

In compliance with Assembly Bill (AB) 361, which allows for a deviation of teleconference rules required by the Ralph M. Brown Act, this Board of Directors meeting is being conducted in a hybrid in-person/virtual format. Members of the public may participate and provide public comment on agenda items during the meeting in person at the location identified above, by joining the Zoom meeting, or by submitting written public comments to the Board Secretary at boardcomment@cambriacsd.org. Meetings will be streamed on www.slo-span.org.



CAMBRIA COMMUNITY SERVICES DISTRICT

I, Karen Dean, President of the Cambria Community Services District Board of Directors, hereby call a Special Meeting of the Board of Directors pursuant to California Government Code Section 54956. The Special Meeting will be held: **Monday, January 30, 2023, 1:00 PM**. The purpose of the Special Meeting is to discuss or transact the following business:

AGENDA

SPECIAL MEETING OF THE CAMBRIA COMMUNITY SERVICES DISTRICT BOARD OF DIRECTORS

Monday, January 30, 2023, 1:00 PM

In person at:

**Cambria Veterans' Memorial Hall
1000 Main Street, Cambria, CA 93428**

AND via Zoom at:

Please click the link below to join the webinar:

<https://us06web.zoom.us/j/89997491142?pwd=QIFDV0w3SUxidDN3U3VISE9hYUN4Zz09>

Passcode: 842408

Or One tap mobile:

US: +16694449171,,89997491142# or +16699006833,,89997491142#

Or Telephone: dial *6 to mute/unmute; dial *9 to raise/lower hand

Dial (for higher quality, dial a number based on your current location):

US: +1 669 444 9171 or +1 669 900 6833 or +1 346 248 7799 or +1 719 359 4580 or +1 253 205 0468 or +1 253 215 8782 or +1 309 205 3325 or +1 312 626 6799 or +1 360 209 5623 or +1 386 347 5053 or +1 507 473 4847 or +1 564 217 2000 or +1 646 931 3860 or +1 689 278 1000 or +1 929 205 6099 or +1 301 715 8592 or +1 305 224 1968

Webinar ID: 899 9749 1142

International numbers available: <https://us06web.zoom.us/j/89997491142>

ADJOURNED SPECIAL MEETING OF THE CAMBRIA COMMUNITY SERVICES DISTRICT BOARD OF DIRECTORS

TUESDAY, JANUARY 31, 2023, 8:30 a.m.

Please click the link below to join the webinar:

<https://us06web.zoom.us/j/88192435956?pwd=ZTUvSUJtY2d5YloxVGILNGplS0wzdz09>

Passcode: 920919

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Or Telephone:

Dial (for higher quality, dial a number based on your current location):

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Webinar ID: 881 9243 5956

International numbers available: <https://us06web.zoom.us/j/88192435956>

- 1. OPENING**
 - A. Call to Order**
 - B. Pledge of Allegiance**
 - C. Establishment of Quorum**
- 2. PUBLIC COMMENT ON AGENDA ITEMS**
- 3. REGULAR BUSINESS**
 - A. Discussion and Consideration of Strategic Plan Status Report and Update**
 - B. Receive Community Input for Strategic Plan**
 - C. On Tuesday, January 31, 2023 the Board of Directors will Hold an Adjourned Special Meeting to Facilitate a Workshop to Update the Cambria Community Services District's (CCSD) Strategic Plan Update and Set a Date for the Next Strategic Planning Workshop**
- 4. ADJOURN**

CAMBRIA COMMUNITY SERVICES DISTRICT

TO: Board of Directors

AGENDA NO. **3.A.**

FROM: Ray Dienzo, Acting General Manager

Meeting Date: January 30, 2023Subject: Discussion and Consideration of
Strategic Plan Status Report and
Update

RECOMMENDATIONS:

Staff recommends that the Board of Directors discuss and consider the latest monthly update to the Strategic Plan.

FISCAL IMPACT:

There is no fiscal impact associated with this item.

DISCUSSION:

The Board held a special meeting on June 27, 2022 and adjourned to June 28, 2022 to update the strategic plan. This included a review and update of the goals for the next three years and underlying objectives to be accomplished over the next six months.

Staff recommends that the Board review, discuss, and consider the Strategic Plan status report. The Board will utilize this report as it considers an update to the Strategic Plan as part of its meeting today, Monday, January 30, 2023 and on Tuesday, January 31, 2023.

Staff recommends the Board review, discuss and consider this monthly update to the Strategic Plan.

Attachment: 1) Six-Month Strategic Goals & Objectives Status Report

**CAMBRIA COMMUNITY SERVICES DISTRICT
SIX-MONTH STRATEGIC GOALS & OBJECTIVES STATUS REPORT**

June 28, 2022 – March 15, 2023

Updated January 27, 2023

CORE AREA: WATER SERVICES - GENERAL						
STRATEGIC GOAL: MEET THE ONGOING CHALLENGES OF EFFECTIVELY AND RELIABLY MANAGING WATER RESOURCES IN OUR SENSITIVE ECOSYSTEM						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the August 18, 2022 Board meeting	Utilities Mgr. – lead, R and I Committee, Melissa Bland	Clarify with the community the monitoring and evaluating drought stages.	X			Completed at R&I Committee meetings and with Board at its 8/18 meeting, as part of implementation of Stage 3 water conservation condition
2. At a February 2023 Board meeting	Utilities Mgr.	Present to the Board the implementation plan for the previously-approved Water Meter Replacement Program.			X	
3. First quarter 2023 at a Board meeting	Utilities Mgr.	Present to the Board the implementation plan for the Stuart Street tank construction (dependent upon receipt of appropriations monies).			X	

CORE AREA: WATER SERVICES – WATER RECLAMATION FACILITY
STRATEGIC GOAL: ADVANCE COASTAL DEVELOPMENT PERMIT (CDP)
TO ACHIEVE COUNTY AND COASTAL COMMISSION APPROVAL

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. 2nd Quarter 2023	Utilities Mgr., working with the ad hoc committee of the R and I Committee	Investigate and complete study for new cost-effective options and technologies for reduction/disposal of brine waste, including costs. Present a report to the Board upon conclusion of the study.			X	Pilot program tentatively scheduled for early 2023.
2. First quarter 2023	Utilities Mgr.	Submit the data needed to complete the CDP application for the County.			X	In-Stream Flow Study Task 1 information to be included in the data set to the County.
3. First quarter 2023 Board meeting or earlier.	Utilities Mgr.	Complete the Task 1 In-Stream Flow Study and report results to the Board.			X	

CORE AREA: WASTEWATER SERVICES						
STRATEGIC GOAL: EXECUTE PHASED REPAIRS AND UPGRADES FOR THE WASTEWATER TREATMENT SYSTEM						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the Aug. 18, 2022 Board meeting	General Mgr. – lead, Utilities Mgr., Finance Mgr., CCSD Counsel	Present to the Board for review and consideration the agreement with PGE to move forward with the work on the wastewater treatment system.	X			Completed at August 31, 2022 Special Board meeting.
2. At the Sept. 8, 2022 Board meeting	General Mgr. – lead, Utilities Mgr., Finance Mgr., CCSD Counsel	Complete the financing package for the wastewater treatment system's PGE/IGA projects and present the results to the Board for consideration	X			Completed at August 31, 2022 Special Board meeting
3. 1 ST Quarter 2023	WWTP Financing Working Group -VP Dean (Lead), Director Gray, General Mgr, Admin Dept Mgr, Finance Mgr	Hold initial meeting of WWTP Financing Working Group to determine methodology for review and identification of transactional documentation and agreements related to CSDA, Trustee and Underwriter.			X	Draft for Board consideration
4. 1 ST Quarter 2023	WWTP Financing Working Group	Conduct Working Group review of contractual documents and formally document required actions, timelines and recommended internal processes.			X	Draft for Board consideration
5. 1 ST Quarter 2023	TBD, dependent on required action recommended	Revise any District Policies or Procedures to incorporate findings, as appropriate			X	Draft for Board consideration
6. FUTURE OBJECTIVE	Utilities Mgr.	Establish priorities and an implementation plan for CIP wastewater projects. Projects not in the SST				

CORE AREA: FIRE PROTECTION AND EMERGENCY SERVICES

**STRATEGIC GOAL: PROVIDE OPTIMAL FIRE PROTECTION, WATER RESCUE,
AND EMERGENCY MEDICAL SERVICES ON A 24/7 BASIS**

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the October 20, 2022 Board meeting or earlier	General Mgr.	Hire the replacement for the retiring Fire Chief and report to the Board.	X			Recruitment process complete. Fire chief started work on 11/2.
2. 1st Quarter 2023	Fire Chief, working with Dir. Tom Gray and CCHD Ops Dir.	Review and update the adopted Multi-Jurisdictional Hazard Mitigation Plan for Cambria, and report results to the CCSD Board for consideration.			X	
3. At the Nov. 17, 2022 Board meeting	CCSD Directors Tom Gray and Karen Dean (co-leads), working with the Fire Chief and the coordinator of the Fire Safe Focus Group	Present to the Board a report on research done on procedures for evacuation of residents needing help and identification of safe havens for evacuees.		X		Report to the Board by committee report
4. At the Dec. 8, 2022 Board meeting	Fire Chief, working with the General Mgr and District Counsel	Research a Defensible Space Ordinance for the community of Cambria and present to the Board as a staff report for consideration and direction.				Address at next strategic plan update
5. Future objective	Fire Chief	Report on the progress of implementing the Zonehaven System and the emergency alert system.			X	Early 2023

CORE AREA: FACILITIES AND RESOURCES

**STRATEGIC GOAL: MANAGE AND PROVIDE STEWARDSHIP OF DISTRICT ASSETS,
PARKS, RECREATION, AND OPEN SPACE IN A TIMELY, COST-EFFECTIVE,
AND ENVIRONMENTALLY SENSITIVE MANNER**

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the July 21, 2022 Board meeting	General Mgr.	Request the Board to appoint a Cambria Veterans' Memorial Hall ad hoc committee.	X			Completed at the 8/11 Board meeting.
2. At the October 20, 2022 Board meeting	Facilities and Resources Mgr. – lead, General Mgr, Finance Mgr.	Pursue identified and potential grant funding sources for Veterans' Hall capital improvement projects and report results to the Board.	X			Identified and applied for grant through Verizon - This Verizon grant was rejected
3. At the October 13, 2022 Board meeting	Facilities and Resources Mgr – lead, PROS Commission	Present to the Board for review and consideration the PROS Commission's recommended options for East Ranch recreational expansion.	X			
4. At the December 15, 2022 Board meeting	General Mgr., working with a Board ad hoc committee and CCSD Counsel	Investigate and identify options for use of the Veterans' Hall and present to the Board for consideration.			X	Ad hoc committee assisting
5. At the Nov. 10, 2022 Board meeting	District Engineer	Present an update to the Board for consideration on the final design, engineering estimate, and status of fundraising for the Skatepark.			X	Completed 11/17/2022
6. First quarter 2023	District Engineer	Obtain construction permit and present to the Board for consideration the construction RFP for the East Ranch restrooms.			X	Addressing SLO County comments. Require soils report.

7. Future objective	PROS Commission	Develop options for future Community Park projects				Address at next strategic planning update
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CAMBRIA COMMUNITY SERVICES DISTRICT

TO: Board of Directors

AGENDA NO. **3.B.**

FROM: Ray Dienzo, Acting General Manager

Meeting Date: January 30, 2023

Subject: Receive Community Input For Strategic Plan

RECOMMENDATIONS:

Staff recommends the Board of Directors solicit public input in three key areas: District strengths, District weaknesses, and District goals, as well as any other issues related to the update of the CCSD Strategic Plan.

FISCAL IMPACT:

Fiscal impacts associated with this item include staff time and AGP Video costs. The cost of AGP for a Zoom meeting is \$350 (maximum of 3 hours) and \$125 for each additional hour.

DISCUSSION:**OVERVIEW**

This Special Board Meeting will be held over two days in order to update the Strategic Plan for the District; the first day will be a Zoom webinar on Monday, January 30, 2023 to solicit community input and comments focusing on three key areas: District strengths, District weaknesses, and District goals, as well as any other issues related to the development of the District Strategic Plan. The second day of the Special Board Meeting will be held on Tuesday, January 31, 2023, as a daylong Board workshop facilitated by Cindy Steidel via Zoom, which the community will be able to observe via Zoom.

An overview of the Strategic Planning process elements is found in Attachment A and this Special Board Meeting will focus on a review of the current Mission Statement and development of three-year Goals and Objectives over the course of the two-day meeting.

PURPOSE

The Board of Directors will solicit community input focusing on three key areas: District strengths, District weaknesses, District goals, as well as any other issues related to the District Strategic Plan. The Board of Directors will utilize this community input in the development of the District's Strategic Plan goals and objectives, which was last updated in the facilitated workshop on June 28, 2022.

PROCESS

The CCSD Board President will take public comment on the three key areas outlined below and in the attachment, as well as any other issues related to the District's Strategic Plan. The public may also choose to submit written public comment to the Administrative Analyst via email at boardcomment@cambriacsd.org. Speaking time may be adjusted at the discretion of the Board President.

COMMUNITY INPUT

The Board of Directors will solicit community input focusing on three key areas:

1. District strengths

What are the Cambria Community Services District's Strengths and Accomplishments since the June 28, 2022 Strategic Planning Workshop?

2. District Weaknesses

What are the Cambria Community Services District's Current Internal Weaknesses/Challenges?

3. District Goals

What are the External Factors/Trends (e.g., economic, political, technological, health and environmental) that Will/Might Have a Positive Impact on the Cambria Community Services District in the Coming Year?

What Are the External Factors/Trends (e.g., economic, health, technological, political, environmental) that Will/Might have a Negative Impact on the Cambria Community Services District in the Coming Year?

STRATEGIC PLAN ELEMENTS

“SWOT” ANALYSIS

Assess the organization’s:

- Internal **S**trengths - Internal **W**eaknesses
- External **O**pportunities - External **T**hreats

MISSION/PURPOSE STATEMENT

States why the organization exists and whom it serves

CORE VALUES

What the organization values, recognizes and rewards—strongly held beliefs that are freely chosen, publicly affirmed, and acted upon with consistency and repetition

THREE YEAR GOALS

What the organization needs to accomplish (consistent with the Mission) – usually limited to 4 or 5 key areas

SIX MONTH STRATEGIC GOALS & OBJECTIVES

How the Goals will be addressed: By when, who is accountable to do what for each of the Goals

FOLLOW-UP PROCESS

Regular, timely monitoring of progress on the goals and objectives; includes setting new objectives every six months

CCSD STRATEGIC PLANNING WORKSHOP
January 31, 2023

MISSION STATEMENT

The Cambria Community Services District provides water, wastewater, fire protection and emergency services, parks recreation and open space, and accompanying Community Services to our customers in a safe, cost-effective, and environmentally sensitive manner.

CORE VALUES

(Not in Priority Order)

➤ SAFETY

We diligently follow strict safety policies, procedures, and regulations to protect and keep safe our district personnel, our water and wastewater 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.

CCSD STRATEGIC PLANNING WORKSHOP
January 31, 2023

THREE-YEAR GOALS
(2022-2025 Not in Priority Order)

- Core Area:** ***WATER SERVICES - GENERAL***
Strategic Goal: MEET THE ONGOING CHALLENGES OF EFFECTIVELY AND RELIABLY MANAGING WATER RESOURCES IN OUR SENSITIVE ECOSYSTEM
- Core Area:** ***WATER SERVICES - WATER RECLAMATION FACILITY***
Strategic Goal: ADVANCE COASTAL DEVELOPMENT PERMIT (CDP) TO ACHIEVE COUNTY AND COASTAL COMMISSION APPROVAL
- Core Area:** ***WASTEWATER SERVICES***
Strategic Goal: EXECUTE PHASED REPAIRS AND UPGRADES FOR THE WASTEWATER TREATMENT SYSTEM
- Core Area:** ***FIRE PROTECTION AND EMERGENCY SERVICES***
Strategic Goal: PROVIDE OPTIMAL FIRE PROTECTION, WATER RESCUE, AND EMERGENCY MEDICAL SERVICES ON A 24/7 BASIS
- Core Area:** ***FACILITIES AND RESOURCES***
Strategic Goal: MANAGE AND PROVIDE STEWARDSHIP OF DISTRICT ASSETS, PARKS, RECREATION, AND OPEN SPACE IN A TIMELY, COST-EFFECTIVE, AND ENVIRONMENTALLY SENSITIVE MANNER

CAMBRIA COMMUNITY SERVICES DISTRICT

TO: Board of Directors

AGENDA NO. **3.C.**

FROM: Ray Dienzo, Acting General Manager

Meeting Date: January 30, 2023 Subject: On Tuesday, January 31, 2023 the Board of Directors Will Hold an Adjourned Special Meeting to Facilitate a Workshop to Update the Cambria Community Services District's (CCSD) Strategic Plan Update and Set a Date for the Next Strategic Planning Workshop

RECOMMENDATIONS:

Staff recommends the Board of Directors discuss the Adjourned Special Board meeting to facilitate a workshop to update the District's Strategic Plan and set a date for the next Strategic Planning Workshop.

FISCAL IMPACT:

Fiscal impacts associated with this item include staff time and AGP Video costs. The cost of AGP for a Zoom meeting is \$350 (maximum of 3 hours) and \$125 for each additional hour.

DISCUSSION:**OVERVIEW**

This Special Board Meeting will be held over two days in order to update the Strategic Plan for the District; the first day will be a Zoom webinar on Monday, January 30, 2023, to solicit community input and comments focusing on three key areas: District strengths, District weaknesses, and District goals, as well as any other issues related to the development of the District Strategic Plan. The second day of the Special Board Meeting will be held on Tuesday, January 31, 2023, as a daylong Board workshop facilitated by Cindy Steidel via Zoom, which the community will be able to observe via Zoom.

An overview of the Strategic Plan Elements is found in Attachment 1 and this Special Board Meeting will focus on a review of the development of three-year Goals and Objectives over the course of the two-day meeting.

PURPOSE

The Board of Directors, assisted by CCSD management staff, will hold a workshop for the review of the District's Strategic Plan. The Workshop group will review and update the District's three-year Goals and underlying Objectives over the course of the Workshop.

PROCESS

The Workshop participants will reconvene the Special Board meeting at 8:30 a.m. on January 31, 2023 and follow the agenda outlined in Attachment B. Cindy Steidel will lead and serve as facilitator for the Workshop. At the conclusion of the Workshop, the Board will consider establishing a date and scheduling a special meeting in approximately six months to review and update the Strategic Plan. The Board will also review and consider formal adoption of the Strategic

Plan as part of an upcoming regular Board meeting.

PUBLIC OBSERVATION

Members of the public are encouraged to listen to the meeting using the Zoom link below.

Please click the link below to join the webinar:

<https://us06web.zoom.us/j/88192435956?pwd=ZTUvSUJtY2d5YloxVGILNGplS0wzdz09>

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Webinar ID: 881 9243 5956

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Watch LIVE on <https://slo-span.org>.

Watch on demand at <https://slo-span.org/meetings/CCSD/>

Watch televised playback on Spectrum Channel 21

- **Fridays at 6:00 p.m.**
- **Saturdays at 9:00 a.m.**
- **Mondays at 9:00 a.m.**

- Attachments:
- 1) Strategic Planning Elements
 - 2) Workshop Meeting Agenda for January 31, 2023
 - 3) LAFCO Community Services District Active Powers
 - 4) LAFCO CCSD Service Area & Sphere of Influence
 - 5) CCSD Strategic Planning Workshop Questionnaire

STRATEGIC PLAN ELEMENTS

“SWOT” ANALYSIS

Assess the organization’s:

- Internal **S**trengths - Internal **W**eaknesses
- External **O**pportunities - External **T**hreats

MISSION/PURPOSE STATEMENT

States why the organization exists and whom it serves

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What the organization values, recognizes and rewards—strongly held beliefs that are freely chosen, publicly affirmed, and acted upon with consistency and repetition

THREE YEAR GOALS

What the organization needs to accomplish (consistent with the Mission) – usually limited to 4 or 5 key areas

SIX MONTH STRATEGIC GOALS & OBJECTIVES

How the Goals will be addressed: By when, who is accountable to do what for each of the Goals

FOLLOW-UP PROCESS

Regular, timely monitoring of progress on the goals and objectives; includes setting new objectives every six months

**SPECIAL ADJOURNED MEETING OF THE
CAMBRIA COMMUNITY SERVICES DISTRICT BOARD OF DIRECTORS
STRATEGIC PLANNING WORKSHOP**

Tuesday, January 31, 2023 at 8:30 a.m. via Zoom

AGENDA

8:30 Welcome – Karen Dean, Board President

- 1. Purpose of the Workshop and Introduction of the Facilitator and Recorder – Ray Dienzo, Acting General Manager/Utilities Department Manager/District Engineer**
- 2. Role of the Facilitator, Recorder, Group and Public; Strategic Plan Elements; Agenda – Cindy Steidel, Facilitator**
- 3. Introductions of the Group**
- 4. Cambria Community Services Workshop Participant Reference Documentation**
This workshop packet has the following documents which may be used for reference during review/update of the Six-Month Strategic Goals & Objectives. These foundations were adopted by the CCSD Board of Directors at their August 11, 2022 Meeting.
 - Mission Statement
 - Core Values
 - Three-Year Goals 2022-2025
- 5. What Are the Strengths and Accomplishments of the Cambria Community Services District Since the June 28, 2022 Strategic Planning Workshop?**
- 6. What Are the Current Internal Weaknesses/ Challenges of the Cambria Community Services District?**
- 7. What Are the External Factors/Trends (e.g., social, economic, political, environmental, technological, attitudinal) that Will/Might Have an Impact on the Cambria Community Services District in the Coming Year:**
 - Positively (opportunities)?
 - Negatively (threats)?
- 8. Review most recent Six-Month Strategic Goals & Objectives Status Report (review for completion, adjustment or addition) for Three-Year Goals**
- 9. Next Steps/Follow-Up Process to Monitor Progress on the Strategic Goals and Objectives (including setting a date within 6 months for period of the Strategic Plan Goals & Objectives)**
- 10. Summary of the Workshop - Cindy Steidel, Facilitator**
- 11. Closing Remarks - Karen Dean, Board President; Ray Dienzo, Acting General Manager**

3:30 Adjourn – Karen Dean, Board President

COMMUNITY SERVICES DISTRICTS

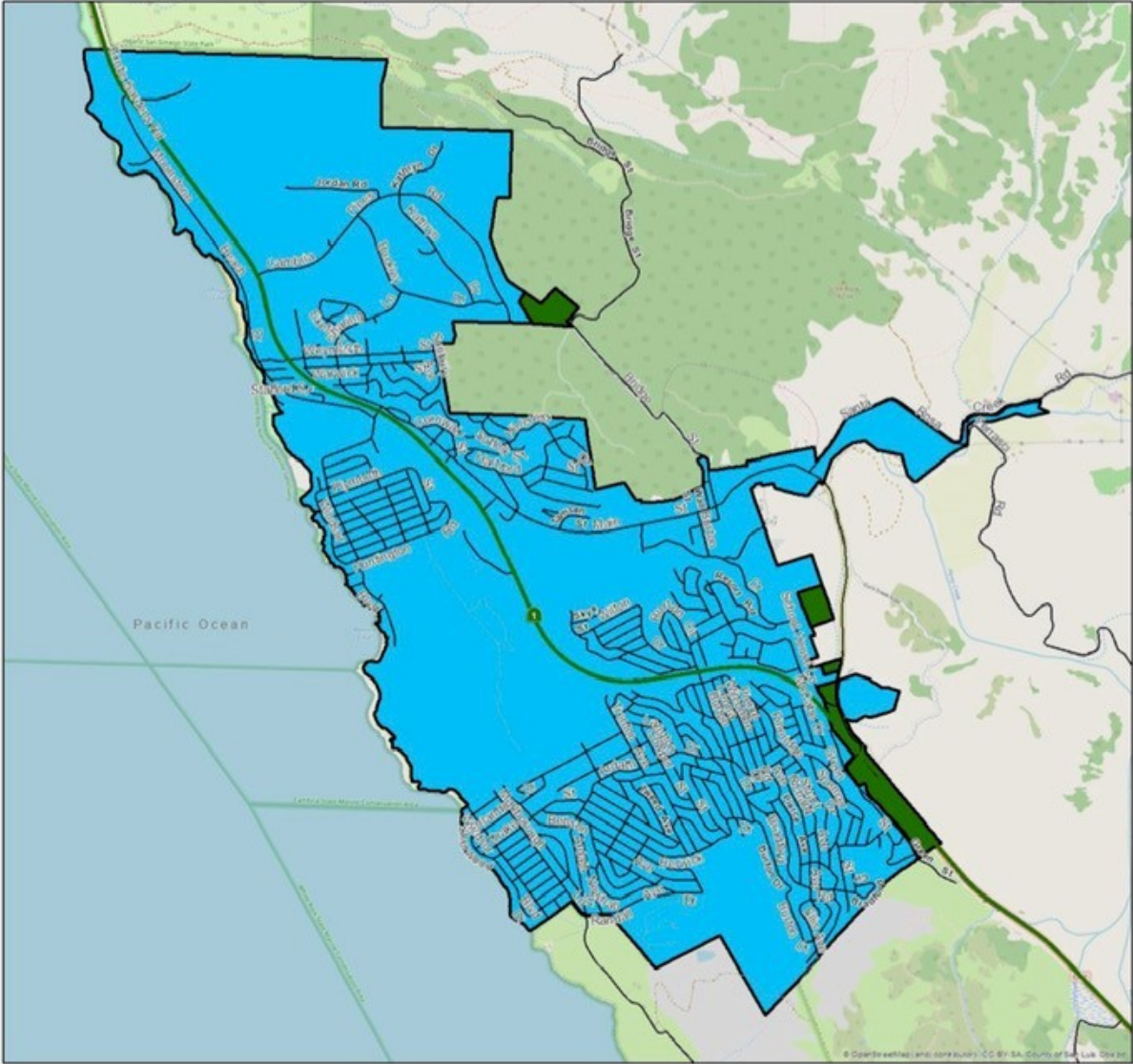
(Established under Government Code Sections 61000-61934)

Community Services Districts (CSDs) can provide a variety of services to the public. Many CSDs in San Luis Obispo County are multi-service districts that provide water, wastewater, fire protection, and solid waste, and other services to residents. CSDs can add services by applying to LAFCO for activation of a latent power.

Principal Act: Government Code §61000 et seq

CSD	ACTIVE POWERS
AVILA BEACH	Water, wastewater, solid waste, street lighting, fire protection
CALIFORNIA VALLEY	Solid waste, road maintenance
CAMBRIA	Water, sewer, solid waste, fire protection, street lighting, parks & recreation, transit, veterans' memorial administration
GROUND SQUIRREL HOLLOW	Road maintenance and solid waste
HERITAGE RANCH	Water, sewer, solid waste, parks & recreation, gas station operation
INDEPENDENCE RANCH	Road maintenance
LINNE	Road maintenance
LOS OSOS	Water, wastewater, street lighting, fire protection, storm drainage, parks & recreation, solid waste
NIPOMO	Water, sewer, street lighting, drainage, landscape maintenance, solid waste
OCEANO	Water, sewer, parks & recreation, fire protection, solid waste, street lighting
SAN MIGUEL	Water, sewer, street lighting, fire protection, solid waste
SAN SIMEON	Road maintenance, water, sewer, street lighting, and weed abatement
SQUIRE CANYON	Road maintenance
TEMPLETON	Water, sewer, drainage, fire protection, solid waste, parks & recreation, street lighting, cemetery

**Cambria Community Services District
Service Area & Sphere of Influence
Adopted: August 2014**



Legend

-  Major Roads
-  Service Area
-  Sphere of Influence



Prepared By: SLO/LAFCO
Name: Cambria_SOI Body
Date: 12/13/2019



**CAMBRIA COMMUNITY SERVICES DISTRICT
STRATEGIC PLANNING WORKSHOP QUESTIONNAIRE**

Please complete & send to hdodson@cambriacsd.org by Wednesday, January 18, 2023

Please give 3 or 4 brief answers using phrases, rather than sentences or paragraphs, for each question.

What are the Cambria Community Services District's Strengths and Accomplishments Since the June 28, 2022 Strategic Planning Workshop?

-
-
-
-

What are the Cambria Community Services District's Current Internal Weaknesses/Challenges?

-
-
-
-

What are the External Factors/Trends (e.g., economic, political, technological, health and environmental) that Will/Might Have a Positive Impact on the Cambria Community Services District in the Coming Year?

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-
-
-

What Are the External Factors/Trends (e.g., economic, health, technological, political, environmental) that Will/Might have a Negative Impact on the Cambria Community Services District in the Coming Year?

-
-
-
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Thank you. This is an anonymous questionnaire; please do not sign your name. Please send to hdodson@cambriacsd.org by Wednesday, January 18, 2023. Questionnaires, that are returned late, will not be able to be included in the collated answers on the video screen at the strategic planning workshop.