

Supplemental Report of the Strategic Plan Ad Hoc Committee
Vice President Dean, Director Steidel
6/16/2022

At our June 9, 2022 Board Meeting, the Strategic Plan Ad Hoc Committee offered a report on its research of how other Community Services Districts, with similar areas of responsibility, formulated their Strategic Plans. We presented our thoughts on refocusing and reassessing our District goals, and the strategies towards achieving those goals, toward an alignment with the services we provide as a District. We met with our Strategic Plan Consultant, Marilyn Snider, to discuss some of these possible changes to our strategic planning process, and Ms Snider indicated that she could be flexible and could adjust her format and agenda to meet our needs once the Board has determined how they would like to move forward.

Based on our prior Ad Hoc presentation, we were tasked by the Board to bring examples which demonstrate a refocus of goal setting which creates alignment to core areas of our charter. This report provides those examples. We have also provided an example of how we might align our Mission Statement to our Charter and have suggested that Core Values be accompanied by a sentence of definition. This Ad Hoc Committee did not delve into other possible considerations such as the use of key performance indicators, or the format of the existing Strategic Plan progress document that is reviewed and updated regularly.

These examples are offered to stimulate discussion on how the Board and Staff might possibly refocus our Strategic Plan Process to be more in alignment with our Mission Statement and District responsibilities. The described goals, strategies, Mission Statement, and Core Values are the Ad Hoc Committee's suggestions only, and we welcome the discussion and ideas among the Directors on how we can fine tune our Strategic Plan process and transition to more defined goals and strategies to meet the needs of our District and Community.

MISSION STATEMENT (Example as a Declarative Statement)

Provide high quality water, sewer, fire support, Parks Recreation and Open Space, and accompanying Community Services to our customers in a safe, cost-effective, and environmentally sensitive manner.

STRATEGIC GOALS AND STRATEGIES (Example)

The following outline of “Core Areas”, “Strategic Goals” and “Strategies” is offered as an example only. If fully developed, the “Strategies” would be more result specific. The information here just provides examples of work content that could be considered for development of a strategic action. The outlined material represents discussion and brainstorming by our committee of an optional goal setting approach.

CORE AREA: WATER SERVICES

Strategic Goal: Effectively and reliably manage available water resources in a sensitive ecosystem

Strategies

Continue bi-monthly monitoring and proactive management of San Simeon Creek and Santa Rosa Creek water resources.

Closely monitor/evaluate Drought Risk Stages

Contract with selected vendor and execute Water Meter Replacement Program

Investigate funding options for Booster station pump replacements

Stuart Street Tanks

CORE AREA: WATER SERVICES - WATER RECLAMATION FACILITY

Strategic Goal: Resolve outstanding actions to advance CDP through County Approval and Advancement to Coastal Commission

Strategies

Improve relationship and interaction with Coastal Commission Staff

Completion of in-stream flow study

Final Information submittal to County and completion of data; obtain county approval

Submit Final CDP to Coastal Commission

Investigate New Cost-Effective Technologies for Reduction of Brine Waste

Final Resolution re Brine Pond

CORE AREA: SEWER SERVICES

Strategic Goal: Initiate phased repairs and upgrade installations for Wastewater Treatment Plant

Strategies

Establish Priorities and Implementation Plan of Upgrades described as part of rate study, to execute upon approval of Monies

CORE AREA: FIRE AND EMERGENCY SERVICES

Strategic Goal: Provide fully funded and staffed Fire, Water Rescue, and Emergency Medical Services on a 24/7 Basis

Strategies

Identify/define viable Evacuation Planning for the Community, Egress, Ingress, Communication

Hire Replacement for retiring Fire Chief

Evacuation Planning, Zone Haven, Alert Systems

Pursue possible continuance of 3 SAFER Fire Fighters whose funding support ends in at Calendar year end 2024

CORE AREA: ADMINSTRATIVE SERVICES

1. FINANCE

Strategic Goal: Execute sound and judicious Financial Management, employing Generally Accepted Accounting Principles, to ensure operating/maintenance costs and required capital projects are sustainably funded for District Services.

Strategies

- a. Hire Finance Manager replacement
- b. Operational participation in and selection assessment of financing for Wastewater IGA Projects
- c. Uphold transparency in financial data through continued formal budgeting processes and reviews, timely quarterly reporting to Board and timely filing of yearly Audit Reports to state.

2. LEGAL

Strategic Goal: Obtain sound and timely legal support services to assist the CCSD in effective execution of its District business.

Strategies

- a. Working with District Counsel, SLO County Planning and Coastal Commission Staff, reach satisfactory conclusion with the Commission regarding Notice of Violation
- b. Obtain Judicial ruling regarding Windeler
- c. Work with District Counsel to address and resolve current legal challenges

CORE AREA: FACILITIES AND RESOURCES

1. FACILITIES AND RESOURCES

Strategic Goal: Provide service and maintenance of District assets and Open Space in a timely and cost-effective manner

Strategies

- a. Investigate/pursue potential Grants for Veterans’ Hall Capital Improvement Projects
- b. Retain and expand forest health in the Fiscalini Ranch footprint through facilities maintenance; partner with FFRP in maintenance and for expansion of native plant life on the Ranch footprint
- d. Public bathrooms; Lighting Fixtures

2. PARKS AND RECREATION

Strategic Goal: Increase the Recreational Facilities for the Community

Strategies

- a. Focus on Development of Recreational Facilities for Fiscalini East Ranch
- b. Review Fiscalini East Ranch historic recommendations for recreation development
- c. PROS recommend top three for consideration of development to the BOD.

CORE AREA: ENGINEERING PROJECT SUPPORT SERVICES

Strategic Goal: Progress Planning for the Skatepark

Strategies

- e. Define/Resolve all County Planning requirements for skatepark
 - f. Develop RFQ for Skatepark Final Design and Cost
 - g. Based on Final Design and Cost, reassess forward timeline and financial capacity of Skate Cambria relative next steps for skatepark development.
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Core Values (restated)

(Examples of descriptive statements to assist in defining how each core value is exemplified)

SAFETY

We diligently follow strict safety policies, procedures, and regulation to protect and keep safe our district personnel, our water and sewer services, and our Community as a whole

FISCAL RESPONSIBILITY

We manage our financial revenues in a responsible, judicious, and prudent manner, to successfully sustain and protect the assets of the District, while considering community needs

CUSTOMER SERVICE

We are committed to provide exemplary services and support with a focus to the needs of the community we serve

RESPECT

Our interactions are undertaken ethically, with honesty, integrity, and patience

TEAMWORK

We appreciate and recognize the qualities, abilities, and contributions of others and seek to work in collaborative ways to effectively execute the district's work

TRANSPARENCY

We strive to conduct the business of the District in an open, honest, direct, and transparent manner, while encouraging input and feedback from our Community members