



**CARMEL AREA WASTEWATER DISTRICT (CAWD)**  
**SPECIAL BOARD MEETING MINUTES**  
**BOARD STRATEGY STUDY SESSION MEETING**  
**January 22, 2019**

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**CALL TO ORDER - ROLL CALL** - The meeting was called to order at 8:26 a.m.

**Present:** Ken White, President, Directors: Robert Siegfried, Charlotte Townsend, Greg D'Ambrosio, and Michael Rachel

**Absent:** None

**Others:** Barbara Buikema, General Manager, Carmel Area Wastewater District (CAWD)  
Rachel Lather, Principal Engineer, CAWD  
Patrick Treanor, Plant Engineer, CAWD  
Chris Foley, Maintenance Superintendent  
Ed Waggoner, Plant Superintendent  
Daryl Lauer, Collections Superintendent  
Domine Barringer, Administrative Assistant/Board Clerk, CAWD  
Catherine Hambley, Ph.D., LeapFrog Consulting Facilitator  
Robert Wellington, Wellington Law Offices, District Legal Counsel  
Suha Kilic, Deputy General Manager, Pebble Beach Community Services District, (PBCSD)  
Peter McKee, President, (PBCSD)  
Nicholas Becker, Principal Engineer, (PBCSD)

**Location:** Hayashi & Wayland – 26515 Carmel Rancho Blvd, Suite 100, Carmel, CA 93923

**APPEARANCES, ORDERS OF BUSINESS & ANNOUNCEMENTS**

**1. Appearances/Public Comments:**

Mr. Kilic would like both parties to focus on the synergies built between PBCSD and CAWD and would like to keep looking forward. Mr. Kilic was appreciative of Mr. Foley assisting PBCSD with fixing their pump stations. In turn, PBCSD provided the use of their boat for a recent CAWD project. These are mutually beneficial relationships.

**2. Agenda Changes:**

There were no agenda changes.

**ACTION ITEMS BEFORE THE BOARD**

*Action Items consist of business which requires a vote by the Board. These items are acted upon in the following sequence: (1) Staff Report (2) Board Questions to Staff (3) Public Comments, and (4) Board Discussion and Action.*

### **3. PURPOSE OF STRATEGIC MEETING**

The purpose of this meeting is to discuss strategy and vision and the inclusion of Staff ideas. The intent is to have the Board build upon the ideas presented.

#### **A. Mission Statement – Review**

- CAWD returns clean water to the community through cost-effective collections and treatment.
- Further discussion is needed regarding the use of environment, clean, and community within the mission statement.
- Alternative Suggestion: CAWD returns clean water to the environment through cost effective collection and treatment.
- The consensus was for the Board to discuss further and to compare to other Districts.

#### **B. Purpose- Why do we exist? (Our Mission)**

- The protection of the public health and the environment through cost effective collection and treatment of wastewater and the return of clean water to the environment.

#### **C. Threats and Opportunities**

##### **Threats:**

- What are the potential obstacles to our success?
- What are the seen and unforeseen threats we face?
  - Water conservation.
  - Seal level rise.
  - Retirements.
  - Local competition for talent and scope of services.
  - Board succession planning.

##### **Opportunities:**

- What are potential opportunities we could seize upon?
- What could we leverage that we are not currently leveraging? (e.g. assets, relationships, public education).
  - Lagoon project.
  - Automation.
  - Relationships with City of Carmel and Monterey County.
  - Public outreach/education.
  - Expand our District.
  - Shared Services.
  - Provide water delivery.

#### **D. Vision Statement- Review -Where is CAWD headed?**

- CAWD will be known as best in industry.
- CAWD can be best in our respective category.

**E. Core Values – What we stand for?**

- Integrity: Always focus on doing what's right, even if it is the more difficult choice.
- Service Orientation: Strive to understand and address the needs of all our "customers", including co-workers, the public, other agencies, and vendors.
- Teamwork: Collaborate with others and work together as one team, regardless of department.
- Shared Learning: Find opportunities to mentor others, to learn from each other, and to continually improve
- Safety: Empower or people to act in ways that protect our co-workers, the public, and the environment.
- Financial Stewardship: Recognize that our people all play a role in being fiscally responsible so that CAWD has the financial resources to fulfill its mission.

**F. Strategic Goals & Targets – What results will we measure?**

- Strive for Excellence.
- Seize Opportunities to Expand Services.
- Adopt innovations and new ideas.
- Maximize our assets.
- Grow and retain talent.

**G. Strategies– How we will we achieve our vision?**

- Reduce the call-out's under our control to zero.
- Attain zero violations
- Maintain cash reserves to fund our long-term capital plan.
- Recover at least 87% of our water.

**H. Action Plans- What is the work to be done?**

- Report on metrics to Board quarterly.

***Break from 9:56 am to 10:10 am  
President White Reconvened meeting at 10:10 am***

***No Board Action taken. No motions were made during this strategy meeting as this is a study session. There was a consensus to report quarterly and to have further discussions.***

***Break from 11:25 am to 11:30 am (Staff left the premise)***

*The Board reconvened at 11:30 am and the 2<sup>nd</sup> half of the meeting was adjourned at 12:09 pm.*

**Attendees:**

**Present:** Ken White, President, Directors: Robert Siegfried, Charlotte Townsend, Greg D'Ambrosio, and Michael Rachel

**Absent:** None

**Others:** Barbara Buikema, General Manager, Carmel Area Wastewater District (CAWD)  
Domine Barringer, Administrative Assistant/Board Clerk, CAWD  
Catherine Hambley, Ph.D., LeapFrog Consulting Facilitator  
Robert Wellington, Wellington Law Offices, District Legal Counsel

**I. Sea Level Rise**

- Recommendation of staff is to form a Committee with guidance from the Board and the Committee should include PBCSD.
- Significant impact on the Community.

**J. Board Succession**

- What is the approach to Board succession for CAWD?

*No Board Action taken. No motions were made during this strategy meeting as this is a study session. There was a consensus to report quarterly and to have further discussions.*

**4. ADJOURNMENT**

*There being no further business to come before the Board, the President adjourned the meeting at 12:09 p.m. The next regular meeting will be held at 9:00 a.m., Thursday, January 31, 2019 or an alternate acceptable date, in the Board Room of the District Office, 3945 Rio Road, Carmel, CA 93923.*

**Respectfully submitted:**



**Domine Barringer, Secretary to the Board**

**APPROVED:**



**Ken White, President**