

SPECIAL MEETING OF THE BOARD OF DIRECTORS ROSAMOND COMMUNITY SERVICES DISTRICT

5:00 PM Special Board Meeting
Wednesday March 20, 2024
District Board Room
3179 35th Street West
Rosamond, CA 93560

Teleconference #
1-877-411-9748
Access Code: 5150560

Agenda

CALL TO ORDER Time: _____

ROLL CALL

Director Greg Washington
Director Alfred Wallis
Director Rick Webb
Vice President Ben Stewart
President Byron Glennan

General Manager Kim Domingo
Director of Public Works John Houghton
Director of Administration/Board Secretary Sherri Timm
Legal Counsel John Komar, Esq.

PLEDGE OF ALLEGIANCE

PUBLIC COMMENTS

(At this time, any person may address the Board on any subject within the District’s jurisdiction which is not on the agenda. However, any non-agenda matter will be referred to staff for a report and/or action at a subsequent Board meeting and no action can be taken on any such item discussed unless the action has been authorized under §54954.2(b) of the Government Code. Any person may also address the Board on any agenda matter at the time that matter is discussed, prior to Board consideration and action. Speakers are requested to limit comments to five (5 minutes.)

VOLUNTARY PUBLIC ROLL-CALL VIA TELECONFERENCE

(If any member of the public on the teleconference/video conference wishes to identify themselves as present for this meeting, please do so for the record/minutes.)

APPROVAL OF THE AGENDA

DISCUSSION

D1. Strategic Plan Update Workshop (GM Domingo, presenter)

ADJOURNMENT Time: _____

Requirements Regarding Disabled Access: In accordance with §54954.2(a), requests for a disability related modification or accommodation, including auxiliary aids or services, in order to attend or participate in a meeting, should be made to the RCSD Board Secretary at least 48 hours in advance of the meeting to ensure availability of the requested service or accommodation. Please contact the Board Secretary by telephone at (661) 256-5808, Email: stimm@rosamondcsd.com or in writing at the Rosamond Community Services District, Attn: Board Secretary 3179 35th Street West, Rosamond, CA 93560.

Pursuant to Government Code Section 54957.5, any writing that: (1) is a public record; (2) relates to an agenda item for an open session of a regular meeting of the Board of Directors; and (3) is distributed less than 72 hours prior to that meeting, will be made available for public inspection at the time the writing is distributed to the Board of Directors. Any such writing will be available for public inspection at the District offices located at [3179 35th Street West, Rosamond, CA 93560](#). In addition, any such writing may also be posted on the District's web site.

STAFF REPORT

Rosamond Community Services District

DATE: March 20, 2024
TO: Board of Directors
FROM: Kim Domingo, General Manager
Subject: Discussion Item – Strategic Plan Workshop

RECOMMENDATION:

Discuss vision, strategy and goals for the District, document consensus, and provide direction to staff.

BACKGROUND:

On May 13, 2020, the Board adopted a 5-Year Strategic Plan (Plan) for the years 2019 through 2023. The Plan was developed by the Board and District Management Team. The forum was facilitated by BHI Management Consulting.

The Plan was to be reviewed annually and updated as appropriate, so that the 5-year planning horizon could be maintained. Staff has not found any updates to the Plan since its original adoption.

It is proposed that the District revisit the Plan, update it to include accomplishments, reconsider vision and goals, and incorporate the current Board desires and direction in the Plan within a 5-year projection. The attached agenda suggests the framework to conduct the Plan workshop.

ANALYSIS:

The Strategic Plan is intended to provide clear direction for staff to execute the District's policies, serves as a planning document, and facilitates establishment of measurable goals to evaluate District management staff performance.

FISCAL REVIEW:

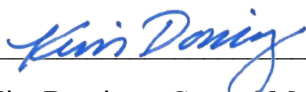
N/A

LEGAL REVIEW:

N/A

CONCLUSION:

Conduct workshop to establish Strategic Plan for 2024-2029 period.



Kim Domingo, General Manager



Sherri Timm, Director of Administration

ATTACHMENTS:

2019-2023 Strategic Plan with commentary and edits
Workshop Agenda



Rosamond Community Services District

**ROSAMOND COMMUNITY
SERVICES DISTRICT
5-YEAR STRATEGIC PLAN
FISCAL YEAR 20~~24~~19-20~~29~~23**

Approved: 05/13/2020

Board of Directors

~~Byron Glennan~~~~Greg Wood~~, President

~~Ben Stewart~~~~Rick Webb~~, Vice President

~~Alfred Wallis~~~~Byron Glennan~~, Director

~~Gregory Washington~~~~Ben Stewart~~, Director

~~Rick Webb~~~~Gregory Washington~~, Director

District Management Team

~~Kim Domingo~~~~Steve A. Perez~~, General Manager

~~Sherri Timm~~~~Lizette Guerrero~~, Director of Administration~~Assistant General~~

~~Manager~~

~~John Houghton~~, Director of Public Works

~~Brad Rockabrand~~, Consulting Accountant

~~Brach Smith~~, Manager of Public Works

Strategic Planning Consultant

~~— Brent Ives~~, Principal, ~~BHI~~ Management Consulting



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Introduction

This Strategic Plan, first adopted in May 2020, is a top level planning document for our organization to set and revisit a clear direction over all operational aspects of its mission. It serves as a framework for decision making over a five-year period. It is a disciplined effort to produce fundamental decisions that shape what a District plans to accomplish by selecting a rational course of action. This planning process began with an environmental scan of the Rosamond Community Services District's (the District's) business environment including an objective assessment of the District's strengths, weaknesses, opportunities and threats. Input from various stakeholders was gathered and analyzed. Starting with that information, the District's Mission and Vision and the overall structure of this Strategic Plan were developed by the Board in workshop settings. Within the framework of that structure and the business environment, strategies and goals were developed to sustain, and where appropriate, improve the District over the next five years. At its highest level, this Strategic Plan addresses areas of concern while seeking to strengthen and build upon opportunities. This Plan Update builds upon this established framework to assess and re-evaluate goals and strategies on an annual basis.

This plan also identifies actions, activities and planning efforts that have been accomplished, that are currently underway, and which are needed for continued success in operations and management of the District, ~~and provides for annual reviews and updates.~~

The strategic planning effort has focused on all of the following important areas:

- Ensuring the District's long-term financial health and stability;
- Sustaining a high performing, motivated and adaptable workforce;
- Sustaining sound administrative, operational maintenance management practices and good customer relations;
- Ensuring clear, concise and consistent communications with the Rosamond community; and

- Ensure the Community of Rosamond has a sufficient Water Supply to address the existing needs as well as the needs into the distant future.
- Ensure the Community of Rosamond has a reliable Water Reclamation facility to enhance Ground Water Replenishment and Recovery, benefitting the community Water Supply.
- Focus on the stated District services and providing these services at an exceptional level.

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Strategic Planning Definitions

1. **Mission Statement:** A declaration of the District’s purpose, which succinctly describes why the District exists. All activities of the District should be in support of the Mission Statement. The Mission Statement is adopted by the Board of Directors. The Mission Statement is to be reviewed annually but is intended to be constant over the long term.

2. **Vision Statement:** A statement that articulates where the District wants to be over the life of the Strategic Plan. It outlines at the highest level the key changes that must be achieved by the Strategic Plan. The Vision creates and drives strategy and tactics identified elsewhere in the Strategic Plan. The Vision Statement is adopted by the Board of Directors. The Vision Statement is also to be reviewed annually and will typically change more frequently than the Mission Statement to reflect the direction of where the Board wants to take the District over the five-year time horizon of the Strategic Plan.

3. **Strategic Elements:** These are the primary areas of District operations, planning, and management that are addressed and supported by the Strategic Plan goals, providing balance for the Plan across the organization as a whole. These serve as the outline and organization of the Strategic Plan. The Strategic Elements are adopted by the Board of Directors. The Strategic Elements are to be reviewed annually but are intended, absent

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major new issues to be faced, to be relatively constant over the life of the five year Strategic Plan.

4. **Objective and Strategy Statement:** This is a concise statement associated with each Strategic Element that describes the objective of that element. It explains why that element is important to the District's overall strategy and finishes with a statement that describes how the Objective for that Element will be achieved through a strategy.

5. **Strategic Goals:** This is a short description of what will be needed to achieve the Vision. The goal statement is supported by a narrative that more briefly explains the nature of the goal and the issues that the goal intends to address. The Strategic Goals are prepared by management and accepted by the Board. The Strategic Goals may change from year-to-year at the annual update of the progress on each Strategic Element. The Strategic goals straddle the line between policy (Board responsibility) and implementation (management responsibility) and as such are a collaborative effort of both the Board and management.

Strategic Plan Development

In FYE 2019, the District retained the services of BHI Management Consulting (BHI) to facilitate and coordinate the development of the District's five-year Strategic Plan. BHI first met with the Board of Directors in a workshop setting to discuss the important aspects of the Mission and Vision of the District.

The Board supported this process as a way to allow broad participation in the foundational work of the Strategic Plan. The Board reviewed all input, revisited and refined the existing Mission Statement and drafted a new Vision Statement for the District at this workshop.

A steering committee, consisting of Senior Management and staff, worked with BHI to develop the Strategic Goals that support each Strategic Element. Using this process, along with both external and internal input, the Strategic Plan was assembled in a way that best

articulates the Board's Vision and Strategy for the District over the next five years. The resulting draft document and implementation plan was then brought back to the Board for review and approval.

For various reasons, the Plan has not been revisited annually. This Update is intended to measure and determine the current Goal status within each Goal Element, allowing the Plan Development Team to refresh the Strategic Plan that reflects the current progress and desired Vision.

Continuation of the Planning Process

A key part of the Strategic Planning process is to conduct an annual review to update the Plan. Accordingly, an annual update of the strategic plan ~~was is intended for the Development Team built into the plan~~ to ensure ~~that it would be updated each year a status evaluation and revisit of Goals and Strategies~~. These reviews allow for regular maintenance of the Plan so that it reflects the actual progress and conditional needs of the District. The reviews ~~will are to~~ be documented and followed up with by either a Plan supplement or an updated Plan. A five-year planning horizon will be maintained with each review effort developing a new fifth year of actions, projects and initiatives.

DISTRICT MISSION

To enhance the quality of life in the community by providing the essential services of safe drinking water, sewage treatment and ~~disposal of~~

sewagereclamation of treated effluent in an environmentally effective and fiscally responsible manner.

DISTRICT STRATEGIC VISION

In five years the Rosamond Community Services District will be able to say ...

- *We are using our denitrified water in a beneficially acceptable manner.*
- *We have strategically crafted water acquisitions, additional sources and developed storage of additional water supplies to serve the community.*
- *We continue to ~~produce~~ plan water and wastewater capacity ~~for~~ to accommodate growth.*
- *We have improved our public image through the utilization of public outreach via newsletters, social media and public meetings.*
- *We have collaborated with staff to create an active succession plan for key positions and created a professional development plan for our employees.*
- *We have established a fair and equitable rate process.*

Commented [KD1]: DONE!

Commented [KD2]: DONE!

Commented [KD3]: This is a true statement. This is ongoing and in progress

Commented [KD4]: For discussion

Commented [KD5]: In progress

Commented [KD6]: In progress

Primary Goal

Provide a Safe, Abundant and Reliable Water Supply

The Rosamond Community Services District is committed to maintaining a safe, abundant and reliable water supply to meet the community needs of today and in the future! The District will develop a strategy to maintain a water supply and a water reclamation process that will serve to provide the water needs of the District for many years to come. In addition, we will produce reclaimed water in the safest and most technologically accepted manner possible. Every attempt will be made to purchase additional water resources in the most economical manner possible and for the sole benefit of the current ratepayers.

Commented [KD7]: Do we want to define a planning horizon for this statement?

Strategic Elements

Strategic Elements represent the vital areas of the District's operation and management wherein strategy is established through Strategic Goals. They ensure that the implementation of strategy work to be performed in support of the Mission and Vision are comprehensive in nature and properly cover all areas of the District. Strategic Elements are derived from the foundational Mission and Vision statements of the District. They are linked to action and results through the Strategic Goals written in each area and the Strategic Work Plan. The Strategic Work Plan contains the supportive actions and initiatives organized and prioritized by year within the Plan period. It presents each Strategic Goal and consolidates actions in tabular form in Table 1 - Strategic Plan "At-a-Glance" (pg. 14).

The Strategic Elements are:

- 1.0 Create Deliberate Fiscal Resources
- 2.0 Conduct Succession Planning
- 3.0 Manage Administrative, Operational, Maintenance Needs
- 4.0 Improve Community Communication
- 5.0 Maintain our Water and Waste Water Systems
- 6.0 Develop a Long Range Water Securitization Plan

1.0 Create Deliberate Fiscal Resources

Objective/Strategy: *The District's objective is to ensure financial stability and accountability through prudent fiscal management and responsible financial stewardship. The District will maintain high standards that allow for the cost effective delivery of services, programs and available resources that maximize value to our employees and customers.*

1.1 Establish Deliberate Fiscal Reserves

The District will establish reserve funds specifically for the enhancement of our waste water treatment and the generation of beneficial use water. In addition, establish reserves to address catastrophic or unforeseen events and to fund the depreciation costs of maintaining our vital infrastructure. Be ever diligent to ensure the fiscal resources of the District are maintained at adequate levels to respond to unanticipated infrastructure and employee needs and revenue depleting legislative actions.

Commented [KD8]: In progress

1.2 Non-Traditional Revenue

The District will explore the generation of additional revenue from non-traditional sources, such as solar. In addition, explore the options of a partial liquidation of investment assets to prevent borrowing to accomplish our capital improvement projects. As a result saving rate payers the need to pay interest and fees attached to borrowing money. Revenues generated can be used to increase our Reserves and our General Fund.

Commented [KD9]: Refocus this strategy:

- real estate assets
- water inventory marketing
- use of existing WWTP assets

This comes with the caveat that non-traditional revenue might be offset by adjustments to fees and rates

1.3 Solar Mitigation

Develop a plan to establish a solar Power Purchase Agreement (PPA) at no out of pocket expense to the District to reduce the high cost of electricity in the District. The addition of solar will reduce the overall cost of electricity for the District's Water Reclamation Plant and translate into significant ~~revenue cost~~ savings for our rate payers. In addition, explore the possibility of providing a "Community Option" to produce and sell lower cost electricity to our Community.

Commented [KD10]: This is completed, except that the "community option" has not been explored.

1.4 Evaluate and Confirm Fee Revenue

2.0 Conduct Succession Planning

Objective/Strategy: This is an essential part of our long term strategy. The outcomes desired herein are smooth transitions between those with corporate knowledge and those moving into positions of greater responsibility. It is the desire of the District to develop a well-trained, dedicated and reliable workforce.

2.1 Plan Establishment

Establish a plan that values self- evaluation, training, education, and personal development. Organize the District’s valuable employee resources to provide for a staff that is well trained, educated and prepared to transition into greater roles of responsibility. Internal career growth should be a clearly developed plan.

Commented [KD11]: This is in progress

2.2 Management Reorganization

The District will begin with the reorganization of the management structure and later meet and confer with the union officials to discuss the succession strategy for represented employees.

Commented [KD12]: Completed, but needs to be revisited

2.3 Employee Development

The District will identify individuals that desire to achieve greater roles of responsibility and focus on their enhanced development through opportunities in education, training and mentoring.

Commented [KD13]: In progress. However, a formalized approach needs to be developed.

3.0 Manage Administrative, Operational and Maintenance Needs

Objective/Strategy: The District will assure that the Administrative, Operational and Maintenance needs support the District’s primary goal. We must stay current on technology, processes and legislation.

3.1. Employee Education

The District will encourage staff and Board Members to attend regular conferences and trainings to address legal and legislative updates. In addition, the District will encourage staff attendance at various conferences to become more informed on new and improved technologies and processes that will allow for the efficient and effective operation of District systems and resources.

Commented [KD14]: This goal is in place., It should be tempered with budget constraints.

3.2. Analyze Personnel Needs

Commented [KD15]: This is, and should be, an ongoing goal

The District will analyze personnel and educational needs on a regular basis and ensure those needs are addressed in the next available budget.

4.0 Improve Community Communications

Objective/Strategy: *Our objective is to provide timely, relevant and factual information to all constituents of Rosamond. We will carefully consider how to best engage, communicate and connect with our community. The actions and initiatives in this goal will be a consistent effort to keep our customers informed. The District will do a better job informing customers of policy changes and actions taken or to be taken.*

We will use professional services to assist us in ensuring timely and accurate information is reaching the public via a variety of media outlets available to us.

4.1 Training

The District will initiate training for the Board and District staff that will enhance the decision making process and production of information. It is crucial to communicate information that is accurate and consistent.

Areas of public relations training will include:

- **Social Media:** Training Board members and appropriate staff in the most effective ways to communicate via social media, including Facebook and other outlets.
- **Media Relations:** Training staff in handling media requests, how to proactively work toward positive media and other topics that will be intended to place the RCSD in a positive light.
- **Crisis Communications:** When a crisis occurs and involves the community of Rosamond and the District, there are specific ways to handle communications so as to avoid further problems and avoid further confusion.

4.2 Outside Media

The District will establish a relationship with an outside public relations group to inform our constituents of the necessary operations of the District. In addition, the public relations group will convey the District's messages in local media outlets and establish a presence in the social media sector.

Commented [KD16]: I am not certain this has taken place, but I do not observe that it is a current issue. It is important that the District has a consistent message across all communication and public relations areas.

Commented [KD17]: This is in place and working extremely well.

4.3 **Video Outreach**

The District will develop video outreach for our community by producing a video of each District's Board meeting. It will be the intent of the District to post the video on local media outlets with high visibility.

Commented [KD18]: In progress. This goal should be accomplished by the end of the calendar year.

5.0 **Maintain our Water and Waste Water Systems**

Objective/Strategy: *The District will properly maintain the water and waste water infrastructure to avoid unnecessary costs to our customers. Proper predictive and preventative maintenance will extend the life of our infrastructure and prevent, to a large degree, potential catastrophic failures. On an annual basis District staff will review our infrastructure maintenance schedule and make any recommendations to include capital needs and ensure these needs are included in the Capital Improvement Plan (CIP) budget.*

5.1. **Proactive Maintenance**

Establish water and waste water management plans to provide for the scheduling of Predictive and Preventative maintenance of our infrastructure. The goal of our maintenance will be to extend the life of our infrastructure and minimize catastrophic failures which will reduce unnecessary costs to our rate payers.

Commented [KD19]: I would also include the adoption of a Water Master Plan and Sewer Master Plan to inform the Capital and Major Maintenance long-term needs.

5.2. **Data and Maintenance**

Predictive and Preventative maintenance requires up to date record keeping and proper scheduling. Management staff will ensure all data are uploaded to facilitate the ease of retrieval and notification of pending maintenance requirements thus extending the infrastructure life span. All records and data with regard to the maintenance of our infrastructure will be maintained on a regular basis.

Commented [KD20]: In progress. The District purchased the initial licensing of a robust asset management tool. Staff is re-evaluating its applicability for the District needs. The goal needs to be tempered to address "needed" data instead of "all" data.

5.3 **Process Streamlining (administrative and maintenance)**

5.4 **Project Management**

6.0 **Develop a Long Range Water Securitization Plan**

Objective/Strategy: *The District will establish a water supply strategy that will serve the community of Rosamond for years to come. A secure affordable water supply is a focus of the District and necessary due to the Antelope Valley water basin adjudication. The adjudication effects resulted*

in an approximate loss of 2,600 ac/ft. of water available to the District. Two essential requirements of the District water purchasing effort is to purchase water on a “one-time” basis when the fee is low as well as purchasing affordable “water rights” for long term use.

6.1 Water Security

The District will establish a supply of water for the community that will address long term and short term needs. The District will focus on the needs of the existing rate payers as a priority. Future development will be required to provide water for their development(s) or pay the District to secure water for them.

Commented [KD21]: This has been accomplished. A discussion needs to take place regarding the strategy that the District will employ to address developer water needs.

6.2 Water Acquisition

The District will negotiate the purchase of two types of water availability, “one-time” or “carry-over” water and “long term” or “Water Rights”. Both types of water purchases will be made at the best possible market price to save rate payers from rate increases to cover the cost.

Commented [KD22]: Accomplished, but now we have a Stored Water component from the Water Reclamation facility as an asset that needs to be part of the water acquisition strategy/goal

6.3 Water Efficiency

The District is committed to ensuring the mandated water reduction of 20% by the State of California. Although the District is currently at a 42% reduction from the baseline year a constant evaluation will be conducted to ensure State compliance.

Commented [KD23]: The focus on this goal is regulatory mandates. The Water Conservation as a Way of Life mandates will make it even more difficult to meet the water use goals.

Table 1 –The Strategic Plan “At a Glance”

Commented [KD24]: We will go over each of these during the workshop

<i>STRATEGIC ELEMENTS</i>	<i>STRATEGIC GOALS</i>	<i>Estimated Completion Date (Fiscal Year)</i>
1.0 Create Deliberate Fiscal Resources		
1.1 Financial Reserves	Establish Financial Reserves to address our Infrastructure, unanticipated and emergency needs.	Spring 2021
1.2 Generation of Revenue from Non-traditional Sources	Non-fee or tax revenue generated from the production of electricity from solar.	Fall 2020
1.3 Cost Avoidance of Electricity	Establish solar power to offset the high cost of electricity throughout the District	Spring 2021
2.0 Succession Planning		
2.1 Staff Education and Training	Establish a training and education development plan for our employees.	Fall 2020
2.2 District Reorganization	Begin the reorganization of the Management Structure of the District and prepare to meet with employee representatives to discuss future succession planning.	2019 –2020

2.3 Staff Self-Evaluation	Identify individuals who wish to move to areas of greater responsibility and promote their growth.	Spring 2020
3.0 Manage Administrative, Operational and Maintenance Needs		
3.1 District Personnel – Management and Staff Development	All District staff, including Board Members will be encouraged to participate in educational forums, classes and discussions to stay up to date with changing technologies, laws, regulations and methods.	Summer 2019-2124
3.2 Training and Education	It will be the Districts desire to ensure our work force is well trained and educated.	Early 2020
4.0 Improve Community Communication		
4.1 General Partners - Transparency	The District will partner with a Public Relations group well versed in developing and disseminating information to the public.	2019 – 2024
4.2 Distribution of Information Methods	The use of print, electronic and video media will be considered when reaching out to our constituents.	Spring 2019
4.3 Video Coverage of Board Meetings	The District will explore the use of digital recording to bring the meetings to the public via media outlets with high visibility.	2020 - 2021
5.0 Water and Waste Water Systems		
5.1 Water and Waste Water Management Plans	Establish well thought out plans to govern the maintenance of our water and waste water infrastructure and keep it in proper working order.	Fall 2019
5.2 Predictive and Preventative Maintenance Plans	Our plans will be developed in such a manner as to predict and perform preventative maintenance to minimize premature degradation of our infrastructure.	Fall 2020
5.3 Establish Proper Staffing for Proper maintenance scheduling.	Determine sufficient staffing levels to accomplish the maintenance tasks required to keep our system in appropriate working order.	2019 - 2021
6.0 Water Securitization Plan		

6.1 Budget consideration for the purchase of a short and long term water supply.	Determine the cost of obtaining a sufficient amount of water to meet the current and long term water needs of the public.	Early 2019 - On going
6.2 Establish a sufficient water supply necessary to meet the needs of the community at large and the needs of the development community.	<p>Our primary goal is to ensure our current rate payers have an affordable and reliable supply of water when water is plentiful and at times of draught.</p> <p>Our secondary goal is to establish a quantity of water for future development. We will create a water inventory that will consist of long term water rights and also maintain a quantity of "one-time" water for unanticipated use. It will be the intent of the District to require new development to provide or pay for the provision of water prior to issuance of a "Will Serve" letter.</p>	2019 - 2021

Rosamond Community Services District
Strategic Planning Workshop

Agenda

March 20, 2024, 5 p.m.

1. Mission Statement Review (15 minutes)
 - a. Discussion
 - b. Recommended Update and Redraft

2. Strategic Plan Elements and Goals Status (60 minutes)
 - a. Review of Each Element and Goals
 - b. Goals Still Outstanding
 - i. Progress
 - ii. Projected Completion
 - c. Proposed Deletions and New Goals

3. Plan Implementation (30 minutes)
 - a. "At a Glance" Scorecard
 - b. Standing Committees
 - i. Monitor Progress
 - ii. Provide Input

4. Adjourn