



**MINUTES  
STRATEGIC PLANNING COMMITTEE**

**Wednesday, March 17, 2021 at 5:00 P.M.**

In accordance with the current State of Emergency and the Governor's Executive Order N-25-20, of March 12, 2020 and N-33-20 of March 19, 2020, teleconferencing was used for this meeting. Board members, staff and members of the public were able to participate by webinar and members of the public were also able to participate by telephone.

1. Call to Order/Roll Call

Committee Chair Jennifer Jeffries called the meeting to order at 5:02 p.m.

In attendance: Committee Members Jennifer Jeffries and Howard Salmon  
CEO Rachel Mason and staff members Linda Bannerman and Mireya Banuelos

2. Public Comments

None

3. Discussion Items

a. Financial Reserves Policy

Committee Chair Jeffries said sample financial reserve policies from other districts have been reviewed and a draft of the policy for FRHD had been developed and was discussed. If approved, it can be included in the next budget cycle.

**Recommendation:** The Strategic Planning Committee recommended that the draft policy be placed on the agenda for consideration of approval at the April 14, 2021 regular meeting of the Board.

4. Board Member Comments and Future Agenda Items

Director Salmon said it had been discussed that the process for Strategic Planning was an area of possible weakness for our District. He had located a sample plan from CSDA, and Director Jeffries said she had taken the CSDA webinar on Strategic Planning. Director Jeffries suggested she could take the template from CSDA, fill in what the District has already implemented and develop a draft Strategic Planning document for further discussion/approval.

CEO Rachel Mason said regarding the development of the E. Mission Road property, the focus groups have been completed and Catalyst is now analyzing the results from that effort along with the survey data and their own research. They will need a couple of weeks to gather

the data and present at a special meeting, likely in mid-April. Discussion ensued regarding how soon the District might be able to provide services at that location. It was utilized as much as possible during the pandemic for testing and vaccine services. The school lease is on a month-to-month basis, currently budgeted to September. Regarding the major use permit, the County of San Diego is awaiting information from a traffic study per consultant J. Whalen and Co.

Director Jeffries said that Catalyst has a linear timeline leading to the architect. She proposed that the District consider a less linear way and begin working with the architect much sooner than projected. Discussion ensued regarding the architects becoming involved at the earliest time possible. The CEO will contact Taylor Design (the architect) regarding their involvement in possibly May/June of this year. Committee Chair Jeffries requested Taylor Design be asked to develop a timeline as soon as possible.

Lastly, Director Jeffries complimented and expressed appreciation to Community Health Coordinator Mireya Banuelos on the job she does with the Community Collaborative for Health & Wellness (CCHW).

#### Adjournment

There being no further business, the meeting was adjourned at 5:35 p.m.

  
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Jennifer Jeffries, Committee Chair

  
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Board Secretary/Clerk