so you can send the entire strategic plan to all the attendees within 24 hours and use in tracking progress on the goals and objectives monthly.

If you need additional information, please call or text my cell at 510-459-5540. It is better to text or call me if you need a quick response. I check my cell phone regularly for messages and respond the same day unless I get them too late. If so, I will call you back within 24 hours.

Thank you for considering me as a facilitator for your strategic planning retreat. I look forward to hearing from you, John, and hopefully working together.

Sincerely,

*Marilyn M. Snider*

Marilyn M. Snider  
Snider and Associates  
P.O. Box 13053  
Oakland, CA 94661  
510-531-2904 (phone)  
510-530-1568 (fax)  
510-459-5540 (cell)  
[marilynsnider@sbcglobal.net](mailto:marilynsnider@sbcglobal.net)

"At Chevron Energy Solutions, and as a new operations team, we started working with Marilyn Snider four years ago. Now we are one of the highest performing teams in the company. I believe that working with Marilyn played a big part in getting our team to that level."

*Conrad Newberry, Jr.  
Regional Operations Director  
Chevron Energy Solutions*

"I have attended many retreats and focus groups in my roles as President of the L.A. County Medical Association, Board of Trustees member of CMA and a Delegate to AMA from California. I have never known a facilitator as excellent as Marilyn Snider. She had the ability to always refocus the group to the task at hand...and she was able to draw a free flow of ideas and discussion from the participants."

*William S. Weil, M.D.  
Medical Director  
Cedars-Sinai Health Associates*

"Marilyn Snider reminds me of a symphony conductor. She can take the most discordant group of players and by the end of the day have them producing beautiful music. She helped me for three years orchestrate the coming together of over 150 environmental groups in an effort to restore the Land and Water Conservation Fund. We became a well organized group with a clear mission, goals and objectives. And like any master performer, she received an ovation from the group."

*Donald Murphy, CEO  
National Underground Railroad  
Freedom Center  
Former Deputy Director,  
National Park Service*

"Focused, experienced and results-oriented strategic planning is what Marilyn Snider delivers every time. I have used her services with small non-profits, public commissions, local planning groups and foundation staff and boards. All with the same excellent results. Her use of a recorder and a clear, well-paced process ensure that valuable time becomes a very productive day."

*Frederick J. Ferrer, CEO  
The Health Trust*

"When Marilyn Snider begins facilitating a meeting, I figure there is no way she is going to get everything on the agenda done on time but somehow she does and keeps everyone engaged!"

*Chuck Reed, Mayor  
City of San Jose, California*

"The San Francisco Bay Conservation and Development Commission has relied on Snider and Associates to facilitate our strategic planning for over a decade. At the end of each of our one-day strategic planning workshops, we leave with a thoughtful, workable and realistic strategic plan in hand, a plan that we have found effectively guides us in the development of our budgets and the management of our staff to reach goals set by our Commission."

*Will Travis, Executive Director  
San Francisco BCDC*

## ***What Are Your Needs?***

Do you need a process designer and facilitator for strategic planning, team building and/or visioning for your retreat/meeting?

Do you need a neutral facilitator for a problem-solving session so you can participate actively rather than lead the meeting?

Do you need a facilitator to assist with team building when a new leader comes aboard?

Do you need a facilitator for focus groups or a community consensus meeting?

Do you need a facilitator to assist with communication and/or conflict resolution in your organization?

Do you need someone to facilitate an evaluation process for your City Manager, Executive Director or CEO?

Do you need a recorder to visually document the discussion and decisions on flipcharts and transcribe and provide the retreat/meeting record at the end of the session?

Do you need new processes to ensure more productive meetings and retreats, including a tracking system for monitoring your progress on goals and objectives?

**If you have answered “yes” to any of the above questions, Snider and Associates can help your organization. Contact Marilyn Snider, P.O. Box 13053, Oakland, CA 94661, (510) 531-2904 or fax (510) 530-1568.**

**Snider and Associates** provides facilitation, process design/management, training and consultation for corporations, governmental agencies, businesses, trade and professional associations, educational and health care institutions and community organizations. The firm has been in business since 1980.

**Marilyn M. Snider**, President of Snider and Associates, has her Master’s Degree in Psychiatric Nursing from the University of Washington, Seattle. She is also a graduate of Coro Foundation’s Public Affairs Leadership Training for Women. Marilyn Snider specializes in facilitation of strategic planning, team building, community consensus and conflict resolution. She was elected for three terms as President of the California Library Services Board, a governor-appointed state board. Marilyn was on the Executive Committee of the Oakland Chamber of Commerce for six years. She was selected as a delegate to the White House Conference on Libraries and Information Services. In 2004 Snider and Associates was selected as the Women-Owned Business of the Year by the Oakland Chamber of Commerce.



*Marilyn M. Snider, President*

## ***Snider and Associates' Clients***

Snider and Associates has provided facilitation, process design, training and/or consultation for the following organizations (a partial list):

227

American College of Physicians  
American College of Traditional Chinese Medicine  
American Lung Association, California and New York  
American Plant Food Company, Bethesda, Maryland  
Bay Alarm Company  
Brooklyn Public Library, New York  
California Department of Health Services  
California Landscape Contractors Association  
California State Library  
California Trial Lawyers Association  
Cedars-Sinai Medical Center  
Centers for Disease Control and Prevention, Atlanta  
Chabot Space & Science Center, Oakland  
Chevron Energy Solutions  
Cities (a partial list of over 100): Alhambra, Citrus Heights, Novato, Oakland, Palm Desert, Redondo Beach, Riverside, Sacramento, San Jose, Sausalito, Seaside  
Consulting Engineers: Brown and Caldwell, CH2M Hill, Carollo Engineers  
Counties (a partial list): Alameda, Contra Costa, Marin, San Francisco  
Dreyer’s Grand Ice Cream  
Employment Risk Management Authority  
Environmental Protection Agency  
Golden State Warriors  
Greater Sacramento Urban League  
Hearst Castle Preservation Foundation  
Informatica Corporation  
KPMG Peat Marwick  
League of California Cities  
Milwaukee Institute of Art & Design  
Monterey Regional Water Pollution Control Agency  
National Park Service, Washington, D.C.  
National Underground Railroad Freedom Center, Cincinnati  
Oakland Athletics Baseball Company  
Oakland Chamber of Commerce  
Pacific Retirement Services, California, Oregon and Texas  
Redondo Beach Unified School District  
Riverside Public Utilities  
San Francisco Ballet  
San Francisco Bay Conservation and Development Commission  
San Francisco Botanical Garden Society  
San Gabriel Valley Council of Governments  
Stanford University  
The Clorox Company  
The Health Trust  
Union Bank of California  
University of California, Berkeley and San Francisco  
University of Washington, Seattle

## **Exhibit A and B**

***Snider***  
AND ASSOCIATES

## CAMBRIA COMMUNITY SERVICES DISTRICT

TO: Board of Directors

AGENDA NO. **7.C.**

FROM: John F. Weigold IV, General Manager

Meeting Date: May 21, 2020

Subject: DISCUSSION AND CONSIDERATION OF ADOPTION OF RESOLUTION 22-2020 APPROVING WATER, SUSTAINABLE WATER FACILITY AND SEWER RATE INCREASES EFFECTIVE JULY 1, 2020 AS PRESCRIBED IN RESOLUTION 27-2018 AND 19-2019 IN ACCORDANCE WITH PROPOSITION 218 ACTIONS

**RECOMMENDATIONS:**

Staff recommends that the Board of Directors adopt Resolution 22-2020 approving water, Sustainable Water Facility (SWF) and sewer rate increases, effective July 1, 2020. This action is the third and final of three annual rate increases as recommended in the Bartle Wells rate study. Failure to execute the proposed rate increases would lead to increased risk of plant failures and the inability to meet operational, fiscal, and capital improvement plan needs for the future.

**FISCAL IMPACT:**

The proposed water, SWF and sewer rate increases are necessary to provide adequate revenues to: a) fund the annual costs of operating and maintaining CCSD's water, SWF, and sewer systems, and b) support increased funding for capital improvements primarily needed to repair, replace, and/or upgrade aging infrastructure. Specifically, the water rate increases are designed to phase in capital improvement funding to an annual level of \$700,000 over 3 years; the sewer rate increases are designed to phase in capital improvement funding to an annual level of \$800,000 over 3 years; and the SWF rates are designed to help restore balanced budgets assuming the facility is in operation for 2 months of each year on average.

The Bartle Wells analysis indicates that increases prescribed for July 1, 2020 will increase water rates by 5%, SWF rates by 12% and sewer rates by 12%. Details associated with the rate increases are illustrated in Exhibit "A" attached to Resolution 22-2020.

The overall increase in revenues for FY 2020/2021 is estimated at \$690,000 (Water Fund \$188,000, SWF \$149,000, and Sewer \$353,000).

**DISCUSSION:**

On October 4, 2018, the Board of Directors held a public hearing to consider adoption of Resolution 27-2018 establishing water, SWF and sewer rates for the then current fiscal year and increases on July 1, 2019 and July 1, 2020, and to determine if a majority protest to the proposed rate increases existed at that time. Water, SWF and sewer rate analysis and recommendations were prepared by Bartle Wells Associates. The October 4, 2018 meeting followed several prior

meetings with CCSD's ad hoc Rate Study Committee and the Board of Directors that occurred from April through June 2018. Although a significant number of protests were received at the October 4, 2018 public hearing, a majority protest did not exist, and Resolution 27-2018 was adopted.

As set forth in the notice required under Proposition 218 (Notice) leading to the adoption of Resolution 27-2018, the increases are necessary because the CCSD's utilities rely primarily on revenues from service charges to fund the costs of providing service. As such, water, SWF and sewer rates must be set at levels adequate to fund the costs of operating and maintaining the District's water, SWF and sewer utility systems to support safe and reliable service. The Notice also indicated that the proposed rates were needed to fund capital improvement costs for repairing and replacing aging infrastructure. Most of CCSD's facilities are approaching or have reached the end of their useful operating lives and need rehabilitation and/or replacement. At a repair/replacement cost of over \$17 million (see Attachment (3) - CIP List), these aging facilities include water and sewer pipelines, water pump stations, sewer lift stations, and CCSD's wastewater treatment facilities. Additional infrastructure improvements are needed to comply with regulatory requirements, including capital improvements to CCSD's Sustainable Water Facility and wastewater treatment plant.

Staff recommends the Board adopt Resolution 22-2020 in accordance with Resolution 27-2018, Resolution 19-2019, and Proposition 218. At the time that Resolution 27-2018 was adopted, the Board could have established automatic rate increases effective on July 1, 2019 and July 1, 2020. Instead, the Board opted to have those increases specifically considered and approved by the Board prior to implementation. By doing so, the Board reserved the right to review the fiscal status of the District's Water, SWF and Wastewater Funds before implementing the rate increases. On May 23, 2019, the Board reviewed the fiscal status of the District's Water, SWF and Wastewater Funds and approved the rate increases effective July 1, 2019 with the adoption of Resolution 19-2019.

On April 28, 2020 and May 13, 2020, the Finance Committee considered and recommended approval of the rate increase percentage amounts, but recommended that the Board consider the current economic environment and delay the rate increases for one billing cycle (2 months) effective September 1, 2020 on a 3-2 vote. Historical actions were adopted by the Finance Committee supporting the rate increases and which identify actions taken by the District to establish goals, and promote accountability, cost effectiveness, coordination of standing committee efforts and budgetary actions, consistent with the need for the increases established in Resolution 27-2018 and Resolution 19-2019.

The impact of delaying the rate increases for one billing cycle would be an overall revenue reduction of approximately \$115,000 (Water \$31,333, SWF \$24,833, and Sewer \$58,833). Staff would address a delay in rate increases through reductions and delays of capital improvement projects, and specific project impacts and operational costs would be addressed during the FY 2020/2021 Preliminary Budget review, scheduled for Mid-June 2020.

Attachments:           (1) Resolution 22-2020  
                              (2) Exhibit A to Resolution 22-2020  
                              (3) CIP List

RESOLUTION NO. 22-2020  
May 21, 2020

A RESOLUTION OF THE BOARD OF DIRECTORS  
OF THE CAMBRIA COMMUNITY SERVICES DISTRICT  
APPROVING WATER, SUSTAINABLE WATER FACILITY AND WASTEWATER  
RATE INCREASES EFFECTIVE JULY 1, 2020

WHEREAS, after holding a public hearing in accordance with the requirements of Proposition 218, on October 4, 2018, the Board of Directors adopted Resolution 27-2018 approving Water, Sustainable Water Facility (SWF), and Wastewater rate increases: and

WHEREAS, after holding a public meeting the Board of Directors conducted an annual review, on May 23, 2019, the Board of Directors adopted Resolution 19-2019 approving Water, SWF, and Wastewater rate increases: and

WHEREAS, Exhibit "A" of Resolution 27-2018 and Resolution 19-2019 provided for rate increases effective on July 1, 2019 and July 1, 2020, which increases are subject to annual review by the Board of Directors prior to implementation; and

WHEREAS, at its meetings on April 28, 2020 and May 13, 2020, the Finance Committee reviewed recommendations to approve the Water, SWF and Wastewater rate increases and made the following determinations:

- a. The need for the rate increases continues and includes ensuring that there are sufficient revenues from service charges to fund the cost of providing service, including the costs of operating and maintaining CCSD's water, SWF and sewer systems to support safe and reliable service.
- b. That the rate increases also continue to be necessary to:
  - i. Support funding for capital improvements primarily needed to repair, replace and/or upgrade aging infrastructure.
  - ii. To help keep revenues in line with the future cost of inflation.
- c. That the rates to be established cover no more than the cost that the District incurs as detailed in the Water, SWF and Sewer Rate analysis prepared by Bartle Wells Associates, which was reviewed and considered by the Board of Directors when the Board approved Resolution 27-2018 and Resolution 19-2019 adopting Water, SWF, and Sewer rates, including rates prescribed to be effective on July 1, 2020 or a future date as determined by the Board; and

WHEREAS, the Finance Committee considered historic actions taken to strengthen financial oversight:

- a. To ensure that the revenues generated from the rates are used for intended purposes, the District has implemented measures to promote accountability, including the following:
  - i. To ensure that the rate increases are spent consistent with the details included in the Bartle Wells analysis, the District Board of Directors established formal goals including an annual Proposition 218 rate review process.
  - ii. To ensure that District goals are carried out, the Board of Directors also assigned specific goals to its standing committees, including the Finance Committee.
  - iii. To ensure that the goal to establish a Proposition 218 rate review process is carried out, the Finance Committee established an ad hoc committee in 2019 to work with District staff in establishing a financial model to monitor actual revenues and expenditures with comparisons to approved budgets and the Bartle Wells analysis and quantification of variances.
  - iv. That the Finance Committee and the Board of Directors have reviewed the financial model, and to promote accountability over the Water, SWF, and Sewer rates, the financial model is now utilized for fiscal year 2019/2020 quarterly reporting budget analysis and will be used for future year budgets and comparisons to the Bartle Wells analysis.
- b. To ensure that the District's operations and maintenance, and implementation of capital projects, major maintenance projects and other programs and activities are cost effective, the Board of Directors also established goals for the Resource and Infrastructure Committee, which has reviewed District programs and projects, priorities, cost estimates and toured District facilities.
- c. To ensure coordination between the District's standing committees, an annual joint meeting will be considered by the committee chairs prior to the meeting whereat the Board of Directors will consider approving the District's annual budget.
- d. That the District's annual budget must include provisions for reserves, and the use of reserves, based on the Bartle Wells analysis that was considered by the Board when Resolution 27-2018 and 19-2019 were approved and to account for the variances between actual revenues collected and actual expenditures.
- e. That the need for the rate increases continue to exist, that the District is implementing goals and measures to help ensure that revenues

generated are utilized for the purposes which they are intended, and that it is in the best interests of the community of Cambria to implement the rate increases prescribed in Exhibit "A" of Resolution 27-2018 and Resolution 19-2019, effective July 1, 2020 or a future date as determined by the Board; and

WHEREAS, at its May 21, 2020 meeting, after giving notice as required by Government Code Section 53756, the Board of Directors conducted a review of the recommendations of the Finance Committee and the need for the Water, SWF, and Wastewater rate increases.

NOW THEREFORE, BE IT RESOLVED, by the Board of Directors of the Cambria Community Services District that the July 1, 2020 Water, SWF, and Wastewater rate increases, as set forth in Exhibit "A" of Resolution 27-2018 and Resolution 19-2019, a copy of which is attached hereto and incorporated herein by reference, are hereby approved and shall be implemented.

PASSED AND ADOPTED this 21<sup>st</sup> day of May 2020.

\_\_\_\_\_  
Harry Farmer, Board President

ATTEST:

APPROVED AS TO FORM:

\_\_\_\_\_  
Haley Dodson  
Deputy District Clerk

\_\_\_\_\_  
Timothy J. Carmel  
District Counsel



EXHIBIT A TO RESOLUTION 22-2020  
(ALSO EXHIBIT A TO RESOLUTIONS 27-2018 and 19-2019)

## WATER RATES

	Water Rates Effective On or After		
	November 1 2018	July 1 2019	July 1 2020
<b>FIXED WATER SERVICE CHARGES</b>			
<b>Residential</b>			
Monthly Charge	\$15.86	\$17.45	\$18.32
<i>Bi-Monthly Charge</i>	<i>31.72</i>	<i>34.90</i>	<i>36.64</i>
<b>Commercial</b>			
<u>Monthly Charge (based on meter size)</u>			
5/8" or 3/4"	\$15.86	\$17.45	\$18.32
1"	39.65	43.63	45.80
1-1/2"	79.30	87.25	91.60
2" & Larger	158.60	174.50	183.20
<u><i>Bi-Monthly Charge (based on meter size)</i></u>			
5/8" or 3/4"	\$31.72	\$34.90	\$36.64
1"	79.30	87.26	91.60
1-1/2"	158.60	174.50	183.20
2" & Larger	317.20	349.00	366.40
<b>WATER QUANTITY CHARGES</b>			
<i>Billed based on metered water use (\$/ccf)</i>			
<b>Residential</b>			
<u>Tier</u>	<u>Bi-Monthly</u>	<u>Monthly</u>	
Tier 1	First 4 ccf	First 2 ccf	
			\$8.08
Tier 2	4.01 - 16 ccf	2.01 - 8 ccf	\$8.89
			\$9.33
Tier 3	> 16 ccf	> 8 ccf	\$11.63
			\$12.21
			\$13.61
<b>Commercial</b>			
Rate for All Water Use			
			\$10.57
			\$11.63
			\$12.21

Note: 1 ccf = 100 cubic feet, or approximately 748 gallons

## SUSTAINABLE WATER FACILITY RATES

	SWF Rates Effective On or After		
	November 1 2018	July 1 2019	July 1 2020
<b>FIXED SERVICE CHARGES</b>			
<b>Residential</b>			
Monthly Charge	\$7.93	\$9.04	\$10.13
<i>Bi-Monthly Charge</i>	15.86	18.08	20.26
<b>Commercial</b>			
<u>Monthly Charge (based on meter size)</u>			
5/8" or 3/4"	\$7.93	\$9.04	\$10.13
1"	19.83	22.60	25.33
1-1/2"	39.65	45.20	50.65
2" & Larger	79.30	90.40	101.30
<u><i>Bi-Monthly Charge (based on meter size)</i></u>			
5/8" or 3/4"	\$15.86	\$18.08	\$20.26
1"	39.66	45.20	50.66
1-1/2"	79.30	90.40	101.30
2" & Larger	158.60	180.80	202.60
<b>QUANTITY CHARGES</b>			
<i>Billed based on metered water use (\$/ccf)</i>			
<b>SWF Quantity Charges</b>			
<u>Tier</u>	<u>Bi-Monthly</u>	<u>Monthly</u>	
Tier 1	First 4 ccf	First 2 ccf	\$1.75
Tier 2	4.01 - 16 ccf	2.01 - 8 ccf	3.50
Tier 3	> 16 ccf	> 8 ccf	5.25
			\$1.99
			3.99
			5.98
			\$2.23
			4.47
			6.70

Note: 1 ccf = 100 cubic feet, or approximately 748 gallons.

## SEWER RATES

	Sewer Rates Effective On or After		
	November 1 2018	July 1 2019	July 1 2020
<b>FIXED SEWER SERVICE CHARGES</b>			
<b>All Accounts</b>			
Monthly Charge	\$35.74	\$41.10	\$46.03
<i>Bi-Monthly Charge</i>	<i>71.48</i>	<i>82.20</i>	<i>92.06</i>
<b>SEWER QUANTITY CHARGES</b>			
<i>Billed based on metered water use (\$/ccf)</i>			
<b>Residential</b>	\$4.13	\$4.75	\$5.32
<b>Commercial</b>			
<u>Wastewater Class</u>			
Class 1: Low Strength	\$3.62	\$4.16	\$4.66
Class 2: Medium Strength	4.13	4.75	5.32
Class 3: Mod/High Strength	6.36	7.31	8.19

Class 1 includes lower strength accounts including professional offices, retail stores, laundromats, & schools.

Class 2 includes all other commercial accounts (with standard/domestic strength wastewater) that are not classified as either Class 1 or Class 3.

Class 3 includes accounts with moderate to high wastewater strength including restaurants, hotels with restaurants, bakeries, mortuaries, markets with meat/seafood/food prep/garbage grinders, and mixed-use accounts with an estimated 30% or more sewer discharge from higher strength wastewater flow.

Note: 1 ccf = 100 cubic feet, or approximately 748 gallons.

CCSD reserves the right to assign commercial customers to the class that best matches their wastewater strength.

<b>Water CIP - Capital Improvement Program (Revised 5/6/2019 - For Discussion Only)</b>				
		Ranking	Project Cost	10 yr Cost
<b>Water Distribution System Projects</b>				
1	Pressure Zone 2 to Zone 7 transmission main replacement @ SR Creek pedestrian bridge	1	\$ 120,000	\$ 120,000
2	Water Meter Replacements & Upgrades	1	\$ 1,050,000	\$ 1,050,000
3	Annual GIS updating & upgrades	1	\$ 10,000	\$ 100,000
4	Piney Way erosion control inspection report and follow-up protection efforts for existing pipeline	1	\$ 10,000	\$ 10,000
<b>Priority 1 Subtotal</b>			<b>\$ 1,190,000</b>	<b>\$ 1,280,000</b>
5	Subzone metering of distribution system	2	\$ 150,000	\$ 150,000
6	Stuart Street Tank Replacement (125K gallon welded steel tank with new foundation)	2	\$ 458,000	\$ 458,000
<b>Priority 2 Subtotal</b>			<b>\$ 608,000</b>	<b>\$ 608,000</b>
7	Replacement of problematic service lines within Leimert	3	\$ 130,000	\$ 130,000
8	Water Master Plan Amendment (revised fire flow modeling/tank sizing check)	3	\$ 35,000	\$ 35,000
9	Annual Water pipelines, pumps, and PRV repairs and replacements	3	\$ 50,000	\$ 500,000
10	Valve Replacements	3	\$ 20,000	\$ 20,000
<b>Priority 3 Subtotal</b>			<b>\$ 235,000</b>	<b>\$ 685,000</b>
11	Inspection & spot repair to water transmission main under S. Parks wetlands area; or lining of transmission main plus study & predesign	4	\$ 80,000	\$ 80,000
12	Pine Knolls - Iva Court zone 1 pipeline expansion	4	\$ 165,000	\$ 165,000
<b>Priority 4 Subtotal</b>			<b>\$ 245,000</b>	<b>\$ 245,000</b>
<b>Tank &amp; Booster Pump Station Projects</b>				
1	SCADA System - Long-term Water Portion	1	\$ 250,000	\$ 250,000
2	Electrical transfer switch and conduit to well SS-3	2	\$ 25,000	\$ 25,000
3	San Simeon well field generator replacement	2	\$ 100,000	\$ 100,000
<b>Priority 2 Subtotal</b>			<b>\$ 125,000</b>	<b>\$ 125,000</b>
4	Rodeo Grounds Pump Station Replacement (aka Zone 2 Booster pump station)	3	\$ 1,016,000	\$ 1,016,000
<b>Water conservation</b>				
1	Database for water conservation program/tracking with parcel links & APN file conversion	1	\$ 10,000	\$ 10,000
<b>Vehicles &amp; Trailer Mounted-Equipment</b>				
1	Vehicle Replacement Program Reserves (Accumulate Funds)	1	\$ 25,000	\$ 250,000
<b>Overhead Projects</b>				
1	Contingency/reserves (Accumulate Funds)	1	\$ 15,000	\$ 150,000
<b>Grand Total</b>			<b>\$ 4,619,000</b>	
			Priority 1 Total	\$ 1,940,000
			Priority 2 Total	\$ 733,000
			Priority 3 Total	\$ 1,701,000
			Priority 4 Total	\$ 245,000
<b>SWF CIP - Capital Improvement Program (Revised 4/30/2019 - For Discussion Only)</b>				
		Ranking	Project Cost	10 yr Cost
<b>Permitting</b>				
1	EIR consulting (follow up agency discussions to support the SWF's Regular CDP)	1	\$ 10,000	\$ 10,000
2	Section 7 ESA consulting, annual AMP report, & AMP update	1	\$ 100,000	\$ 100,000
<b>Priority 1 Subtotal</b>			<b>\$ 110,000</b>	<b>\$ 110,000</b>
<b>Interim, short-term SWF Modifications</b>				
1	Modifications to facilitate off-hauling RO waste (secondary containment, grading, rock, purchase tanks)			
	a) Secondary Containment, Grading, Rock	1	\$ 20,000	\$ 20,000
	b) Tank purchase	1	\$ 80,000	\$ 80,000
<b>Priority 1 Subtotal</b>			<b>\$ 100,000</b>	<b>\$ 100,000</b>
<b>Advanced Water Treatment Plant</b>				
1	Miscellaneous instrumentation / monitoring upgrades	2	\$ 10,000	\$ 10,000
2	Filters / membrane replacements (or build reserves for future)	2		\$ -
<b>Priority 2 Subtotal</b>			<b>\$ 10,000</b>	<b>\$ 10,000</b>
<b>Long-Term Improvement Modifications</b>				
1	Consulting assistance for coordination with Army Corps on WRDA grant (meetings, redefine work plan, & update scope of work)	1	\$ 40,000	\$ 40,000
2	Future permanent mods at SWF for trailer fill station [transfer tanks, piping, & spill containment/loading pad] (1,2)	2	\$ 200,000	\$ 200,000
3	AWTP pull-barn style covers for outdoor equipment & control panels (1,2)	2	\$ 50,000	\$ 50,000
<b>Priority 2 Subtotal</b>			<b>\$ 250,000</b>	<b>\$ 250,000</b>
4	Sems, Hach WIMS, or custom programmer for logging/reporting software and tablets (yr 1 is software/programming assistance)	3	\$ 25,000	\$ 25,000
5	Installation of remote sensing instrumentation at SS creek (needs access agreement with State Parks)	3	\$ 10,000	\$ 10,000
6	Solar Array System (1,2)	3	\$ 375,000	\$ 375,000
<b>Priority 3 Subtotal</b>			<b>\$ 410,000</b>	<b>\$ 410,000</b>
<b>Grand Total</b>			<b>\$ 920,000</b>	
			Priority 1 Total	\$ 250,000
			Priority 2 Total	\$ 260,000
			Priority 3 Total	\$ 410,000
			Priority 4 Total	-

1 Wastewater CIP - Capital Improvement Program (Revised 5/6/2019 - For Discussion Only)				
2	Wastewater Projects	Ranking	Project Cost	10-Yr Cost
3	<b>Wastewater Treatment Plant Projects in SST</b>			
4	1 Electrical Upgrades (ECM 7) - Conduits between PG&E transformer and service witchboard, switchboard, connections to existing switchboard, connections to generator)	SST	\$ 232,500	\$ 232,500
5	2 Secondary Water System (3W) Improvements (ECM 10) - Submersible pumps, hydrpneumatic tank, demo, electrical/I&C	SST	\$ 185,000	\$ 185,000
6	3 Sewer Lift Stations (ECM 12) - Lift Station B1, Lift Station B4, Electrical/I&C	SST	\$ 3,945,000	\$ 3,945,000
7	4 Influent Lift Station Modifications (ECM 2) - Bypassing; VFDs; Equipment & Material Demo; Pumps, guiderails, valves, and piping installation; upper concrete wet well deck & hatches (installation); electrical/I&C; new concrete and repair coatings	SST	\$ 846,250	\$ 846,250
8	5 Modified Ludzak-Ettinger Process Upgrade (ECM 3) - MLE conversion based on Carollo 2015 Study minus VFD costs; header repair	SST	\$ 853,750	\$ 853,750
9	6 Influent Flow Equalization (ECM 1) - New or refurbished EQ tanks based on Carollo 10% design	SST	\$ 1,060,000	\$ 1,060,000
10	7 Effluent Pump Station Improvements (ECM 11) - Demo; surge tank replacement; pump replacement; install new VFDs; flowmeter; discharge manifold piping; instrumentation; replace air release valves; pipeline cleaning and flushing; electrical/I&C	SST	\$ 733,750	\$ 733,750
11	8 RAS and WAS Pumping Improvements (ECM 5) - RAS pumping system; WAS pumping system; scum pumps replacement; skimming troughs replacement; electrical/I&C	SST	\$ 496,250	\$ 496,250
12	9 SCADA System (ECM 9) - New SCADA system based on Carolla 10% Design	SST	\$ 721,250	\$ 721,250
13	10 Backup Power (ECM 8) - 365 kW NG Generator; Demo; Propane backup	SST	\$ 497,500	\$ 497,500
14	11 Blower System Improvements (ECM 4) - Replace 2 blowers; duct replacement	SST	\$ 1,345,000	\$ 1,345,000
15	12 Sludge Thickening (ECM 6) - Rehabilitate rotary drum thickener and screw press; new transfer pumps; stabilization tanks; aeration system and control valve; demo of clarifiers; rolloff area with roof; electrical/I&C	SST	\$ 961,250	\$ 961,250
16		<b>Subtotal</b>	<b>\$ 11,877,500</b>	<b>\$ 11,877,500</b>
17	<b>Treatment Plant Projects Not in SST</b>			
18	1 Clarifier Repairs (replace eastern drive unit's metallic hubs with non-corrosive hubs)	1	\$ 35,000	\$ 35,000
19	<b>Collection System Projects</b>			
20	1 Lift Station B-2 (Wood Dr./E. Lodge Hill) new control panel at grade el.	1	\$ 425,000	\$ 425,000
21	2 Lift Station B-3 (Green St./W. Lodge Hill) new control panel	1	\$ 250,000	\$ 250,000
22	3 Lift Station 4 (DeVault Pl/Seaclift Estates) VFDs /new elect panel & 3 phase pump motors	1	\$ 85,000	\$ 85,000
23	4 Five-Year Replacement and New PCs for operators	1	\$ 10,000	\$ 20,000
24	5 Annual manhole inspections and report on needed corrections (approx. 20% of system/yr)	1	\$ 40,000	\$ 400,000
25	6 Annual Collection System Phased televising & cleaning (revised 11/20/18 reduced cost by 50% & extended number of years - SSMP has this over 10 yrs,)	1	\$ 50,000	\$ 500,000
26	7 Lift Station A (Nottingham & Leighton/Park Hill) new submersible pumps, MCC, bypass piping	1	\$ 400,000	\$ 400,000
27	8 Lift Station A (Nottingham & Leighton/Park Hill) control panel at grade el	1	\$ 90,000	\$ 90,000
28	9 Lift Station A-1 (Sherwood & Harvey/Marine Terrace) submersible pumps, MCC, bypass piping	1	\$ 265,000	\$ 265,000
29		<b>Subtotal</b>	<b>\$ 1,615,000</b>	<b>\$ 2,435,000</b>
30				
31	1 Lift Station B improvements (SR Creek/behind Park Hill) new control panel	2	\$ 75,000	\$ 75,000
32	2 Annual manhole raising due to street overlays & roadway work/Manhole cover replacements	2	\$ 10,000	\$ 100,000
33		<b>Subtotal</b>	<b>\$ 85,000</b>	<b>\$ 175,000</b>
34				
35	1 Annual Collection System Repairs to reduce I/I & damaged pipe sections	3	\$ 50,000	\$ 500,000
36	2 Lift Station B - new wet well, submersible pumps, and valve vault (placeholder)	3	\$ 300,000	\$ 300,000
37	3 Collection System Assessment software (E.g, t4 Spatial or other)	3	\$ 10,000	\$ 10,000
38	4 Annual Collection System Assessment/engineering for repairs (extended number of years - SSMP has this occurring over 10 yrs)	3	\$ 30,000	\$ 300,000
39	5 Lift Station B-3 (Green St./W. Lodge Hill) submersible pumps, MCC, bypass piping	3	\$ 250,000	\$ 250,000
40	6 Lift Station B - replace existing generator	3	\$ 60,000	\$ 60,000
41		<b>Subtotal</b>	<b>\$ 700,000</b>	<b>\$ 1,420,000</b>
42				
43	1 Annual SCADA System Maintenance or Upgrades - Collections System	4	\$ 25,000	\$ 25,000
44	2 Collection System smoke testing	4	\$ 50,000	\$ 50,000
45		<b>Subtotal</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>
46	<b>Vehicles and Trailer- Mounted Equipment</b>			
47	1 Pearpoint or equal TV inspection camera (removed cost from mid year total to meet reduced funding balance, 11/20/2018.)	1	\$ 50,000	\$ 50,000
48	2 Vactor truck - replace with new \$430K truck that meets emssion requirements (7 yr loan @ 4.5%)	1	\$ 518,000	\$ 518,000
49		<b>Subtotal</b>	<b>\$ 568,000</b>	<b>\$ 568,000</b>
50				
51	3 Vehicle Replacement Program (Annual reserves)	3	\$ 25,000	\$ 250,000
52				
53	4 Portable equipment replacement program - backhoes, generators and pumps (Annual reserves)	4	\$ 15,000	\$ 150,000
54	<b>Deferred Major Maintenance</b>			
55	1 Cleaning of aeration basins (after screen installation)	1	\$ 20,000	\$ 20,000
56	2 Cleaning of pipelines from headworks to aeration tanks (after screen installation), including cleanout additions	1	\$ 10,000	\$ 10,000
57		<b>Subtotal</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>
58				
59	3 Western clarifier - Replace clarifier chain, wear shoes, skid plates, & sprockets	2	\$ 40,000	\$ 40,000
60	4 Eastern clarifier - Replace clarifier chain, wear shoes, skid plates, & sprockets	2	\$ 40,000	\$ 40,000

1 **Wastewater CIP - Capital Improvement Program (Revised 5/6/2019 - For Discussion Only)**

2	Wastewater Projects	Ranking	Project Cost	10-Yr Cost
61	5 Repainting of WWTP	2	\$ 30,000	\$ 30,000
62	6 Repainting of lift station facilities	2	\$ 10,000	\$ 10,000
63		<b>Subtotal</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>
64				
65	7 Seal coat AC pavement at WWTP	4	\$ 65,000	\$ 65,000
66			<b>Grand Total</b>	<b>\$ 17,120,500</b>
67			Priority 1 Total	\$ 3,068,000
68			Priority 2 Total	\$ 215,000
69			Priority 3 Total	\$ 1,670,000
70			Priority 4 Total	\$ 290,000
71			SST Total	\$ 11,877,500