

## **CCSD Departmental and Operational Goals for 2018**

I have had the opportunity to work collaboratively with each Department Manager regarding the District's Operational Goals for 2018. I would like to thank everyone for their input. Although the goals presented to the CCSD Board for operations are not all inclusive, I would like to point out that they represent continuing significant improvements in each Department for the CCSD and for the Community of Cambria. There are a few items that I would like to discuss with the Board that will help bring clarity to the goals and lay the foundation for the completion of the goals listed below. I am hopeful that three goals in particular will be adopted by the CCSD Board of Directors as their goals that will support, add to, or take away from the existing goals based on established priorities and available fiscal and human resources. I would like to bring a proposal for consulting services for a Strategic Plan forward to the Board in February 2018 for consideration. Two important components within the Strategic Plan will be a Mission Statement for the CCSD. Once the Strategic Plan, Mission Statement and Vision Statement have been agreed upon and established, the operational goals presented today may change. The goals the Board derives may also change once the Strategic Plan is developed. I would recommend that we move forward with the operational goals presented to the Board in order to accomplish items within every Department that need to be improved upon and or implemented.

Another important variable to note with the operational goals is the availability of financial resources. The District is moving forward with a Water and Wastewater Rate Study that will take a comprehensive look at the operational cost of both departments, in addition to a comprehensive look at the District's infrastructure needs from a CIP perspective and a long-term financial plan perspective. The Board will need to evaluate several options from a policy standpoint that will be presented by Bartle Wells and Associates and determine what path they will want to take.

Another important variable within the operational goals is the opportunity for possible grant funding for shovel ready projects. I have mentioned numerous times that the District will need to properly position itself for grant available funding for Water and Wastewater Projects, due to the highly competitive environment regarding the limited available funds . I use the words "shovel ready projects" because that is the benchmark we will need to establish within the CCSD to be seriously considered, and to be highly competitive for Water and Wastewater project funding. The three major components for "shovel ready projects" are: financial, engineering and environmental. The CCSD will need to have the available financial resources in place to match the required funding to be successful for grant funding. The CCSD will also need to be able to cover the debt portion of the matching funds in order to be competitive; hopefully this will be addressed and resolved with the current rate study.

Secondly, the District will need to have the engineering part of a project complete, again, before we can move forward with the grant process. In other words, the project, whatever it may be, needs to be fully designed and certified by a practicing engineer. This includes plans, specifications, and drawings to be submitted as part of the grant application process.

Third, the CCSD needs to make sure that any and all environmental documents are completed relating to the proposed project. The environmental documents based on the size and complexity of the project could be something as simple as a mitigated negative declaration or could be as

complexed as a full Environmental Impact Report- EIR. As you can see, the District will need to be strategic in our approach for grant funding with the understanding that the requirements and timing of a project can be complex and require a significant amount of up front funding.

The last item I would like to discuss regarding the operational goals for 2018 is unexpected priorities that may arise during the course of the year that may divert the District's limited financial and human resources away from the established goals to other immediate areas of higher priority. An example of this could be something along the lines of the leak at the Blue Bird Inn. Staff spent significant time locating the leak and making the necessary repairs to the main water line. Staff still needs to design, permit, install, and fund the replacement main line running over the pedestrian bridge. Since the District works in a very sensitive environmental area that is heavily regulated, the Board should be periodically brought up to date by the General Manager on available resources both from a financial and human resources perspective.

I would like to thank the CCSD Board of Directors for giving me the opportunity to work with the District staff on the development of the operational goals for 2018.

**Departmental Operational Goals for 2018** are listed below in alphabetical order by department.

#### **ADMINISTRATION:**

##### *FINANCE:*

- Maintain fiscal oversight over CCSD budget for all departments.
- Complete the Water and Wastewater Rate study and District Financial Plan.
- Move forward with the Proposition 218 process for Water and Wastewater Departments.
- Implement the new accounting software program.
- Implement monthly utility billing process.
- Implement new budget status reports utilizing the existing MOMS software for the Management team that enhance and improve the budget monitoring system for the District. In addition, have monthly budget meetings with management staff.
- Implement a new bank reconciliation program using the MOMS cash management program that will improve the time it takes to reconcile the monthly bank statements.
- Complete the PERS Audit requirements prior to the January 31, 2018 deadline.
- Provide finance staff with educational training (Attending Seminars) in the areas of Customer Service, Accounts Payable, Payroll, and other areas related to the District's financial operations.
- Fully implement the new accounting software program Tyler Incode.
- Develop accounting & procedures manual for the Finance Department.
- Prepare Comprehensive Annual Financial Report (CAFR) and participate in the Certificate of Achievement for Excellence in Financial Awards Program. Benefits are good recognition for the Cambria Community Services District and helping District obtain a lower interest rate when seeking financing for equipment and infrastructure.
- Continue to evaluate internal controls and make improvements where needed.
- Develop a budget that enhances transparency and promotes accountability. In addition, start the process of developing a budget that is awarded the distinguished budget award through the Government Finance Officers Association.

**HUMAN RESOURCES:**

- Update all District Personnel Policies
- Prepare for Labor Negotiations for all three employee groups
- Plan, lead, and organize the training and compliance requirements for CCSD Managers, and CCSD Board of Directors.
- Create bi-annual newsletter
- Implement bi-weekly staff meetings
- Create Information Technology Network Policy
- Continue professional development of staff

**DISTRICT CLERK:**

- Continue to develop Records Management Policy
- Identify & Destroy Old Records Accordingly
- Continue to develop and improve the CCSD website
- Continue professional development of staff

**FIRE DEPARTMENT:**

- Allow the CCSD Board of Directors to consider funding the SAFER firefighter position through a ballot measure.
- Continue with hydrant maintenance and testing program to ensure functionality of infrastructure.
- Finalize department strategic plan, covering next 5 to 10 years and incorporate into the District Strategic Plan.
- Modify and adopt the next update to the California Fire Code, due later this year. This will keep us current with required fire-safe construction and WUI code building requirements.
- Update and expand the current Fire Hazard Fuel Reduction Program to capture all of the community. This needs to be done to provide for better fire safety and forest health.
- Update and revise all current SOP's (standard operating procedures) to ensure we are being consistent and safe in our emergency service delivery.
- Update and revise the reserve firefighter new hire academy.
- Update all task books and promotional tracks for each recognized position.
- Implement new mandated NFIRS (national fire incident reporting system) electronic reporting system.
- Pursue and apply for all available grants, secondary to our recent MJHMP, for community safety and mitigation efforts

**FACILITIES AND RESOURCES DEPARTMENT:**

- Consider funding for one additional staff member for purposes of maintaining CCSD assets.
- Repair erosion gully on Fiscalini Ranch Preserve
  - During the winter of 2017 an erosion gully on Ranch collapsed.
  - Civil Design Studios has been assisting in permitting process
  - Scheduled time: Spring-Summer
- Resurface Bluff Trail on Fiscalini Ranch
  - With assistance from FFRP
  - Scheduled time: Summer
- Weed abate all CCSD Lots on weed abatement list

- Scheduled time: June-August
- Create 100' fire breaks around perimeter of Fiscalini Ranch
  - Scheduled time: June-August
- Complete phase 2 of Eucalyptus Project
  - Phase 1- Removal of eucalyptus saplings and weed control of ivy was completed in 2017
  - Phase 2- Removal of all trees under 18" diameter
  - Scheduled time: August-October
- 3 acre forest restoration project on Ridge Trail/Trenton Trail
  - This will continue the work that has been done last 3 years
  - Scheduled time: August-October
- Forest Restoration project on forest above Marine Terrace Trail
  - Almost 100% mortality on this section of forest.
  - Work will include replanting
  - Scheduled time: August-October
- Invasive plant control on Fiscalini Ranch
  - Work to remove invasive plants such as, Italian thistle, star thistle, bull thistle, pampas grass etc.
  - Scheduled work: February- May
- Resurface Santa Rosa Creek Trail South End
  - Scheduled work: March-May

#### **UTILITIES:**

##### ***SUSTAINABLE WATER FACILITY (SWF):***

- Ensure timely submittal of required regulatory reports.
- Operate the SWF when needed and ensure that all regulatory and environmental requirements are met.
- Empty Brine Pond and complete the Closure Plan as stipulated.
- Renew Brine Disposal Agreement with the South County Sanitation District.
- Hire Chief Plant Operator.
- Continue to make needed improvements to the SWF such as battery back-ups and the ability to migrate data from SWF into reports.
- Update the Operation Maintenance and Management Plan (OMMP).
- Continue to work collaboratively with the Regional Water Quality Control Board (RWQCB).  
Provide empirical data to the RWQCB relating to water quality testing results that would allow the District to reduce sampling requirement, thus reducing the overall cost associated with running the SWF.
- Continue to work with the SLO County Planning Department regarding the Regular Coastal Development Permit. Obtain approval of the Coastal Development Permit by the SLO County Planning Commission and the County Board of Supervisors during the year of 2018.
- Continue to develop relationships and work collaboratively with all Federal, State, and Local Regulatory Agencies.
- Continue professional development of staff.
- Continue to make needed improvements to the SWF such as battery back-ups UPS power for MCC and the ability to migrate data from SWF into reports.

##### ***WASTEWATER DEPARTMENT:***

- Ensure timely submittal of required regulatory reports.

- Develop and distribute new, improved, and accurate Consumer Confidence Report in a timely and professional manner to regulatory agencies and CCSD customers.
- Maintain fiscal responsibility within the existing budget.
- Seek grant funding for shovel ready projects where applicable (see comments regarding grant funding listed above)
- Install Influent Screen.
- Utilize District's existing GIS system to its maximum potential to improve department efficiencies.
- Solicit Engineering services for design of main motor control center at WWTP.
- Continue to improve the overall operations of the WWTP.
- Take Clarifier 1 offline and clean.
- Take one of the two aeration basins offline and clean.
- Continue to evaluate and resolve Intrusion and Infiltration challenges within the Collection System as resources through the revised rate structure and budget process are made available.
- Consider two additional staff members designated specifically for the Collection System.
- Purchase new Vactor Truck if rate adjustments are successful.
- Implement cost saving measures relating to energy usage at the WWTP.
- Update, complete, and submit a revised Sanitary Sewer Management Plan (SSMP).
- Complete an Injury and Illness Prevention Program.
- Update Keep-Trak program to include the Collection system.
- Continue to build Asset Management program relating to all WWTP equipment.
- Continue to update and implement an aggressive Safety Program.
- Migrate critical Lift stations into SCADA system as resources are made available.
- Continue to update aging Lift Stations to include drywells, wet wells, vaults, pumps, motors, panels, and generators as resources are made available.
- Incorporate non-potable water for sludge press operations.
- Continue professional development of staff.

*WATER DEPARTMENT:*

- Ensure timely submittal of required regulatory reports.
- Maintain fiscal responsibility within the existing budget.
- Design and permit the replacement of the temporary bypass over the pedestrian bridge.
- Seek and implement additional training as it relates to the Water Department's SCADA system and ensure that SCADA is being used to its maximum potential.
- Evaluate all existing residential and commercial meters and determine a timeline and cost associated with developing a water meter replacement program. Work collaboratively with the Finance Department regarding the next generation of meters to be replaced and compatibility as it relates to the new Financial Software.
- Utilize District's existing GIS system to its maximum potential to improve department efficiencies
- Ensure that all Pressure Reducing Valves within the CCSD service area are functioning properly and establish a preventative maintenance program for the PRVs.
- Continue to work collaboratively with the CCSD Fire Department regarding a Fire Hydrant Flushing program.

- Create a maintenance program to identify all CCSD water distribution valves. Aggressively exercise distribution valves and identify the valves and replace them as resources allow.
- Work collaboratively with the Wastewater Department and evaluate feasibility of implementing their Keep-Trak asset management and maintenance system and determine if this program could be utilized for the Water Department's resources.
- Continue to evaluate problem areas within the Water Distribution System that need to be upgraded in size or replaced.
- Purchase necessary equipment to allow the Water Department to efficiently perform their work duties. This includes tools, one additional vehicle, a new dump truck, a trailer mounted Vactor system for leak repairs and valve accessibility, a small tractor/backhoe, to replace the departments current John Deere Tractor, a new compressor and jackhammer.
- Increase available funding for asphalt repairs throughout Cambria.
- Continue professional development of staff.