



CAMBRIA COMMUNITY SERVICES DISTRICT

I, David Pierson, President of the Cambria Community Services District Board of Directors, hereby call a Special Meeting of the Board of Directors pursuant to California Government Code Section 54956. The Special Meeting will be held: **Thursday, January 3, 2019, 5:30 PM, 1000 Main Street Cambria, CA 93428**. The purpose of the Special Meeting is to discuss or transact the following business:

AGENDA

SPECIAL MEETING OF THE CAMBRIA COMMUNITY SERVICES DISTRICT BOARD OF DIRECTORS

**Thursday, January 3, 2019, 5:30 PM
1000 Main Street Cambria, CA 93428**

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, available for public inspection during District business hours. The agenda and agenda packets are also available on the CCSD website at www.cambriacsd.org. The District Office hours are Monday - Thursday, and every other Friday from 9:00 a.m. through 4:00 p.m. 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.

1. OPENING

- A. Call to Order**
- B. Pledge of Allegiance**
- C. Establishment of Quorum**

2. REGULAR BUSINESS

- A. DISCUSSION AND CONSIDERATION OF 2019 BOARD GOALS AND OBJECTIVES (Limited to 90 Minutes) (Public Comment Limited to 30 Minutes)**
- B. DISCUSSION AND CONSIDERATION REGARDING STANDING AND AD HOC COMMITTEE AND LIAISON ASSIGNMENTS (Limited to 60 Minutes) (Public Comment Limited to 30 Minutes)**

3. ADJOURN

CAMBRIA COMMUNITY SERVICES DISTRICT

TO: Board of Directors

AGENDA NO. **2.A.**

FROM: Monique Madrid, Acting General Manager

Paavo Ogren, Strategic and Organizational Advisor

Meeting Date: January 3, 2019

Subject: DISCUSSION AND CONSIDERATION
OF 2019 BOARD GOALS AND
OBJECTIVES

RECOMMENDATION: It is recommended that the Board of Directors discuss the draft Board and Organization Goals for 2019, consider additions from Board and public input, and approve or provide direction as deemed appropriate.

FISCAL IMPACT: No fiscal impact has been identified with this item.

DISCUSSION: President Pierson will lead the discussion regarding the proposed 2019 Board and Organization Goals.

For Board Discussion and Consideration:

At the regular Board meeting on December 13, 2018, the Board set January 3, 2019 as the date of a special meeting to consider Board and organizational goals for 2019. Attached are the Board goals for 2018 for reference purposes. For 2019, the Board generally expressed the intent to consider a more comprehensive list of goals and priorities while providing a better opportunity to obtain community input at the special meeting.

Subsequent to the December 13th meeting, staff met with the Board President and Vice President to develop a more comprehensive list of goals and priorities. The list has been incorporated into two attachments. The first identifies items that focus on District services for the purpose of considering goals and priorities that reflect those services. The second list identifies organizational goals and priorities that reflect ongoing operational efforts by staff.

The Board will be seeking public input on additional goals that have not been identified in this agenda report as well as public input on the goals and priorities that have been identified within the draft attachments.

1 DISTRICT-WIDE / BOARD GOALS

1.1 GENERAL MANAGER

The recent vacancy in the General Manager position allows the Board to fill the vacancy.

Action Items

1. Hire the permanent General Manager.

1.2 PUBLIC OUTREACH

Continuing the efforts that have been initiated with standing committees to improve public outreach and input should be an ongoing District goal. Addressing the efficiency and scheduling of Board meetings may also be important to consider for community engagement.

Action Items

1. Ongoing efforts to develop improved relations within the community should be a considered a high priority.
2. Establish the approach for reviewing the status of goals.
 - a. Consider a bi-annual review;
 - i. During the budget process.
 - ii. During the mid-year budget reviews.
3. Consider goals to promote Board meeting efficiencies.

1.3 ADVANCE THE DISTRICT'S STRATEGIC PLANNING EFFORTS

Strategic planning was included as Goal #3 in 2018. As intended, the District initiated strategic planning efforts through the creation of the Infrastructure and Finance standing committees. The need for a comprehensive District assessment in 2018 has been initiated and is also promoted through the 2019 goal setting efforts.

Action Items

1. Develop the format and components of a District strategic planning document.
2. Develop mission and vision statements or equivalent messaging.
3. Develop standing committee and liaison details as appropriate, including for example, details from the Parks, Recreation and Open Space (PROS).

1.4 COMPLETE THE REGULAR PERMITTING AND OTHER ACTIONS RELATING TO THE SUSTAINABLE WATER FACILITY

Ongoing efforts associated with the SWF continue to create a demand on District resources and completing the efforts in a timely manner should be considered a high priority.

Action Items

1. Complete the processing of the application for the Regular Coastal Development Permit and respond to resource agencies in a timely manner.
2. Complete the Closure Plan and respond to resource agencies in a timely manner.
3. Consider options that may be available from the existing Water Resource Development Act (WRDA) “authorization” approved by Congress.

1.5 FINALIZE THE MULTI-YEAR INFRASTRUCTURE CAPITAL IMPROVEMENT PROGRAM (CIP)

Funding requirements needed for the CIP was approved as part of the Proposition 218 rate increase. The Infrastructure Committee is addressing priorities. The Finance Committee is addressing projected revenue allocations. Developing the overall implementation goals will be important in 2019.

Action Items

1. Finalizing the prioritization efforts
2. Finalizing the multi-year implementation schedule
3. Identify the resource requirements for consultants and staff.
4. Evaluate grant and other funding options and develop recommendations for Board consideration.
5. Explore the opportunity for additional ancillary facilities such as; (see section 1.9)
 - a. Cell tower
 - b. Solar options

1.6 DEVELOP THE ANNUAL PROP 218 RATE REVIEW PROCESS

With the approval of the Prop 218 rate increases in 2018, comparing rate assumptions versus actual operational results has already been recognized as an important point to review with the community prior to annual increases incorporated into the Prop 218 rate resolution.

Action Items

1. Establishing an annual schedule for the review including the following;
 - a. Preliminary review by the District’s standing committees should be in advance of Board decisions so that the opportunity for questions, comments and responses exists.
 - b. The annual review should consider a comparison of budget assumptions and results of the annual audit.
2. Develop criteria to utilize in the annual review.

1.7 REVIEW THE DISTRICT CODE AND CONSIDER WHETHER DIRECTION SHOULD BE PROVIDED TO DRAFT AMENDMENTS.

Action Items

1. Board of Directors consideration of amendments to Title 8 of the District Code, including updates to the Affordable Housing Program.
 - a. Amendments should be considered for consistency with the County's land use designations and income qualification standards.
2. Board of Directors consideration of amendments to Title 4, including the Water Conservation and Retrofit Program.
 - a. Amendments should be considered to recognize significant processing changes for County will-serve letters requiring fire and water review.

1.8 REVIEW THE DISTRICT FEE SCHEDULE AND CONSIDER WHETHER DIRECTION SHOULD BE PROVIDED TO MAKE AMENDMENTS.

Efficiency improvements to District procedures necessitate a review of application deposits and fees to ensure revenue is properly allocated. Equipment rental costs should be evaluated to ensure proper compensation when providing these services to customers.

Action Items

1. Review District Fee Schedule with input from operational staff.

1.9 EMERGENCY SERVICES REVIEW

Cambria's risk of wildfires has been highlighted as a result of recent devastating wildfires that have caused historic property damage and loss of life in other areas of the State. Engaging in community discussions of those risks, evacuation routes, and other possible actions to mitigate the risk is important in addressing the community's health and safety.

Action Items

1. Engaging in community outreach and discussions with the Fire Safe Focus group on the overall, "defensible space," program.
2. Explore a closer coordinating effort with other first responders providing mutual aid.
3. Address existing resource constraints that limit the District's ability to augment current services.
4. Tri-Annual update of adoption of current Cal Fire Code.

1.10 BUILDOUT REDUCTION PROGRAM

The Citizen's committee spent two years developing the program and provided their final report to the Board.

Action Items

1. Provide a review of the existing program.
2. Consider what changes may be deemed appropriate.
3. Review long term funding options for vacant lot adoptions.

1.11 COMMITTEE AND LIAISON GOALS

Committee and liaison goals and priorities should be developed with an additional tier of detail while maintaining consistency with District-wide goals and limited resources.

Action Items

1. The development of committee and liaison goals.
2. Review of committee and liaison goals by the Board of Directors.

DRAFT

2 ORGANIZATIONAL GOALS

2.1 REGULATORY COMPLIANCE

The District has numerous regulatory reports that have to be filed with State and Federal Agencies. Completing the reports on a timely and accurate manner reduces the District's risks on fines and budgetary impacts.

Action Items

1. Update and maintain a list of all regulatory reporting requirements.
2. Submit 100% of all reports on-time.
3. Develop quality control measures as needed to ensure accuracy.
4. Identify primary and supporting roles for the responsible staff members.

2.2 STAFFING, VACANCIES, AND OVERALL STAFFING LEVELS

Recent vacancies provide an opportunity to realign the District's overall efforts while evaluating the challenges normally resulting from vacancies.

Action Items

1. Consider the vacancy of the District Engineer position and possible alternatives to management of the District's CIP and supervision of field operations.
2. Evaluate the District's overall staffing needs by the end of 2019.
3. Prepare a classification plan allowing for consistent and effective delivery of CCSD services.

2.3 LABOR RELATIONS

Negotiate and update employee union Memorandums of Understanding in a timely manner.

Action Items

1. Initiate negotiations with both represented labor groups.
2. Negotiate a successor MOU with both represented groups while diligently adhering to established milestone dates.
3. Provide an updated Payment and Compensation plan for the Management, Confidential and Exempt employee group.

2.4 EMPLOYEE TRAINING

Identify and initiate implementation of job-class training

Action Items

1. Identify objectives of training based on job classifications.
2. Identify training needs for specific employees.
3. Establish timing for training.
4. Complete training.

2.5 DEVELOP AND REVIEW THE ANNUAL BUDGET IN A TIMELY MANNER

Action Items

1. Adopt the preliminary budget and final budget prior to legal deadlines.
2. Provide quarterly updates on budget status.
3. Consider annual updates to the budget policy prior to the consideration of the preliminary budget.

2.6 COMPLETE THE ANNUAL AUDIT IN A TIMELY MANNER

Action Items

1. Establish a goal to complete the annual audit by December 31 of each year (statutory deadline is June 30th of the following year).
2. Include auditor recommendations, if any, into District goals and report to the Board on progress based on milestone dates to be determined.

2.7 IMPLEMENT THE TYLER INCODE FINANCIAL SOFTWARE PROGRAM

Action Items

1. Review existing accounting procedures.
2. Identify procedures that will need to be updated prior to the implementation of the program.
3. Establish implementation milestones.
4. Provide updates to the Board of Directors and adhere to milestone dates to the greatest degree practical.

2.8 FINALIZE WATER RIGHTS LICENSING

Action Items

1. Respond to State Water Board staff in a timely manner.
2. Prepare for any necessary compliance planning.

The following language is from last year's agenda item on 2018 goals...

Focus: Policy level and District-wide (rather than operational) oversight.

Vision: Broaden Board focus from emergency reactions to resource and infrastructure deficiencies to thoughtful equitable stewardship of community resources, appropriately balancing priorities among all services provided.

Discussion: Since at least 2014, the District has focused nearly all its resources on responding to the slow-moving but dramatic disaster of the recent drought. With the immediate threat of running out of water now addressed, the Board should take a breath, assess our available resources and levels of service in each Department.

To encourage community confidence, dialogue going forward must be open and inclusive.

The suggested goals and actions are meant as a starting point for a discussion. Once the goals have been approved, the needed actions and measurable outcomes can be determined.

DRAFT

Attachments:

1. CCSD 2018 Board Goals

BOARD ACTION: Date _____ Approved: _____ Denied: _____

UNANIMOUS: ___PIERSON___FARMER___RICE___STEIDEL___HOWELL

CAMBRIA COMMUNITY SERVICES DISTRICT

DIRECTORS:

AMANDA RICE, President
JIM BAHRINGER, Vice-President
HARRY FARMER, Director
AARON WHARTON, Director
DAVID PIERSON, Director



OFFICERS:

JEROME D. GRUBER, General Manager
MONIQUE MADRID, District Clerk
TIMOTHY J. CARMEL, District Counsel

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CCSD 2018 Board Goals Approved on February 22, 2018

Goal 1: Create standing committees (Infrastructure, Finance, Emergency Services).

Possible Measurable Actions

1. Appoint 2 Directors for each committee to lead full implementation of standing committees.
2. Develop structure and mission for each committee.
3. Outline committee membership: how many, method of appointment, terms of service, etc. (We could develop this for individual committees or have one process/standard that matches the PROS process (except that the new standing committees include 2 Board members.))

Goal 2: Evaluate policy documents (Water Master Plan, conservation policy) ordinances, personnel and other policies.

Possible Measurable Actions

1. Which need updating, attention to implementation, missing policies?
2. Prioritize and set order for any needed updates/creation.

Goal 3: Initiate a long range, participatory strategic planning.

Possible Measurable Actions

1. Update Mission Statement and Vision for District with active public engagement.
2. Begin comprehensive District-wide assessment of current capacities and needs (through committees).
3. Build Board capacity and effectiveness through professional training opportunities.

CAMBRIA COMMUNITY SERVICES DISTRICT

TO: Board of Directors

AGENDA NO. **2.B.**

FROM: Monique Madrid, Acting General Manager

Meeting Date: January 3, 2019

Subject: DISCUSSION AND CONSIDERATION
REGARDING STANDING AND AD
HOC COMMITTEE AND LIAISON
ASSIGNMENTS

RECOMMENDATIONS: It is recommended that the Board of Directors consider the Standing and Ad Hoc Committee and Liaison Appointments

FISCAL IMPACT: The fiscal impact to Standing Committees is staff time and materials.

DISCUSSION: President Pierson will lead a discussion regarding Infrastructure and Finance Committee appointments and structure as recommended by each committee. He will also lead the discussion for appointments to the fill vacancies of existing Ad Hoc Committees, Liaison appointments and the proposed appointments for new committees and liaison groups. The following is a list of existing and proposed Standing, Ad Hoc Committees and Liaison groups.

Finance Committee Recommendations to the Board of Directors:

7-9 members on committee, with at least one board member to act as a liaison between committee and Board.

Infrastructure Committee Recommendations to the Board of Directors:

7 committee members with one or two board members as ex officio members.

Proposed Committees:

Standing Finance Committee

Ad Hoc Tyler Incode

Ad Hoc Audit

Standing Infrastructure Committee

Standing Policy Committee

Ad Hoc SWF

Ad Hoc Grants

Ad Hoc Water Efficiency

Liasion CCHD

Liasion NCAC

Liasion School Board

Liasion Fire Safe Focus Group

Liasion FFRP

Liasion Forest Committee

Liasion PROS

Liasion San Simeon CSD

Liasion Tourism Board

Liasion Chamber of Commerce

Ad Hoc Community Outreach
Ad Hoc GM Search
Ad Hoc Legislative

Attachment: 2018 Ad Hoc Committees, Members and Liaison Appointments

BOARD ACTION: Date _____ Approved: _____ Denied: _____

UNANIMOUS: ___PIERSON___FARMER___RICE___STEIDEL___HOWELL

2018 COMMITTEE AND SUBJECT MATTER ASSIGNMENTS

STANDING COMMITTEE ASSIGNMENTS			
	Director	Public Member	
Finance	Pierson Steidel	Ted Siegler Dewayne Lee	2019 TBD
Infrastructure	Farmer Howell	Karen Dean Mike Lyons	2019 TBD
AD HOC COMMITTEE ASSIGNMENTS			
Emergency Services	Pierson Vacant		2019 TBD
Rate Study	Rice Vacant		2019 TBD
Legislative	Rice Vacant		2019 TBD
LIAISON ASSIGNMENTS			
Cambria Fire Safe Focus Group	Vacant		Varies
Cambria Forest Committee	Farmer		Varies
Cambria Healthcare District	Pierson		3 rd Wed/1:00 p.m./Old Cambria Grammar School 1350 Main Street Cambria, CA 93428
Cambria Tourism Board	Vacant		2 nd Tue/1:00 p.m./Pacific Premier Bank 2255 Main Street Cambria, CA 93428
Coast Union School District	Rice		2 nd Thur/District Office Designated Board Room 1350 Main Street Cambria, CA 93428
Friends of Fiscalini Ranch Preserve	Farmer		2 nd Thur/6:00 p.m./Rabobank Community Room 1070 Main Street Cambria, CA 93428
North Coast Advisory Council	Vacant		3 rd Wed/6:30 p.m./Rabobank Community Room 1070 Main Street Cambria, CA 93428
Parks, Recreation and Open Space (PROS)	Vacant		1 st Tue/10:00 a.m. Veterans' Memorial Building 1000 Main Street Cambria, CA 93428
Regulatory and other local, state or federal agencies	Rice		Varies
San Simeon CSD	Rice		2 nd Wed/6:00 p.m./Cavalier Banquet Room 250 San Simeon Avenue, San Simeon CA 93452
BOARD OR STAFF ASSIGNMENTS - COUNTY COMMITTEE MEMBERS			
Water Resource Advisory Committee	Bob Gresens Vacant		Varies
Regional Water Management Group	Bob Gresens Vacant		Varies