



CAMBRIA COMMUNITY SERVICES DISTRICT

MEETING	TIME & DATE	LOCATION
Board of Directors	10:00 AM Monday, February 26, 2024	Cambria Veterans' Memorial Hall 1000 Main Street, Cambria, CA 93428

AGENDA

Special Board of Directors Meeting

Monday, February 26, 2024 10:00 AM

I, Tom Gray, 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, February 26, 2024, 10:00 AM. The purpose of the Special Meeting is to discuss or transact the following business:

In person at:

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

AND via Zoom at:

Please click the link to join the webinar: [HERE](#)

Webinar ID: 821 5434 1356

Passcode: 150418

Copies of the staff reports or other documentation relating to each item of business referred to on the agenda are on file in the CCSD Administration Office, available for public inspection during District business hours. The agenda and agenda packets are also available on the CCSD website at <https://www.cambriacsd.org/>. In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting or if you need the agenda or other documents in the agenda packet provided in an alternative format, contact the Confidential Administrative Assistant at 805-927-6223 at least 48 hours before the meeting to ensure that reasonable arrangements can be made. The Confidential Administrative Assistant will answer any questions regarding the agenda.

1. OPENING

1.A Call to Order

1.B Pledge of Allegiance

1.C Establishment of Quorum

2. PUBLIC COMMENT ON AGENDA ITEMS

3. REGULAR BUSINESS

3.A Receive Additional Community Input for Strategic Plan Accomplishments, Current Internal Strengths, Current Internal Weaknesses, Opportunities and Threats (SWOT) Analysis and Vision for Cambria

- 3.B** Discuss and Consider the Agenda and Preparations for the March 4, 2024 Strategic Planning Workshop
- 3.C** On Monday, March 4, 2024, at 9:00 a.m., 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 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: Matthew McElhenie, General Manager

Meeting Date: February 26, 2024 Subject: Receive Additional Community Input for Strategic Plan Accomplishments, Current Internal Strengths, Current Internal Weaknesses, Opportunities and Threats (SWOT) Analysis and Vision for Cambria

FISCAL IMPACT:

There is no fiscal impact associated with this item.

DISCUSSION:

It is recommended that the Board of Directors receive additional community input on the areas below for the upcoming Strategic Planning Workshop.

1. What are the Cambria Community Services District's accomplishments since the January 31, 2023 Strategic Planning Workshop?
2. What are the Cambria Community Services District's current internal strengths?
3. What are the Cambria Community Services District's current internal weaknesses/challenges?
4. 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?
5. What are the external factors/trends (e.g., economic, health, technological, political, and environmental) that will/might have a negative impact on the Cambria Community Services District?
6. Please describe your vision of the Cambria we want future generations to inherit.

In the 2024 Strategic Plan update, we are adding a Vision Statement to be more consistent with best practices. Once we establish the District's Vision Statement, we may find the need to augment the Core Values with additional value statements. We will review and update the Objective and Supporting Actions for each Strategic Goal and only briefly review the Mission, Core Areas, and Strategic Goals without updating these elements at the Strategic Planning Workshop.

The Board of Directors will utilize this public input to develop the District's Strategic Plan Goals and Objectives on March 4, 2024, last updated in the facilitated workshop on January 31, 2023.

ATTACHMENTS:

1. [CCSD Strategic Planning Process Ad Hoc Committee Report](#)
2. [Strategic Plan Elements](#)
3. [Mission Statement, Core Values and Three-Year Goals](#)
4. [Community Input for the CCSD 2024 Strategic Plan Update](#)

CCSD Strategic Planning Process Ad Hoc Committee Report

Date:	November 16, 2023
To:	CCSD Board of Directors
From:	President Dean, Director Thomas
Subject:	CCSD Strategic Planning Process

Background:

in June 2022, the Board Ad Hoc Committee of Vice President Dean and Director Steidel presented an updated Strategic Planning Process which was adopted by the Board. This updated Strategic Planning Process represented a significant improvement for the District. At the 7/13/2023 Board Meeting, another Board Ad Hoc Committee of President Dean and Director Thomas was formed to review the Strategic Planning Process, propose further improvements, and consider options for a workshop facilitator.

As we have developed experience with this process, in the spirit of continuous improvement, we have identified several additional improvement opportunities.

- Incorporate a Vision Statement into the CCSD strategic planning processes.
- More fully define the process.
- We need an earlier opportunity for public input.
- Once we receive public input, organize the input in ways that better enable the Board to give full consideration to this input.
- Improve the Strategic Planning Workshop.
- Arrange for Strategic Planning Workshop facilitation.

Recommendations:

The Strategic Planning Process Ad Hoc Committee recommends the Board discuss and consider:

1. Adopting the attached Strategic Planning Process, which addresses these improvement opportunities.
2. Approving the ad hoc committee recommendation of Dick Clark to facilitate our 2024 Strategic Planning Workshop.
3. Approving the ad hoc committee recommendation to retitle the “Six-Month Objectives Status Report” as simply “Objectives Status Report” recognizing that a longer term focus is needed to achieve CCSD Strategic Goals.

Attachment: CCSD Strategic Planning Process Description

CCSD Strategic Planning Process

This summary of the CCSD Strategic Planning Process includes:

- The Annual Planning Calendar,
- A description of the Strategic Planning Workshop,
- Strategic Planning Process Flowcharts, which outline each component of the Strategic Planning Process, showing distinctions between the Plan for 2024, Major Strategic Updates, which we plan to conduct every 3 years, and Minor Annual Updates, and
- A description of each step and element of the Strategic Planning Process.

Annual Planning Calendar

Provisional dates, to be updated and finalized with each annual planning calendar.

Timing	Strategic Planning Activity
At or by the 2 nd Board Meeting in January, 1/18/2024	Notice of public input session at least 1 week prior to the public input session to enable full participation and preparation.
At the 1 st Board Meeting in February, 2/8/2024	Semi-annual review of progress towards achieving strategic plan objectives and supporting actions.
At the 1 st Board Meeting in February, 2/8/2024	Public input session as the primary topic on the agenda for the 1 st Board Meeting in February.
Within 5-7 days ≤2/13/2024	Board Strategic Planning Ad Hoc Committee compiles and organizes the public input.
≤2/14/2024	Send public input summary to workshop participants requesting their input.
Within 5-7 days ≤2/20/2024	Workshop participants provide their input.
2/26/2024	Public Input portion of the Special Board Meeting for the Strategic Planning Workshop.
Within 5-7 days ≤2/26/2024	Board Strategic Planning Ad Hoc Committee compiles and organizes input from the public and workshop participants.
5-6 days prior to the Workshop, 2/26/2024	Send summary information to workshop participants.
1 st week in March, 3/4/2024	Strategic Planning Workshop.
1 week < 1 st Board Meeting in March (3/7/2024)	Strategic Planning Workshop minutes compiled for Board review and consideration.
1 st Board Meeting in March (3/14/2024)	Board review and consideration of the updated Strategic Plan.
A Board Meeting in September (9/12 or 9/19)	Semi-annual review of progress towards achieving strategic plan objectives and supporting actions.

CCSD Strategic Planning Process

Strategic Planning Workshop

The annual Strategic Planning Workshop will be held as a Special Meeting of the CCSD Board, with Public Input on the morning of the last Monday in February, and the rest of the workshop on the 1st Monday in March each year (Monday and Tuesday for major updates), with all participants in person at the Vets Hall, in the main room. These workshops will be available to the public on zoom, but without AGP video. To be more conducive to creativity and participation, this will be an informal setting, with participants on a first name basis.

Workshop Scope: unless otherwise determined by the CCSD Board, major strategic plan updates will be conducted every 3 years. The last major strategic plan update was in 2022, so we expect to conduct the next major update in 2025.

Major Updates: in major updates, the Board will review and update every component of the plan, the Mission, Vision, Values, Core Areas, Strategic Goals, etc. In major updates, we will plan a 2-day duration for the Strategic Planning Workshop.

Minor Updates: In minor updates, the Board will only review and update the Objectives and Supporting Actions for each Strategic Goal. However, at the discretion of the Board President, the Board may consider refinements to other components in the plan as needed. In minor updates, we will plan a 1-day duration for the Strategic Planning Workshop.

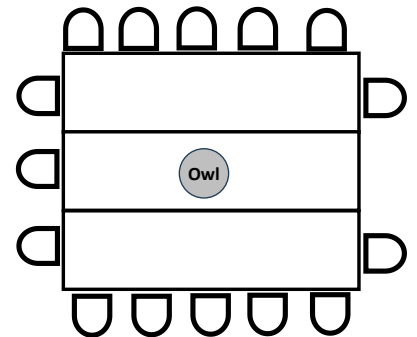
Workshop Participants, attending in person:

- The 5 Directors
- General Manager, Matthew McElhenie
- Administrative Manager/ Finance Manager, Denise Fritz
- Confidential Administrative Assistant, Haley Dodson, as recorder
- Fire Chief, Michael Burkey
- Fire Safe Focus Group Chair, Dave Pierson
- Utilities Department Manager, Jim Green
- Program Manager, Tristan Reaper
- Facilities & Resources Manager, David Aguirre
- Legal Counsel, David Hirsch
- Strategic Planning Workshop Facilitator

Workshop Setting: conference table format, with participants sitting around the table.

Facilitation: the 2024 Strategic Planning Workshop will be facilitated by Dick Clark as recommended by the Board Strategic Planning Ad Hoc Committee and approved by the Board.

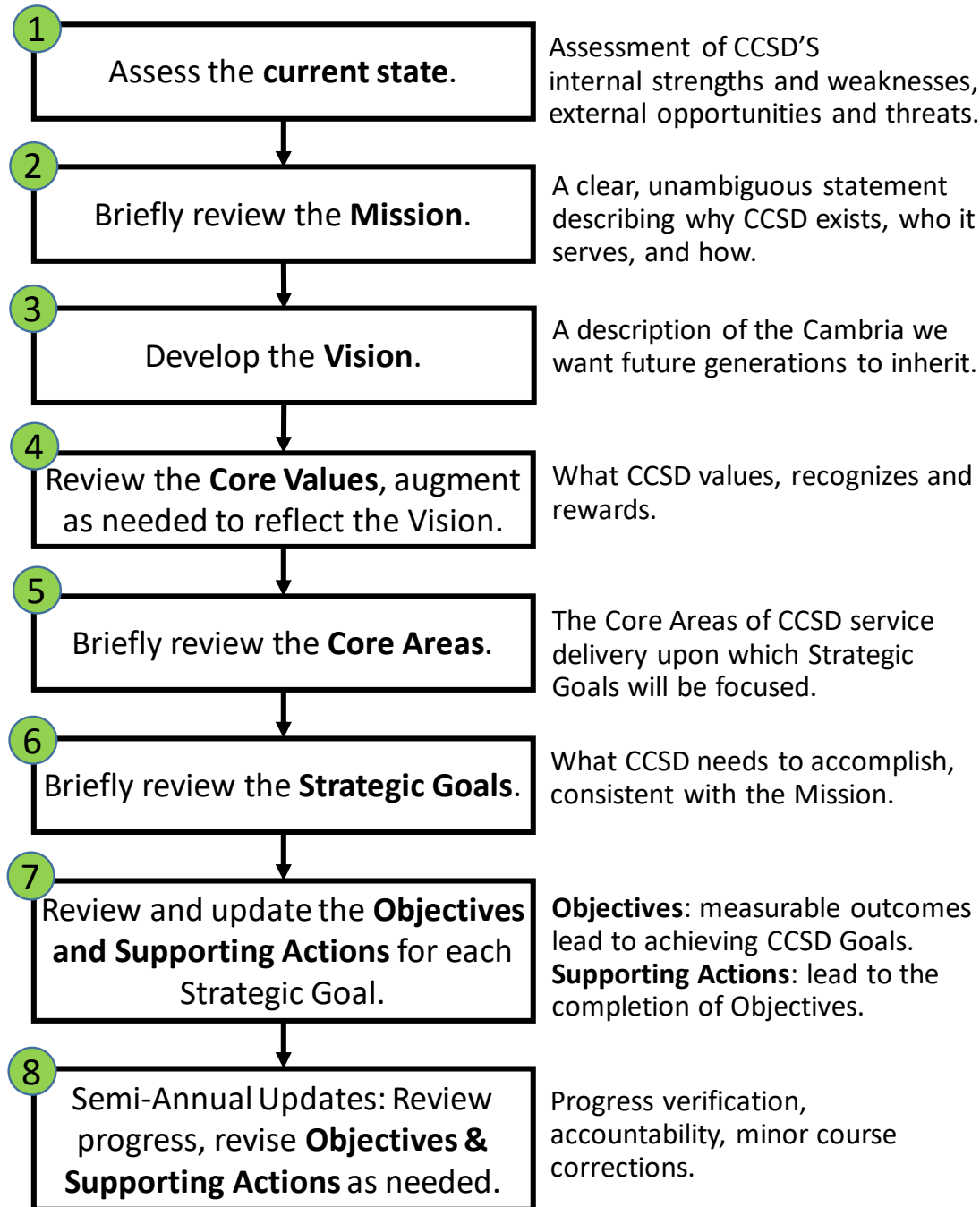
Agenda: developed by the Board Strategic Planning Ad Hoc Committee working with the Confidential Administrative Assistant and the Facilitator.



CCSD Strategic Planning Process

CCSD Strategic Planning Process Flowchart for the 2024 Minor Update

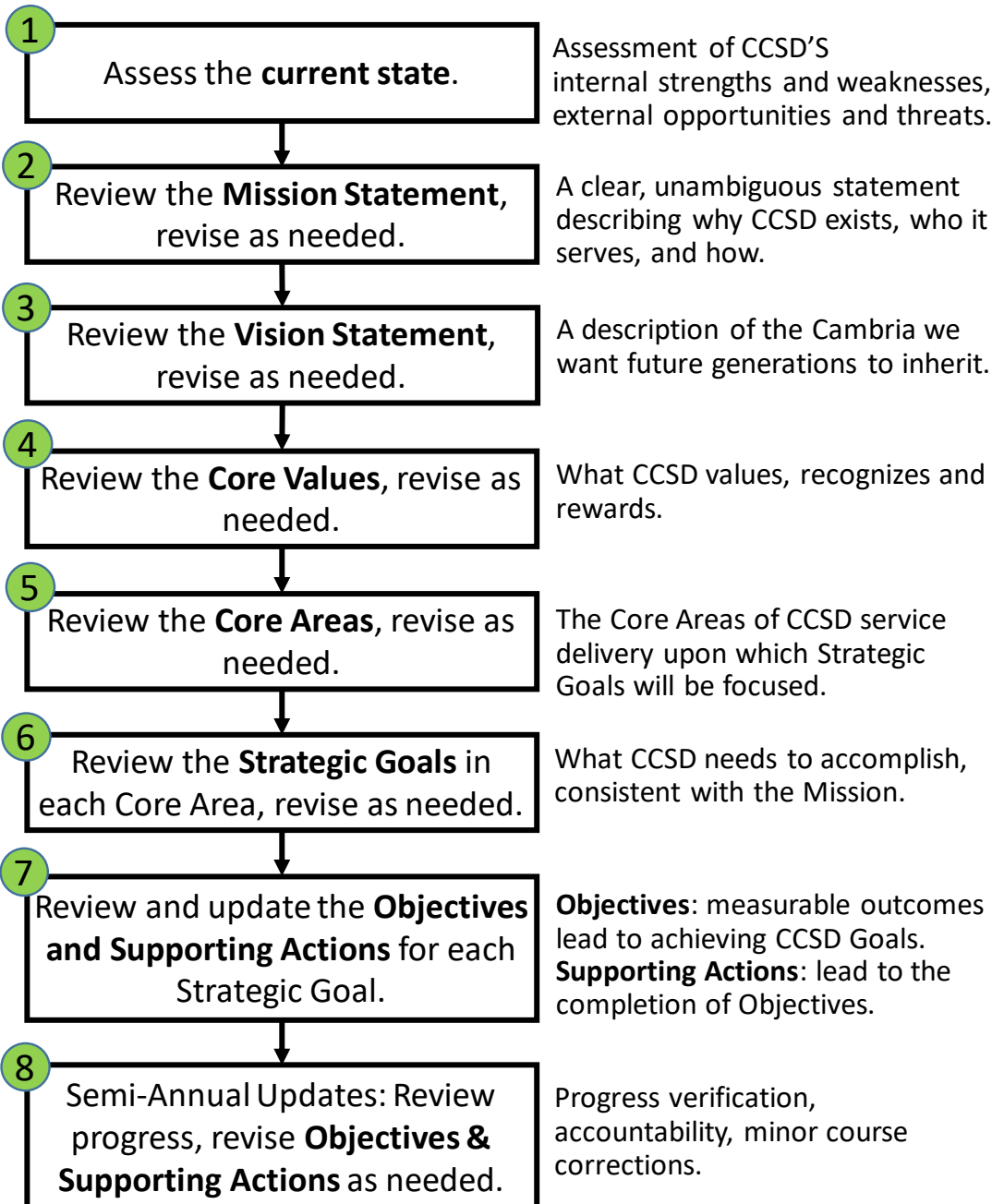
In the 2024 strategic update, we are adding a Vision Statement, to be more consistent with best practices. Once we establish the District's Vision, we may find the need to augment the Core Values with additional value statements. We will only do a brief review of the Mission, Core Areas and Strategic Goals, without updating these elements.



CCSD Strategic Planning Process

CCSD Strategic Planning Process for Major Updates

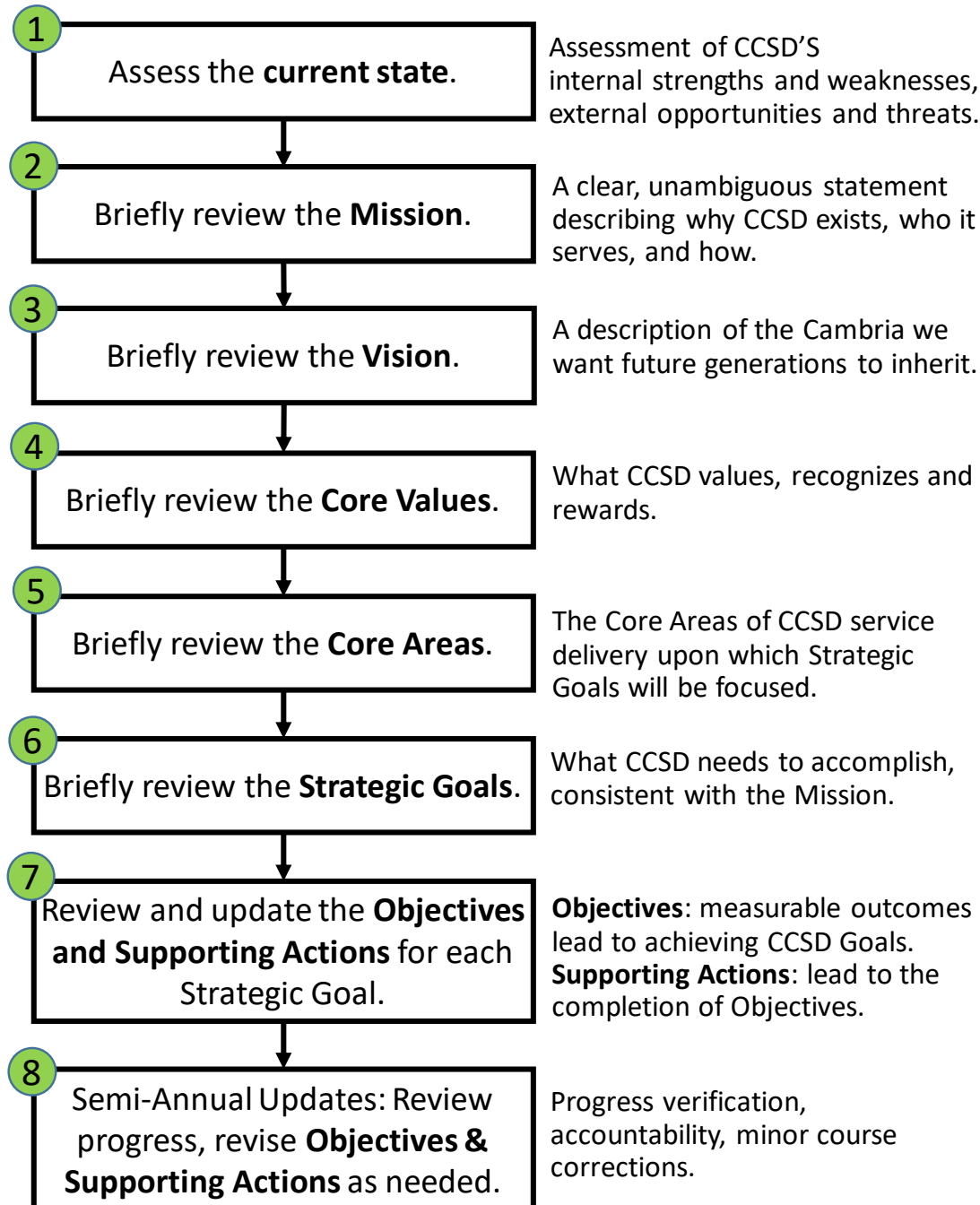
Unless otherwise determined by the Board, major strategic plan updates will be conducted every 3 years. The last major strategic plan update was in 2022, so the next major update is expected to be conducted in 2025. In major updates, the Board will review and update every component of the plan, and we will plan a 2-day duration for the Strategic Planning Workshop.



CCSD Strategic Planning Process

CCSD Strategic Planning Process for Minor Annual Updates

In the Minor Annual Updates, in steps 2-6, we only do a brief review of the Mission, Vision, Core Values, Core Areas and Strategic Goals, without updating these elements.



CCSD Strategic Planning Process

A Description of Each Step of the Strategic Planning Process

1. The current state,
2. Mission, describing why CCSD exists, who it serves, and how,
3. Vision, describing the Cambria we want future generations to inherit,
4. Core Values, what CCSD values, recognizes and rewards,
5. Core Areas of CCSD service delivery,
6. Strategic Goals that CCSD needs to accomplish in each Core Area,
7. Objectives & Supporting Actions for each Strategic Goal, and
8. Semi-Annual Strategic Plan Updates.

1. Assess the current state

This method of assessing the current state is a variation on the well-established SWOT analysis, where organizations identify their strengths, weaknesses, opportunities and threats as a starting point in their strategic planning processes. As CCSD applies this methodology, we seek to identify:

- Internal **Strengths** and recent accomplishments.
- internal **Weaknesses**.
- **Positive External Factors:** External factors and trends which could have a positive impact on CCSD in the years ahead.
- **Negative External Factors:** External factors and trends which could have a negative impact on CCSD in the years ahead.

Consistent with the Annual Planning Calendar and Strategic Planning Process Flowcharts outlined above, this assessment of the current state serves as the foundation for the remainder of the planning process.

We start the process with a public input session at least 2-3 weeks prior to the Strategic Planning Workshop. This can be either a Regular or Special Board meeting. The Board will solicit community input as outlined above, with the operative questions listed below:

District Strengths and Accomplishments:	<ul style="list-style-type: none"> • What are the District's strengths? • What are the District's accomplishments since the last Strategic Planning Workshop?
District Weaknesses:	<ul style="list-style-type: none"> • What are the District's current internal weaknesses/challenges?
Positive External Factors:	<ul style="list-style-type: none"> • What are the external factors/trends (e.g., economic, political, technological, health and environmental) that might have a positive impact on the District?
Negative External Factors:	<ul style="list-style-type: none"> • What are the external factors/trends (e.g., economic, health, technological, political, environmental) that might have a negative impact on the District?

CCSD Strategic Planning Process

In addition to the assessment of the current state, at the major strategic plan update sessions, the Board will also solicit community input on the following areas:

- Does the **Mission Statement** provide a clear, unambiguous statement describing why CCSD exists, who it serves, and how?
- Do the **Core Values** adequately describe what CCSD values, recognizes and rewards?
- Do the **Core Areas** adequately describe the primary areas of CCSD service delivery?
- Which **Strategic Goals** have been achieved and should be removed from the Plan?
- What additional **Strategic Goals** are needed based on what we have learned from our assessment of the current state?

At the public input session, create a record summarizing public comments. Appoint a Board ad hoc committee to quickly organize the public input. Provide this input to the Strategic Planning Workshop participants well in advance of the workshop. Each participant reviews this input and provides their additional input and priorities.

After the Strategic Planning Workshop participants provide their input, have the same Board ad hoc committee organize their input, and distribute the organized input to workshop participants 1 week prior to the Strategic Planning Workshop, to enable adequate preparation.

2. Review the Mission Statement, revise as needed.

The Mission Statement provides a clear, unambiguous statement describing why CCSD exists, who it serves, and how.

As part of the major strategic planning updates, ask the following question as part of the Strategic Planning Workshop:

Does the Mission Statement provide a clear, unambiguous statement describing why CCSD exists, who it serves, and how?

- **Yes:** If the answer is yes, that's great! Move on...
- **No:** If the answer is no, revise the existing Mission Statement, or create a new one as part of the Strategic Planning Workshop.

3. Review the Vision, revise as needed.

The Vision provides a description of the Cambria we want future generations to inherit. Previous strategic planning updates did not discuss or establish a Vision for the CCSD. This is an essential element of most strategic planning processes, so it's time to establish the CCSD Vision. Most of the other strategic planning elements focus on the short term. This is the element that will get us focusing on long term needs as well. The operative question to elicit input on the vision: *Imagine our grandchildren are living here in Cambria, living the good life we enjoy here today. And if you don't have grandchildren, imagine the grandchildren of one of your good friends. Describe what that future looks like to you.*

CCSD Strategic Planning Process

4. Review the Core Values, revise as needed.

The Core Values describe what CCSD values, recognizes and rewards.

As part of the major strategic planning updates, ask the following question as part of engaging public input, in preparing workshop participants, and as part of the Strategic Planning Workshop:

Do the Core Values adequately describe what CCSD values, recognizes and rewards?

- **Yes:** If the answer is yes, that's great! Move on...
- **No:** If the answer is no, as part of the Strategic Planning Workshop:
 - Revise any of the Core Values which need to be more clearly worded.
 - Add any Core Values which are missing.
 - Delete any Core Values which are no longer relevant or needed.

5. Review the Core Areas, revise as needed.

These are the Core Areas of CCSD service delivery upon which Strategic Goals will be focused.

Although the Core Areas of CCSD service delivery are not likely to change often, nonetheless it's worthwhile assuring that they clearly reflect the scope of CCSD services. As part of the major strategic planning updates, ask the following question as part of the Strategic Planning Workshop:

Do the Core Areas adequately describe the primary areas of CCSD service delivery?

- **Yes:** If the answer is yes, that's great! Move on...
- **No:** If the answer is no, revise the Core Areas as part of the Strategic Planning Workshop.

6. Review the Strategic Goals in each Core Area, revise as needed.

The Strategic Goals describe what CCSD needs to accomplish in each Core Area, consistent with the Mission.

As part of the major strategic planning updates, ask the following questions as part of the Strategic Planning Workshop:

- For each Strategic Goal, have we achieved this goal? Is it time to remove this Strategic Goal from the Strategic Plan, or does this Strategic Goal need to remain in the plan because of its ongoing nature?
- For each Core Area of CCSD services, what additional Strategic Goals are needed based on what we have learned from our assessment of the current state?

CCSD Strategic Planning Process

7. Review and update the Objectives & Supporting Actions for each Strategic Goal.

At each strategic update, review and revise the Objectives & Supporting Actions for each Strategic Goal as follows:

- Which of the Objectives & Supporting Actions have been completed?
 - Remove those that have been completed from the list, and make note of the accomplishments as appropriate.
 - For those which have not yet been completed, update as appropriate.
- Considering the internal Strengths and Weaknesses, and the external factors and trends which could impact CCSD in the coming year, what additional Objectives are needed for each Strategic Goal? Each Objective should be worded as a measurable outcome which will contribute to achieving a Goal.
- For each Objective, what Supporting Actions do we need to document and track to help ensure completion of the Objectives.
- For each Objective and Supporting Action, identify the:
 - **Target Date:** the date by which the Board expects the Objective to be achieved, and for Supporting Actions, the date by which the Board expects the action to be completed.
 - **Responsible Party:** the individual accountable for achieving the Objective or completing the Supporting Action. Where a group is identified, the accountable individual should be listed first.

As a final check, the **necessary and sufficiency check:**

- **Necessary:** Look over the entire set of plan elements we have created. Understanding that more words are not necessarily better, and in the interest of keeping things as simple as we can, is there anything in the plan that really is not necessary?
- **Sufficiency:** Again, look over the entire set of plan elements we have created. Is anything missing? If we accomplish all of these Strategic Goals and Objectives, are they collectively sufficient to achieve the CCSD mission? If not, what's missing?

This marks the end of the Strategic Planning Workshop. The next step occurs at one or more regularly scheduled CCSD Board Meetings.

8. Semi-Annual Strategic Plan Updates.

Semi-Annual Plan Updates: Review progress on Objectives and Supporting Actions, revise as needed. Using the updated table approved at the 7/13/2023 Board Meeting, the GM updates the table for review and discussion by the Board. The first Board review using this new format was on 10/12/2023. Previously referred to as the "Six-Month Objectives Status Report" this report will subsequently be referred to as the "Objectives Status Report" to avoid overemphasizing a short term focus.

Strategic Plan Elements

The CCSD Strategic Plan includes the following Elements, consistent with the Strategic Planning Process adopted at the 11/16/2023 Board meeting.

The **SWOT Analysis** provides an assessment of the current state:

- Internal **Strengths** and recent accomplishments.
- internal **Weaknesses**.
- **Positive External Factors:** External factors and trends which could have a positive impact on CCSD in the years ahead.
- **Negative External Factors:** External factors and trends which could have a negative impact on CCSD in the years ahead.

The **Mission Statement** provides a clear, unambiguous statement describing why CCSD exists, who it serves, and how.

The **Vision** provides a description of the Cambria we want future generations to inherit.

The **Core Values** describe what CCSD values, recognizes and rewards.

The **Core Areas** of service delivery are the basis upon which Strategic Goals will be focused.

The **Strategic Goals** describe what CCSD needs to accomplish in each Core Area, consistent with the Mission.

Objectives are measurable outcomes which will contribute to achieving a Strategic Goal.

Supporting Actions are significant tasks which we track to help ensure completion of the Objectives.

Strategic Plan Progress Tracking: on a semiannual basis, or more frequently as needed, the Board will review and update progress towards achieving the defined Strategic Goals and Objectives.

CCSD STRATEGIC PLAN

Adopted August 11, 2022

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 PLAN
Adopted August 11, 2022

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

Community Input for the CCSD 2024 Strategic Plan Update

The Strategic Planning Ad Hoc Committee has grouped and organized community input received up to and during the February 8, 2024 CCSD Board Meeting for the CCSD Strategic Plan for consideration by the Strategic Planning Workshop participants as they each formulate their own input to be compiled in preparation for the March 4, 2024 Strategic Planning Workshop itself.

The sentence or phrase above each set of bullets is a summary of that grouping of bullets attempting to capture the gist of that group of comments.

- Each of the bullets is a verbatim comment received from the community, with very minor spelling and punctuation corrections only to enable the comments to be more easily understood.

The list is organized with themes with the most bullets further up in the list, but also with similar themes grouped together everywhere there aren't so many bullets.

It is worth noting that this is a minor strategic update. As stated in the CCSD Strategic Planning Process approved at the 11/16/2023 Board meeting: *In minor updates, the Board will only review and update the Objectives and Supporting Actions for each Strategic Goal. However, at the discretion of the Board President, the Board may consider refinements to other components in the plan as needed.* This is intended for situations where major changes in the SWOT analysis indicate the need for major shifts in the CCSD strategic plan. That is clearly not the case here. There is nothing in the SWOT analysis that indicates significant changes requiring major course correction.

In addition to reading this compilation of community input in its entirety, Strategic Planning Workshop participants are expected to read the Written Comments related to the Strategic Plan that were compiled as input to the [2/8/2024 CCSD Regular Board Meeting](#).

Community Input for the CCSD 2024 Strategic Plan Update

What are the Cambria Community Services District's accomplishments since the January 31, 2023 Strategic Planning Workshop?

Cambria residents see the hiring of our new General Manager and the changes in department management staff as key District accomplishments.

- Hiring Matthew McElhenie as the General Manager.
- The board hired a local, competent and dedicated general manager. The board made a very wise decision not hiring former Utilities Manager Dienzo, who lacked the ability to be transparent and honest.
- One accomplishment was hiring Matthew McElhenie as general manager. Mr. McElhenie provides great biweekly updates and is available to the public once a month at the Vets Hall, as well as having an open-door policy. In the past, I've made numerous attempts to reach the previous interim general manager and the prior general manager with no return call or email, nor were they at the office. Mr. McElhenie remains committed to the district, and answers, or returns my calls or emails within a couple of hours.
- Hired Matt, Fired the old Fire Chief, Established PROS as a Standing Committee.
- Grant for the Skate Park. Hiring Mr. McElhenie as general manager. Supporting the meetings with the California Coastal Commission and County. Hiring and promoting Jim Green to Utilities Department Manager. Hiring David Aguirre as the Facilities and Resources Manager. (Finally) Conducting the Instream Flow Study. Hiring a Grants Manager. Promoting Michael Burkey. Maintaining a top-level Administrative Team.

Progress on District projects

- They have finished the studies necessary to make an informed decision on the Water Reclamation Facility (WRF) and get it operational.
- They have begun the process of getting the WRF approved. An environmental report is being done so it can be approved in non-emergency situations.
- Don't quite understand the question. CCSD has made progress on the water plant, water and sewer facilities, skateboard park, restroom, Moonstone boardwalk repair, personnel issues (including CEO and Fire Captain) and more.

Improved communication and transparency

- I believe the General Manager has kept the community apprised of CCSD's accomplishments via his emails – please refer to those.

Other input

- I do not know.
- No comment.
- Almost nothing and being almost completely out of touch with the needs of the community.
- I can't comment, I was not aware and am relatively new to the area.
- Not sure.
- Service rates have risen, and services have not increased. The CCSD office is open less than 20 hours a week, but employees are paid for 40 hours with benefits, paid vacations, and many with company cars.
- Another successful year of the Cambria Lights, Scarecrow Festival, and similar events.
- Good question. You tell me. What have you done.
- No Idea! I wish there was a clear and concise way of receiving information.

Community Input for the CCSD 2024 Strategic Plan Update

What are the Cambria Community Services District's current internal strengths?

Improvements in competence and effectiveness of Management and Staff

- I believe the rank-and-file staff works hard to deliver quality service.
- A good general manager first and foremost, good management and support staff. More projects are moving forward than ever before.
- Staff and Board – notably * Matthew McElhenie, General Manager * Jim Green, Utilities Department Manager * David Aguirre, Facilities & Resources Manager * Administrative Staff Team * Current Board Members.
- Dedicated staff.

Improved communication and transparency

- There appears to be more effort in the past year to make the CCSD's activities more transparent to the public.
- Civil discourse.
- Improving culture of transparency, openness, collaboration, communication. Matt is doing a great job in communicating to the community.
- Good communication during emergencies.
- Outreach.
- Strong community interest and involvement.
- Good information sharing with the community via the General Manager. Diversity of opinions in the Board of Director's make-up. Fresh talent in recently vacated positions.

Smart water management and forward progress on the Water Reclamation Facility (WRF)

- CCSD has a good management team (Matt McElhenie, Jim Green). The efforts to do better with what we have, such as collecting better water use data with new meters, reflects a smart approach to managing our resources. CCSD's willingness to put a hard cap on providing water meters, based on a limited availability, is admirable. The current no new meters may not be the right cap, but a hard cap at some number is the right policy.
- The district staff are working diligently to complete all the work needed to secure the Coastal Development Permit (CDP) for the WRF. However, they are doing it without strategic direction from the Board.
- Again, I am relatively new, but I like how CCSD tries to conserve water.
- Continuing to move ahead on the WRF so that Cambria has a more stable water source.

Other input

- I do not know.
- None, its mostly self-serving and staffed by private self-interests people.
- How would an outsider know?
- ?

Community Input for the CCSD 2024 Strategic Plan Update

What are the Cambria Community Services District's current internal weaknesses/challenges?

Not having adequately addressed conditions required to lift the moratorium and open the Water Wait List.

- I believe a weakness of the Cambria Community Services District is the lack of adequate progress in not addressing the issues of lot owners who have not been able to build on their lot for over 20 years.
- Lack of any consideration and action that has been promised lot owners who have paid taxes and fees consistently for years waiting for a promised water connection. Does the current water situation really dictate the lack of consideration for the lot owners?
- The District needs to develop a long term plan which focuses on all the steps leading to the ultimate resolution of the current water “emergency”. That has to include lifting the moratorium (by definition a temporary state) based upon the demonstrated ability to serve the full wait list. That is part and parcel of the District’s mission, and it has a legal obligation to do so.
- Not addressing the needs of the people on the water wait list.
- No new building on residential zoned land.
- The Strategic Plan needs to incorporate a comprehensive strategy for obtaining approvals from the County and Coastal Commission to initiate wait list processing, fee collection, and the issuance of intent-to-serve letters. Currently, the District lacks such a plan, and the existing Strategic Plan overlooks the necessity of planning to terminate the moratorium. The process must begin here and now.
- Commitment and consensus on getting the WRF permit and lifting the water moratorium.

The District does not yet have a regular operating permit for the Water Reclamation Facility.

- Despite the diligent efforts of District staff to fulfill all requirements for obtaining the Coastal Development Permit (CDP) for the WRF, they are proceeding without clear guidance from the Board.
- The CCSD has been buffeted by political winds. Aside from that, the complexity of permitting such a complex project such as the WRF (or whatever its current name is) would be a major task for a much larger agency. Consequently, it has been easy for opponents of a workable water solution to man roadblocks.
- Brine disposal, if the plan is approved, may be a bone crushing expense for Cambria. No Plan B seems to be under study.

Challenges attaining a sustainable solution to Cambria’s water supply

- A Strategic Plan that does not include any plan for the future of Cambria’s Water System Supply beyond the existing groundwater and the WRF. This is a challenge to the CCSD Board to make decisions supported by the facts, not driven by fear.
- The Board and staff continue to pursue a failed plan to provide enough water at a reasonable cost. At the same time, there seems to be little or no public response to people who seek alternatives.
- There has to be other options. Makes one want to follow the money....the water situation is a mess and goes back years. Too much money down the drain already.
- CCSD is saddled with an expensive, faulty emergency supply facility. Egregious choices were made in the past, which takes up a great deal of CCSD’s time and energy.

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- Allowing the notion that the WRF could be a sustainable solution to Cambria’s limited water for currently metered homes/businesses. Also, the strong negative impression of the CCSD that is held by many in Cambria (due to EWS/WRF??).
- Ongoing failure to meet the original mission of providing water and sewer services to the community of Cambria.
- I saw a spreadsheet prepared a few years ago that 30% of the water that CCSD produced was not accounted for. CCSD had and still has an obligation to understand where it’s going and remediate that. Again, lack of attention to sweating the details.

Financial challenges with public spaces and recreational projects

- I believe the CCSD has budget shortfalls yet took on an additional obligation, i.e. the skatepark, for which there is no obvious sustainable funding source.
- Approval to build a skate park for tourists and the cost and liability and insurance required due to expected injuries.
- Financial challenges should dictate where the time and money need to go. Extra community wishes, especially recreational in nature, should be deferred until basic infrastructure needs are met.
- Fiscal constraints. Too much employee time is spent on the Fiscalini Ranch Preserve. The Friends of the Fiscalini Ranch Preserve need to provide funding to the district for all the employee time spent doing their trail, maintenance, and tree work.
- The CCSD’s relationship with the Friends of Fiscalini Ranch, the dog park, Greenspace, etc. needs to be clearer. Responsibilities for maintaining public spaces should be clear, and funding for these responsibilities should be established. CCSD is underfunded for its current responsibilities. This is particularly true regarding reducing fire risks in places like Strawberry Canyon.

Bad hiring decisions and lack of expertise

- The Board repeatedly makes bad hiring decisions. The General Manager seems personable but has a lack of relevant in-depth experience in running a struggling water system and the other assets of CCSD. The CCSD’s failure to keep skilled employees only exacerbates this problem. Cambria absolutely needs to have leadership with real and relevant expertise in running a water system, municipal assets (e.g. the Vets Hall, the Fiscalini Ranch Preserve, etc.) and the ability to effectively manage the budget. Fizzy “leadership” skills can never replace experience and expertise with water systems and property management.
- CCSD’s lack of expertise shows up in a history of not optimizing grant opportunities. It also shows up in hiring many outside consultants at great expense to do jobs that an agency like the CCSD should have the expertise to do in house. I also have worry that CCSD may not have the expertise to make good decisions when hiring consultants and contractors, especially for our water issues. With the enormous budget shortfall in California, there will be less funding available for CCSD than in previous years. SLO county government doesn’t seem particularly concerned about Cambria and that may get worse.

Other input

- Prioritizing mission critical, must have initiatives for highest action, regardless of priority, lack of responsibility and accountability in meeting deadlines for initiatives.
- Overall, CCSD doesn’t appear to have the confidence of all the people of Cambria.

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- Public announcements use too many acronyms and references to public laws. To understand what they are takes far too much for a normal citizen to engage in so we remain largely uninformed.
- Lack of attention to detail: how does CCSD send out an email for feedback to the entire community and not realize the same questions is asked twice? See the two identical questions below.
- Community may not have a clear understanding how CCSD actually works. What are the duties of the General Manager vs Board of Directors? Why, when it appears that Staff has ignored a direct request from the Board of Directors is Staff not compelled to make it right? How much power/input does our paid attorney have?
- The CCSD is focused on the wrong things, including this survey. This was supposed to be about input on the strategic plan. Why are the first two questions about accomplishments and strengths? That's like asking for a pat on the back instead of constructive criticism. Suggestions for the strategic plan are given in the last section.
- The idea of that skate park on Main Street is absolutely nuts. It will be an eyesore and noise maker.
- The divided community. People seem to have trouble seeing the BIG picture for our town...certainly have never wanted to pay for any infrastructure, schools. Too many retirees who feel they are done "giving" even though they are part of THIS community now.
- Everyone on the council is older. There is not a person of Mexican descent on the board. No one has children on the board, so no one has skin in the game on what happens to kids/youth in this town.
- Given the abundance of water this year and last year, I think it would be good to consider applying a rate discount when there is water. I am not advocating opening the water queue since that requires a longer-term history of water availability and predicting the future. Given that part of the reason for rate hikes was to force conservation, perhaps it's time to relax that for a bit. I also think the CCSD has not done a good job about sharing water consumption data with its customers. For instance, what is the average water usage for residential customers, what percentage of water is used for residential customers and what is the desired goal for that average. These are information that should be share and should be available to CCSD.
- Because there is more transparency (via more communication) to the community than there has been – there needs to be even more! Most of us would like to know that we have an advocate in the CCSD – especially when costs are increasing. Understandably the CCSD cannot control Mission Disposal's increases – but they could advocate for better services from Mission, i.e. the delay of pick up at Christmas. I think it's great that Mission gave their drivers Christmas off – but they should have communicated with the public that pick up would be delayed a day (I had to put trash out, take it in and put it out again the next day which was extremely difficult for me given my age, the slope of my driveway, and the weight of the containers).
- Too much self-interest. A community swimming pool in the middle of quiet neighborhoods.... Pfffft, right....that's what we need. Whose dumb idea is that? Fix the one at Shamel or use the High School but don't wreck our neighborhoods.
- Office hours.
- Not being an employee, it is impossible to know.
- ?

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Community input that is not within CCSD jurisdiction

- I think PG&E should be held accountable not only by us individuals, but also by entities such as the CCSD for the increasing number of outages and costs incurred (i.e. Food spoilage, loss of customer revenue) as a result.
- A Strategic Plan which has no plan to address flood risk reduction actions associated with the Fiscalini Ranch Preserve (FRP) and the Santa Rosa Creek, which now requires additional funding to conduct significant invasive, non-native, and fallen tree removal, as well as bank stabilization and corrective actions within the FRP along Santa Rosa Creek.

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Positive External Factors: 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?

Cambria lot owners are interested in developing their lots. Development would bring increased funding to the District.

- Begin the process of issuing intent to serve letters and allowing lot owners to build on their lot would provide additional money to the district. This would occur in charging lot owners for connection fees as well as an increase in the general fund from property tax on new homes being built on vacant lots.
- Ending the moratorium and opening the water wait list to connections would give the community a substantial amount of money for community projects. It would also add new citizens to contribute to the economic life of the community. Also if allowed to build it would also increase the tax revenue.
- Cambria is still a desirable location. Remote work options make it attractive for a broader spectrum of residents. The state still needs more housing. In-fill development consistent with the County's GMP can bring new blood to the community and needed funds to the District. Over time the new residents can be expected to contribute substantial connection fees to the District as well as expanding the rate base. The growing awareness in Sacramento that a variety of projects including housing is a positive.
- My wife and I have waited patiently, and sometimes not so patiently, to build our home on Linden Court, a property which we acquired in 2001. We have diligently paid our fees for over 20 years only to see our water position improve by a meager 5 positions on the wait list. We are good citizens and honorable people and can't help but think that we have been given the short end of the stick by those who have made the decisions regarding Cambria's growth as a community for these past 20 years. We are certain that we would have a positive impact on the Cambria community if we were allowed to live in Cambria for at least some of our remaining years. We hold that the GEI Review - San Simeon Creek Study bears out the fact that there is enough water to warrant a lifting of the water moratorium now. This would certainly have a positive impact on us, and the requisite fees could not help but have a positive impact on the CCSD.
- Cambria and all of California are no longer facing a drought. Long term weather forecasts may suggest increased precipitation for our region for the foreseeable future.

Opportunities for enhancing our water supply

- The County's budding interest in regional, integrated water and wastewater systems could benefit CCSD. The District should stay involved in the preliminary conversations and develop a general policy/stance on participating in regional systems should they become a reality.
- The technologies for water supply are evolving and additional options are becoming available.
- run-off re-capture.
- Getting approval of the WRF and being able to operate it on a continuous basis and not just in a water emergency.

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The Coastal Commission is a stabilizing force preventing development that could stress the available water supply and negatively impact the environment.

- The Coastal Commission is the Ace card for Cambria and CCSD. They stick to reality when CCSD cannot/won't as in granting letters of intent for additional building that would increase water use.
- The Coastal Commission denying the WRF permit.
- Politically, the Coastal Commission is a huge influence.

Declining population and water conservation have reduced demands on our water supply.

- Cambria's population has declined, individual households are using less water, and new homes must be equipped with the latest water conservation measures, further reducing the burden on our water supply system.

Rising cost of housing and changing demographics

- As real estate prices go up, the people who can afford to move into Cambria are generally able to better afford cost increases, i.e. water. This is a double-edged sword because these people will also expect more from city government.
- It all comes down to money and funds, doesn't it? The demographics are favorable, trending to a wealthier community.
- The economy is always an issue that should dictate where energy is expended. Cost of housing for workers, homelessness and climate impact on fire and flood safety are top of the list.
- Remote work capability enables more working people to live and work in Cambria and contribute to the local economy.
- The growth of California's economy is a huge positive for vacation town like Cambria. People have money to fix things, to buy things, etc.

Developments in information technology

- Upgrading your ability to have good IT programs.
- Direct payment technology,

Other input

- How about branding Fiscia the Fire Safety Fox and then using that to put together a better plan and marking escape routes and getting funding. The whole town is a death trap and a lawsuit waiting to happen and it's you guys they'll come after.
- If we can keep the current BOS, they will be supportive of our community. We have support in our Sup.
- Hiring a grant writer to assist the district in obtaining grants.
- re-establish regular office hours.
- Not much. Cambria is so remote/isolated that it won't be top of mind for politicians or for technology companies that might want to provide services there.
- Not much positivity out there due to existing costs and maintenance and regulations.
- That is a question for some marketing strategist.
- Not sure.
- Common sense.

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Negative External Factors: What are the external factors/trends (e.g., economic, health, technological, political, and environmental) that will/might have a negative impact on the Cambria Community Services District?

Lack of adequate housing, especially for low and moderate income residents and workers

- The need for market-rate or low-income housing in Cambria is dire. Pressure to develop market-rate or low-income housing will clash with the current no new water meters policy. Although not solely CCSD's problem, the District should be looking at how to be part of the solution. If more Cambria homes become short-term rentals, it may become more difficult for CCSD to estimate and plan for future water use. The State's willingness to enforce public trust doctrine issues may result in new limits on the CCSD's water rights.
- Bifurcation of the housing market (the only “affordable” homes are small and in need of repairs and the more expensive homes are geared towards wealthy retirees or vacation home buyers, and lack of local/affordable healthcare.
- The state of California is currently in a housing crisis which makes it imperative that the Cambria Community Service District create opportunities for additional housing in Cambria and the area that surrounds it.
- Too much money, too much development, too many tourists. Cambria seems to be turning into a wealthy SoCal retirement community.
- Limited housing options for average workers.
- The lack of new housing, and associated inflated home prices and reduction in Cambria’s population, have led, and likely will continue to lead to closed businesses, declining classroom enrollment, and reduced ability to provide community services.
- Cambria's "brand" has become entirely a luxury coastal retirement brand. This is really bad for the city as a whole. The lack of investment in children and youth, the lack of affordable rental properties for young families who might want to live in town, the lack of any real lower income housing for service workers means the town is literally dying. Those who are replaced after death or being forced into memory care are age 70 or older. We need you to advocate with the County about these issues. VRBO has killed the town.
- Aging community,

Rising costs amplified by higher costs in Cambria put pressure on residents and create staffing challenges for the District and for local businesses.

- Keeping good employees along with a forecast of more inflation and cost of living
- Local grocery stores are expensive for lower income workers,

Insufficient funding to meet the long term needs of aging District infrastructure

- Lack of funding,
- Cost of maintaining existing water and sewage facilities.
- Ongoing failure of leadership to focus on infrastructure maintenance and improvement and the securing of supplemental funding sources (i.e. water hookups, grants, partnerships) to fund these projects will continue to contribute to Cambria's inexorable decline into a bastion of entitlement for an elderly, non-economically diverse, stagnant community dependent on outside sources for labor, healthcare and other support services.
- CCSD, like most agencies, is in dire need of cash. The district gets revenue from the sale of water. While conservation is commendable, it has cut revenue. Residents refuse to have water rates increased to pay to maintain infrastructure.

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Building moratorium prevents lot owners from developing their property and limits new sources of District revenue.

- The moratorium has cut off new sources of revenue. The CCSD must obtain the CDP and end the “temporary” moratorium in order to collect connection fees and widen their rate payer base.
- Ignoring the people on the water wait list who want to become a part of the community of Cambria.
- The extreme "preserve Cambria in its current form" attitude is unhealthy as it has stymied any number of district efforts to address its problems, California's regulatory scheme clearly needs rebalancing across the Board. Despite signs of progress coming out of Sacramento the Coastal Commission poses a major challenge especially for smaller agencies or individual property owners who are not politically connected.

Increased frequency and severity of storms and droughts resulting from global warming

- Water supply uncertainty,
- Climate change (stronger storms, erosion)
- The potential for increases in the frequency and magnitude of severe storms have had, and will have, a negative impact on the homes and businesses along Santa Rosa Creek, as well as increase CCSD’s costs of managing the Fiscalini Ranch Preserve.
- Climate Change is not going to get any better so we can expect more drought and inclement weather/winds. See below for suggestions on improved water storage and water infrastructure, and burying power lines to prevent fires and constant power outages.

Wildfire risk

- Trees that are never trimmed or cut to prevent a wildfire.
- Difficulty for homeowners to get insurance,
- Abatement happens way way way too late and as we know by what happened over by Wood Street a whole block could've burnt down, and you guys will be sued if it does. Manage this stuff do it earlier and do it twice a year and enforce or abate it for them and fine them. Stay on top of this. How did a whole field almost go up with a fire station 1 minute away with nobody answering the phones. Holy crap! Hire a good Fire Chief the last two were absolutely incompetent and underfunded. Why do we have only one 4 wheel drive vehicle capable of fighting fires?

Challenges permitting the Water Reclamation Facility

- The California Coastal Commission has placed difficult conditions on the CCSD’s ability to secure a CDP for the WRF as well as any talk or consideration of permitting new water meters. The CCSD staff and Board appear to be taking action as regards the WRF, however, these actions need to support the entire community, including the water wait list property owners.

Negative impacts from offshore wind farms

- If offshore wind turbines are allowed to encroach onto Cambria's horizon-line, CCSD's lack of advocacy on behalf of residents will negatively impact the District.
- The offshore wind turbines will negatively impact Cambria, San Simeon services, future employment and the health of the ocean.
- If they build that wind farm.

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Negative impacts from Highway 1 closure

- The Highway 1 closure in Big Sur.
- If Hwy 1 never opens.

Challenges getting the level of services Cambria needs from the County

- Lack of support from County,
- County services being stretched more & more.

Other input

- Some continued distrust in CCSD.
- Lack of at least one more physician in town with a normal practice... Cece is great but she can't do it all.
- Far too many tourists not respecting the natural beauty of our area. CCSD should do more to inform tourists of our fragile environment.
- External factors or excessive environmental rules and overregulation that will stifle growth and the local economy.
- Don't suggest putting a community swimming pool in the middle of quiet neighborhoods by mailing the homeowners and stressing them out....put it at the High School or fix up the one at Shamel or don't do it at all especially when we have water issues. Seriously dumb.
- Rolling out the red carpet for all criminals no matter the severity of the crime. Law enforcement is told by the county to look the other way on minor crimes. It's tragic when law abiding citizens have fewer rights than law breakers. There are people living in the creek bed and by the post office that are routinely violating laws such as stealing tip jars and nothing is done about it. Well intentioned Cambrians are giving them money, clothes, sleeping bags, tents and food but this is not the help they need. The state parks do nothing to enforce the no dogs on the beach rule and everyone knows it. I see dogs chasing sea birds all the time where the dogs shouldn't be.
- This looks like a duplicate question.
- Greed.
- Developers.
- None.
- see above.

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Please describe your vision of the Cambria we want future generations to inherit.

Here is a draft vision for consideration.

Our Vision for Cambria CSD: *A thriving multigenerational community where all feel welcome and valued. The natural beauty that attracts us all to Cambria is preserved for generations to come. District facilities and core services are well maintained and improved such that future generations feel that “these are the good old days.” Cambrians largely agree that we work together to balance the many and diverse needs of those who love Cambria - those who live here, those who work here, those who want to live here, and those who visit here.*

We encourage workshop participants to read all of the community input, in the bullets below, describing the varied and diverse visions of the Cambria we want future generations to inherit.

- A return to an era where there are housing options for people who want to live there full time and contribute to the community. At the moment, it’s only affordable for buyers who bought long ago and have low property taxes, and for wealthy people that can afford \$1M+ homes.
- I would like to see a vibrant and resilient community with real experience and expertise with water systems. I would expect well-managed public assets (eg., Vets Hall, Fiscalini Ranch Preserve), I would expect an agency that didn't take on non-critical projects without proof of non-taxpayer funding to support it.
- My partner and I bought our home here in 2020 after living in San Luis Obispo County for years. We are both in our 30’s and truly appreciate the “slow” and off-the-beaten-path lifestyle that Cambria allows. He surfs and I walk Fiscalini Ranch multiple times a week... we truly love living here! We often hear jokes about Cambria being a “retirement” community. While we understand that this is an incredible area for folks to retire and enjoy the later years of life, we would really like Cambria to prioritize projects that would allow the youth and younger populations to flourish here, as well. Projects we personally would like to see prioritized are: - Tacking on live music and drinks after the Cambria Farmer’s Market, similar to “Beer on the Pier” in Los Osos. Would be even cooler if this could happen on Moonstone Drive, maybe in the main parking lot?! -Finishing the skate park (what is taking so long with this?) -Plan for the possibility of events with the future pool. Making it 25 yards and/or 50 meters would allow for swim meets to happen here, or at least allow for the potential of a swim team to be started here in the future (both youth and master’s teams!). -Incentivizing a SLO County local business or two to open additional locations in Cambria (like Scout Coffee, for example, who just opened another location in Morro Bay, or High Street Deli or Barrelhouse Brewing). Also, is there anything that can be done to help facilitate the old Centrally Grown building be put to use? That was such an incredible location to grab a bite and get a drink and it’s such a waste that it has been vacant for so long. All of this to say, I think the vision of the Cambria we would like future generations to inherit would be one that that maintains our quirky, laidback vibe but also accommodates families, tourists and younger people who want to spend time here.
- No vacant land in Subdivisions. I have owned 5 lots with a water spigot for 10+(?) years and am still waiting to file for a building permit application to be allowed as I'm #91. on the water-wait list. AT 75 I HAVEN'T VERY LONG TO MAKE THAT DREAM COME TRUE!
- Several items need to be addressed for Cambria. With 41% of the population over 65 there should a community center where seniors can go and visit other people. Coffee and light refreshments provided so they/we could sit, play cards, shoot pool, read, etc., in a comfortable

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surroundings. A teen center should be provided, too offering them a safe place with activities. I know the Joslyn center has card groups, etc. but not all of us to be in a club or group with someone always want to be the 'boss'.. Second issues is the hundreds of pot holes on our side streets and especially Main Street. It makes Cambria like a place someone forgot about. Yes the SLO county takes care of this problem BUT someone from the CCSD needs to get the county to get on board with fixing the pot holes. Ignoring them doesn't make them go away, it's disgraceful. Now we need to address the unhorsed in our area. Looking the other way doesn't work. If you need to know who is unhorsed/ underfed then show up at the Cambria's Anonymous Neighbors monthly food drive on the first Thursday of the month and see for yourselves. Cambria is the Camelot of California but with very expensive homes, some not so good others very good and it lives only on tourism's money, without it Cambria will wither away to another town filled with antique and thrift stores.

- A less fire hazard city type town with a viable water storage and system.
- The undeveloped rural coastal community I would prefer probably is an impossibility. One can dream.
- Able to afford water to live here. Small sustainable community with little growth. Lots of Monterey pine trees and fewer eucalyptus trees. A skate park for the kids and a pool for year round use (same pool enclosed).
- A balance of residential and business interests, also of fulltime residents, parttime residents and tourism. Planning for environmental concerns such as coastal, forest and other open space climate impacts that effect safety and insurance costs.
- A small town with a rich history and kind of lost in the past. Romantic, interesting, artistic, funky, friendly people, small businesses, Not over regulated and fussed over. No more McMansions please! The strategic plan should be how to do as little as possible while providing good basic infrastructure.
- I would like to see Cambria remain a small town, but not die for lack of growth. More wealthy people seem to be buying second homes in Cambria, reducing our full-time resident population and resulting in a town populated by either renters or the old and wealthy. Cambria can't survive as "God's waiting room." I would like to see Cambria step up as California's best example of how towns can grow in a measured way that benefits all residents, while acknowledging and remaining within its limits. Cambria has an opportunity to be a leader in developing growth/limitation policies that serve as State-wide guides.
- What I'd like to see for the future of Cambria CA. Honest legislation not greed hungry politicians. Generously invested citizens of our community. Parks, open space, safe water, and fire protection are all huge responsibilities. FFRP, Green-space, and Camp Ocean Pines are examples to me of honesty, hard work, and dedication to our resources. That is what I'd continue to like to see for Cambria. Clean, organized, transparent, and forward thinking progress. As we can see it's a beautiful location on the central coast of California. With multiple resources and many concerns. Such as; safe drinking water, productive governance, slow growth, and the concern for our least able community member. All this is fragile and must not slip through the cracks. It's becoming clear to me that we all need to be held accountable on the success of maintaining Mother Earth.
- As is.
- I'm sure I'm in the minority but my vision for Cambria is a peaceful quiet beautiful place with walking paths Which we have peace and quite as most folks who live here full time are over 65 and retired without small children. I talk to a lot of people that come into my gallery who come

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here two three four times a year just to come and enjoy the ocean and the weather and the good restaurants and the peace and quiet. there are not looking for places to play soccer or baseball or disc golf and they just want to relax.. I grew up in Carmel. That's my idea of a peaceful place, which brings up the back sides of the buildings on main street, which are deplorable and embarrassing that can be seen from Highway 1. Have you looked recently? It's a horrible introduction to our town if you don't know what's here.. That's my take for the future.

- No incorporation . Maintain the quaint village atmosphere. Raise funds through an assessment to fund parks and recreation since property taxes don't keep up. Make ffrp open their books show how much money they have and pay more of the ranch maintenance . Seek state funds to pay homeless encampment rental. Cut the number of standing committee policy and finance use ad hoc committees. The over reach and cost money in staff time.
- Conservation of the natural environment, replace and maintain necessary infrastructure. Support institutions (library, schools) and the businesses locals need (Grocery stores, hardware stores, pharmacies).
- Lovely homes on currently vacant land within residential areas.
- A village that has in place a sustainable water use policy that is equitable for residences and hotels, and a definitive plan for evacuation in emergencies!!!!!!!
- The hard part is keeping the balance between population, availability of services and development. Currently, they are all dependent of availability of water. Lack of water in Cambria is both a curse, and a blessing. In some ways it prevents over-population and at the same time it prevents availability of services which are dependent on the size and population. Hence, the balance that should be maintained. The high cost of housing and affordability has to be part of that balancing equation.
- • We want future generations to inherit a welcoming community, as it was until the CCSD tore down the welcome sign to infill property owners 23 years ago. • We want a Cambria where families are moving in and enjoying all that Cambria can provide for them. • We want a Cambria where the community lives in the peace of knowing that the next rain storm will not flood our homes, shut down our businesses, and wreak havoc on our community. • We want a community where our Community Services District not only provides water, wastewater, fire protection and emergency services, parks recreation and open space, and accompanying Community Services today, but has the plan and resources in place to assure these services for generations to come. • We want a Cambria Community Services District that provides all of these services in a safe, cost-effective, and environmentally sensitive manner.
- A more demographically mixed community, in particular younger families, that positively contribute to a more thriving, active, flourishing, unique coastal gem that Cambria is. Somehow build a positive economic driver that provides good, clean, healthy jobs. And of course preserving our very important, valuable natural environmental treasures, land and sea.
- Get ride of vacation rentals . They have a negative effect on the town. They are turning this nice coastal town into a business .
- Responsible build out in a reasonable time frame, while permanently retiring lots not on the CCSD wait list.
- A Cambria that is inter-generational, a Cambria that is more representative of the variety of people and income levels in California, a Cambria where there are not so many empty commercial spaces in town.
- Cambria will never turn into Los Angeles. Its boundaries are set in stone , the only growth will be infill of 665 homesites. The community needs this revenue or residents will need to foot the

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bill on their own to maintain infrastructure, which they will refuse, and the community will deteriorate.

- My vision of Cambria is a community that represents all its stakeholders including lot owners. The Cambria that I envision supports reasonable housing growth.
- Maintaining a small town atmosphere that will support tourist-serving visitors. We need more affordable housing for our workers. I like anything that encourages people to get outdoors and enjoy our beautiful coast, wildlife, view-sheds, etc. I said when I moved here (over 40 yrs ago) that I would move away if we ever got a fast-food restaurant. Morro Bay already has enough for us too!
- Outstanding architecture and economic vitality.
- One where we don't have a committee for every single thing like an aquatics committee. Brand Fiscis the Fire safety fox and use that. Escape routes marked with Fiscis signs and fund the fire dept better so they can get more 4x wheel drive vehicles to fight fires in the forest and meadow areas off road. Abate the tall grass and dead trees earlier and more often and actually manage it so we don't have an almost catastrophe like the Wood Drive MEADOW INCIDENT and you guys don't get sued or in trouble for criminal negligence.
- Wouldn't it be nice if you were the Board to unify Cambria? Bring the two Cambrias together for a healthy, solid community by working in good faith to move forward with a slow, 1% growth rate--for those Cambrians who have been tax-paying property owners without a house, while also reassuring those Cambrians who have houses that their quality of life won't be threatened. It's time to unify Cambria--the studies support it. It's the right thing to do and hopefully you're the Board to do it.
- Keep pushing for conservation of water, and do not change the meter queue rule until more history is built.
- A community which is balanced within limitations imposed by the County's GMO. Welcoming to tourists, for whom the Coast is a treasure to be appreciated and preserved and new residents. Led by a CSD committed to public service solutions based upon data.
- Those of us who have loved living and raising our families in Cambria would like to see a future with healthy streams, ocean, forest, a restraint on tourism and not over populated.
- A Cambria where there isn't divisiveness on the board and where the City allows those on the water wait list (all on land within its boundaries and not an expansion of the town) to build a home. Where they are proactive enough to make sure they finally get that chance.
- No growth. Keep Cambria unique, picturesque, green, and undeveloped as it now is. And fix existing infrastructure.
- We are extremely fortunate to be in a place of such rare beauty and abundance. We all desire to preserve and protect its unique qualities. I would hope to see a future with a diverse, inclusive community capable of providing opportunities for all to thrive. That hope would include a required change in direction for the community from exclusion through economic and environmental (access to water) barriers to a sustainable, rational program for modest (within the confines of previous reports and studies) development.
- Any projects that will facilitate growth and new people or younger generation of folks moving into town, paying local taxes and establishing new businesses., Prevent stagnation. Start issuing permits for new housing even if it is at a slow rate of 10 to 20 permits per year .(lift the moratorium on new water meters and building) There is no need to bundle decisions of issuing new permits or making it conditional to new water reclamation projects .. The build out

Community Input for the CCSD 2024 Strategic Plan Update

reduction plan executed few years ago has already capped the total number of new water/building permits and new dwellings that can be issued to around 500 in this planet's lifetime. This is only logical.

- We foresee a diverse community of all races and ages and religions where our children might live out the dream that has heretofore been denied us.
- 1. Fix the water infrastructure -- write government grants to do so. 2. Develop a long-term solution for improved water storage like a reservoir. Government grants should be written to help fund such operations. 3. To encourage water conservation, lower the base cost and impose costs for water usage that increase in a manner that discourages overuse. 4. If you want to prevent fires, bury the power lines.. We are also constantly losing power in the community because of downed power lines. This is a no brainer. Again, government grants should be written. 5. The requirement for permits to make even simple improvements (e.g. replacements of rotting decks) to houses is a joke and just another way to extract money from the residents. It also discourages people of limited means from improvements. Of course, improvements need to meet code but permits that delay projects and cost ridiculous amounts of money for essentially no work need to be eliminated. 6. Encourage the development of community gardens in some of the open lots . Water collection tanks could be installed and serve as a source of water. 7. Although lower priority, it would be nice to have an economical and efficient mechanism for transportation between Cambria and the SLO airport, train station and downtown.
- That the moratorium be lifted so lot owners can build upon they land they purchased long ago. The District has a legal obligation to remove the emergency declaration that initially justified the moratorium when there is no longer an emergency, and that is the case now.
- Residential areas with no vacant lots.
- A reliable source of water for the existing homes and not for the vacant lots.

CAMBRIA COMMUNITY SERVICES DISTRICT

TO: Board of Directors

AGENDA NO. **3.B**

FROM: Matthew McElhenie, General Manager

Meeting Date: February 26, 2024

Subject: Discuss and Consider the Agenda and Preparations
for the March 4, 2024 Strategic Planning Workshop

FISCAL IMPACT:

There is no fiscal impact associated with this item.

DISCUSSION:

It is recommended that the Board of Directors discuss and consider agenda and preparations for the March 4, 2024 Strategic Planning Workshop.

ATTACHMENTS:

1. [March 4, 2024 Adjourned Special Meeting Agenda](#)

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

Monday, March 4, 2024, at 9:00 a.m.

AGENDA

9:00 Welcome – Tom Gray, Board President

1. Purpose of the Workshop and Introduction of the Facilitator and Recorder – Matthew McElhenie, General Manager
2. Role of the Facilitator, Recorder, Group and Public; Strategic Plan Elements; Agenda – Dick Clark, 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 the review/update of the 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 **Accomplishments** of the Cambria Community Services District since the January 31, 2023 Strategic Planning Workshop?
6. What are the **Current Internal Strengths** of the Cambria Community Services District?
7. What are the **Current Internal Weaknesses/Challenges** of the Cambria Community Services District?
8. What are the **External Factors/Trends** (e.g., social, economic, political, environmental, technological, attitudinal) that will/might have a **positive impact** on the Cambria Community Services District?
9. What are the **External Factors/Trends** (e.g., social, economic, political, environmental, technological, attitudinal) that will/might have a **negative impact** on the Cambria Community Services District?
10. What is the **Vision** of the Cambria Community Services District we want future generations to inherit?
11. Review the **Core Values** of the Cambria Community Services District, revise as needed.
12. Review and update the **Objectives & Supporting Actions** for each **Strategic Goal**.

13. Next Steps/Follow-Up Process to Monitor Progress on the Strategic Goals and Objectives (including setting a date in approximately six months for the Semi-Annual Strategic Plan Update)

14. Summary of the Workshop – Dick Clark, Facilitator

15. Closing Remarks – Tom Gray, Board President; Matthew McElhenie, General Manager

3:30 Adjourn – Tom Gray, Board President

CAMBRIA COMMUNITY SERVICES DISTRICT

TO: Board of Directors

AGENDA NO. **3.C**

FROM: Matthew McElhenie, General Manager

Meeting Date: February 26, 2024 Subject: On Monday, March 4, 2024, at 9:00 a.m., 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 and Set a Date for the Next Strategic Planning Workshop

FISCAL IMPACT:

There is no fiscal impact associated with this item.

DISCUSSION:

This Special Board Meeting will be held over two days to update the Strategic Plan for the District; the first day of the meeting will be on February 26, 2024, to solicit community input and any other issues related to the development of the District Strategic Plan. The second day of the Special Board Meeting will be held on March 4, 2024, as a daylong Board Workshop facilitated by Dick Clark, which the community will be able to observe in person and via Zoom.

The Workshop participants will reconvene the Special Board meeting at 9:00 a.m. on March 4, 2024. Dick Clark will lead and serve as facilitator for the Workshop. In the 2024 Strategic Plan update, we are adding a Vision Statement to be more consistent with best practices. Once we establish the District's Vision Statement, we may find the need to augment the Core Values with additional value statements. We will only briefly review the Mission, Core Areas, and Strategic Goals without updating these elements. Consistent with the Annual Planning Calendar and CCSD Strategic Planning Process Flowchart outlined in the CCSD Strategic Planning Process Ad Hoc Committee Report, the process will be as follows:

1. Assess the current state.
 - o What are the Cambria Community Services District's accomplishments since the January 31, 2023 Strategic Planning Workshop?
 - o What are the Cambria Community Services District's current internal strengths?
 - o What are the Cambria Community Services District's current internal weaknesses/challenges?
 - o 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?
 - o What are the external factors/trends (e.g., economic, health, technological, political, and environmental) that will/might have a negative impact on the Cambria Community Services District?
2. Briefly review the Mission.
3. Develop the Vision.
 - o Please describe your vision of the Cambria we want future generations to inherit.
4. Review the Core Values, augment as needed to reflect the Vision.
5. Briefly review the Core Areas.
6. Briefly review the Strategic Goals.

7. Review and update the Objectives and Supporting Actions for each Strategic Goal.
8. Semi-annual updates: review progress, revise Objectives & Supporting Actions, as needed.

Unless otherwise determined by the Board, major Strategic Plan updates will be conducted every three years. The last major Strategic Plan update was in 2022, so the next major update is expected to be conducted in 2025. In major updates, the Board will review and update every component of the plan, and we will plan for a two-day Strategic Planning Workshop. In the Minor Annual Updates, outlined in steps 1-7 of the CCSD Strategic Planning Process, we will generally only do a brief review of the Mission, Vision, Core Values, Core Areas, and Strategic Goals without updating those elements. We are establishing our Vision Statement for the first time; as such, we may find the need to augment the Core Values with additional Value Statements. Then, we will review and update the Objectives and Supporting Actions as needed for each Strategic Goal.

At the conclusion of the Workshop, the Board will consider the intent defined in the Annual Planning Calendar to conduct a semi-annual review of progress toward achieving Strategic Plan Objectives and Supporting Actions at one of the two Regular Board Meetings in September 2024. The Board will also review and consider the formal adoption of the Strategic Plan as part of an upcoming regular Board meeting. Members of the public are encouraged to listen to the meeting in person and via Zoom.

To review the CCSD Municipal Service Review and Sphere of Influence Study, please visit [here](#).

ATTACHMENTS:

1. [CCSD Strategic Planning Workshop Questionnaire](#)
2. [Workshop Participant Input to the March 4, 2024 Strategic Planning Workshop](#)
3. [Objectives Status Report](#)
4. [LAFCO Community Services District Active Powers](#)
5. [LAFCO CCSD Service Area & Sphere of Influence](#)

Instructions to Jan 2024 Strategic Planning Workshop Participants

Here are the instructions to send on 2/14/2024 to the participants attending the 2/26 and 3/4/2024 Strategic Planning Workshops:

- The 5 Directors
- General Manager, Matt McElhenie
- Administrative Manager/ Finance Manager, Denise Fritz
- Fire Chief, Michael Burkey
- Fire Safe Focus Group Chair, Dave Pierson
- Utilities Manager, Jim Green
- Program Manager, Tristan Reaper
- Facilities & Resources Manager, David Aguirre
- Legal Counsel, David Hirsch

And of course, copy:

- Confidential Administrative Assistant, Haley Dodson who will be serving as workshop recorder, and
- Dick Clark who will be serving as workshop facilitator

In preparation for the Strategic Planning Workshop, please review the attached document with the compiled set of Community Input for the CCSD 2024 Strategic Plan Update. After reviewing your input, please provide your input to Haley Dodson no later than Tuesday afternoon, February 20th as described below. Please try to limit your responses to 5 in each category, and write each of your responses as a single complete sentence. Haley Dodson will compile all of the input and provide this summary to workshop participants on February 26, 2024 for us all to review in preparation for the workshop.

Accomplishments: What are the Cambria Community Services District’s most significant accomplishments since the January 31, 2023 Strategic Planning Workshop?

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Internal Strengths: What are the Cambria Community Services District’s current internal strengths?

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Instructions to Jan 2024 Strategic Planning Workshop Participants

Internal Weaknesses/Challenges: What are the Cambria Community Services District’s current internal weaknesses/challenges?

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Positive External Factors: 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?

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Negative External Factors: What are the external factors/trends (e.g., economic, health, technological, political, and environmental) that will/might have a negative impact on the Cambria Community Services District?

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The **Vision** provides a description of the Cambria we want future generations to inherit. Based on community input, the strategic planning ad hoc committee has created the following draft vision for consideration.

Our Vision for Cambria CSD: *A thriving multigenerational community where all feel welcome and valued. The natural beauty that attracts us all to Cambria is preserved for generations to come. District facilities and core services are well maintained and improved such that future generations feel that “these are the good old days.” Cambrians largely agree that we work together to balance the many and diverse needs of those who love Cambria - those who live here, those who work here, those who want to live here, and those who visit here.*

After reviewing this vision statement, along with all of the community input for the vision, choose 1 of the following 3 options:

Instructions to Jan 2024 Strategic Planning Workshop Participants

- A. I think this vision statement is just about right!
- B. In my opinion, this vision statement is missing the following elements:
 -
 -
 -
 -
 -
- C. I would like to offer the following vision statement for consideration:

Core Values: This is a minor strategic update, so we will not be updating the Core Areas, or the Strategic Goals during the workshop. However, since we will be establishing a Vision for CCSD, the Board agreed at the 11/16/2023 meeting that we should review and augment the Core Values as needed to reflect the Vision.

The **Core Values** describe what CCSD values, recognizes and rewards. The current set of CCSD Core Values is listed below. The question to consider is what refinements are needed to the existing core values, which if any should be deleted, and what additional core values should be added.

- **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.

Workshop Participant Input to the March 4, 2024 Strategic Planning Workshop

Accomplishments: What are the Cambria Community Services District's most significant accomplishments since the January 31, 2023 Strategic Planning Workshop?

- Hiring Matthew McElhenie as General Manager was an excellent Board decision, resulting in tremendous improvements in transparency, community engagement and communication, decision making, and organizational effectiveness.
- Excellent response to staffing challenges; through excellent hiring decisions, organizational structure refinements and promotions from within, we now have a top notch management team in place at all levels.
- The updated Strategic Planning Process engages the public earlier in the process, makes much more effective use of that input, and establishes the first Vision for the CCSD, promoting a longer term perspective.
- Significant improvements in District relationship with the Coastal Commission and County, resulting in progress towards a Regular CDP for the Water Reclamation Facility.
- Substantial progress in upgrades to the Wastewater Treatment Plant.
- The Board hired an outstanding General Manager, Matthew McElhenie.
- The Wastewater SST projects are underway.
- Positive changes in key departmental management staff, including Fire Chief.
- Skatepark qualified as one of the 16 projects being considered for a grant.
- CDP Project Description almost ready for final submission to the County.
- Skate Park grant success.
- Progress on WRF CDP.
- Progress on WWTP upgrades.
- Successfully brought on new General Manager and other key Staff.
- Made significant progress, at last, toward Coastal Development Permit for WRF.
- Significantly improved quantity and quality of public communication.
- Hiring a new General Manager.
- Reorganization of Administration.
- Hiring a new Fire Chief.
- Hiring new Water/Wastewater leadership.
- Addressing the WRF project description.
- Investing reserves with an investment fund management group for improved return on our reserves.
- Reorganization of the administration department.
- Installation of new management.
- Pending grant for the Skatepark for \$600,000.
- Overall transparency.
- Started the engineering and permitting portions of two major projects: the Stuart St Tank Replacement project and the SS Well Field and Secondary Effluent pipeline replacement project.
- Initiated a feasibility study for an evacuation route from the Marine Terrace to hwy 1.
- Survived, cleaned up from, and repaired the damage from two significant flooding events last winter.
- Started 10 water meter Advance Metering Infrastructure pilot project.
- Started advancing the permitting of the WRF for normal, non-emergency use.
- Started the engineering and permitting portions of two major projects: the Stuart St Tank Replacement project and the SS Well Field and Secondary Effluent pipeline replacement project.
- Initiated a feasibility study for an evacuation route from the Marine Terrace to hwy 1.

Workshop Participant Input to the March 4, 2024 Strategic Planning Workshop

- Survived, cleaned up from, and repaired the damage from two significant flooding events last winter.
- Started 10 water meter Advance Metering Infrastructure pilot project.
- Started advancing the permitting of the WRF for normal, non-emergency use.
- Full-Time, permanent Firefighters added to roster.
- Achieved NFPA Standards with the inclusion of the SAFER Grant.
- Approved purchase of Type 5 Fire Apparatus.
- Mitigated an unusually high and precarious fuel hazard situation in an extraordinary short amount of time.
- Moving projects forward, i.e. WRF permit, electric charging station, Stuart Street Tanks etc.
- Obtaining Skate Park Grant.
- Cutting Administration Budget by \$500K.
- Investment Strategy.
- Hiring/promoting key Mgmt. Staff, i.e., Jim and Dave.

Internal Strengths: What are the Cambria Community Services District's current internal strengths?

- We have a top notch management team in place at all levels, providing clear direction and leadership to staff, aligned with and responsive to Board policy direction.
- High level of integrity at all levels, transparency, and effective communications with the community.
- Strong operational competence in all departments.
- We have a well-functioning Board of Directors.
- Solid finances in both Enterprise Funds, Water and Wastewater.
- Excellent, highly qualified Administrative and Management Staff.
- General Manager, Board, and Staff who work well together responsibly and transparently.
- Improved relationships with regulatory agencies.
- Monthly opportunities for one-on-one discussions with the GM and Fire Chief.
- Biweekly social media posts and emailed updates to better keep the community informed of District business.
- Communications.
- Good staff.
- Good BOD for the most part.
- Strategic Planning.
- The Staff is motivated and competent, with strong leadership.
- Board of Directors works in a businesslike, non-contentious manner.
- Enterprise funds are fiscally sound.
- Excellent, hardworking staff.
- Financial stability.
- Strong Board member relationships.
- Robust advisory standing committees.
- Shared vision for a healthy community.
- Highly skilled and educated staff.
- Sound leadership.
- Resiliency.
- Dedicated, hard-working, and knowledgeable staff.
- Dedicated citizens' committees that take some of the workload off of staff and provide additional input options for residents.

Workshop Participant Input to the March 4, 2024 Strategic Planning Workshop

- Great network and relations with consultants that can assist in obtaining goals and infrastructure improvements.
- Dedicated, hard-working, and knowledgeable staff
- Dedicated citizens' committees that take some of the workload off of staff and provide additional input options for residents.
- Board of directors are responsive and sympathetic to the issues of the community, district, and Fire Department.
- General manager is responsive and sympathetic to the issues of the community, district, and Fire Department. In the short time he has been in office there has been a positive change in morale and direction of the district. Issues that have been plaguing the community, district and Fire Department for decades are being addressed with careful consideration and tact.
- Our administrative staff has been efficient and advantageous in regards to our budget, public relations and overall district operations.
- Our Fire personnel has also reported a great improvement in morale and are expressing excitement for our direction as an agency.
- Despite a lack of the below mentioned policy/procedures and training facility, fire personnel continue to seek out new and creative ways to maintain a high level of proficiency in the deliverance of service.
- Staff.
- Hard work.
- Decisive and strong leader. Understanding of each department's primary responsibilities.
- Dedication in maintaining a safe and accessible community.

Internal Weaknesses/Challenges: What are the Cambria Community Services District's current internal weaknesses/challenges?

- Aging infrastructure, especially within the wastewater gathering system, as evidenced by high levels of inflow and infiltration during major storms, will require significant long-term investments.
- A decade after the major investment in building the Water Reclamation Facility, the District still does not have a regular operating permit.
- After 2 decades of a drought-induced building moratorium, the District still lacks sufficient sustainable water supply to satisfy existing and future commitments.
- Insufficient General Fund revenue to meet the long-term facilities, park, and recreational needs.
- Although there is an improved Strategic Planning Process in place, the District remains somewhat hampered by a short-term focus. Resolving the major District challenges will require long-term thinking and strategic planning.
- Lack of enough revenue and personnel for the Facilities & Resources Department for maintenance of the ranch on top of maintaining all the District's other assets.
- Need for an affordable method of brine concentrate disposal if the ZLD pilot does not prove workable for Cambria's WRF.
- Challenge finding a sustainable supplemental water source in addition to San Simeon and Santa Rosa aquifers.
- Open positions sometimes difficult to fill.
- Need for better administrative office space.
- Lack of engineer on staff.
- Lack of Customer Service ethic.
- Office hours are too short.
- Overstaffed in some areas.
- Lack of General Fund Revenue.

Workshop Participant Input to the March 4, 2024 Strategic Planning Workshop

- General Fund fiscal outlook is poor – not enough revenue to meet future needs.
- Continued distrust by some community members.
- Dissatisfaction (lack of understanding) by lot owners on the water wait list.
- Aging infrastructure.
- Legal challenges by past employees.
- Need to negotiate utilization of well located on the CUSD property.
- Aging infrastructure.
- Limited revenue streams.
- Overleveraged Facilities & Resources Department.
- Funding constraints for infrastructure repair and upgrades.
- The CCSD is a smaller district and lacks some of the economies of scale available to larger entities.
- The districts' coastal location increases equipment and infrastructure maintenance requirements.
- Not having enough staff to take advantage of the funding opportunities for infrastructure projects that are available now and that will likely not be available in the future.
- Many areas that need improvement.
- Funding constraints for infrastructure repair and upgrades.
- The CCSD is a smaller district and lacks some of the economies of scale available to larger entities.
- The districts' coastal location increases equipment and infrastructure maintenance requirements.
- Not having enough staff to take advantage of the funding opportunities for infrastructure projects that are available now and that will likely not be available in the future.
- Lack of updated policies/procedures for Fire Department/District.
- Lack of Fire Department training facility.
- Fire department facility infrastructure, upgrades are required to meet mandatory OSHA requirements that are constantly increasing.
- Fire Department personnel continue to be underpaid by a significant margin.
- Administration overhead is an area that warrants a discussion and continued evaluation.
- Not enough resources to meet all goals.
- Unable to focus on most critical tasks with competing priorities and committees.
- Unable to raise enough funds to pay for infrastructure and adequate staffing.
- Limited personnel resources.
- Minimal collaboration and team-building opportunities.

Positive External Factors: 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?

- Potential for zero liquid discharge technology may enable the District to operate the Water Reclamation Facility to enhance our water supply.
- Potential grant funding to enable completion of underfunded projects.
- At least a small proportion of the community is very engaged in District decision making.
- Continued improvements in information technology will drive increased operational efficiency and effectiveness in all departments, such as Advanced Metering Infrastructure, and Fulcrum mapping of District properties and facilities.
- New technology for water reuse.
- Multiple years of higher-than-average rainfall to supplement the aquifers.
- Completion of the East Ranch Community Park.
- More positive input from the public.
- Opportunities for government funds or grants for District projects.

Workshop Participant Input to the March 4, 2024 Strategic Planning Workshop

- Direct water reuse technology.
- Advances in technology for water reclamation (e.g., Zero-Liquid-Discharge brine treatment, Direct Potable Reuse) hold great promise for the future.
- Growing trust from most of the community based on grand efforts by District staff
- Beautiful community
- Heavier rainfall in the past two years so that drought conditions have not been in effect
- Improving relationships with the County and the Coastal Commission
- Availability of new technologies to address previous challenges
- Significant opportunities for grant funding
- Technological advancements in water and wastewater
- Greater opportunities to work with the County of San Luis Obispo for shared services
- Increased funding options for water and wastewater infrastructure from both the State of CA and federal sources.
- Good relationships with County Supervisor and Congressman.
- Increased funding options for water and wastewater infrastructure from both the State of CA and federal sources.
- Federal Grant funding is becoming more readily available.
- According to the National Library of medicine, the industry is trending towards BLS.
- SLO CAL's tourism industry earnings (total after-tax net income for travel including wages and salary disbursements) \$865 million. This is an increase of 16.9 percent year over year as well as an increase of 6.13 percent from 2019. Tourism comprises 9.78% of SLO CAL's countywide GDP. (Tourism contributes \$62.7 million in transient occupancy tax revenue, which was 6.3 percent increase year over year. Tourism spending totaled \$22 billion in 2022. (I don't have the 2023 numbers yet; however, the assumption is an increase from the year before)
- San Luis Obispo Economy relative stability: Gross regional product: \$21.7b (increase of \$1.9b from prior year/2021) Private Sector Jobs 100.3k (increase of 607 from year prior)
- Two 24-hour Paramedic staffed ambulances that are reporting stability.
- Supportive Board Members and community.
- Maintaining relationships with community organizations.
- Staying transparent with community on CCSD current and future events (Directors newsletter).

Negative External Factors: What are the external factors/trends (e.g., economic, health, technological, political, and environmental) that will/might have a negative impact on the Cambria Community Services District?

- Ever increasing frequency and severity of storms and droughts resulting from global warming creates huge challenges on our ability to reliably deliver water, maintain District facilities, and protect the community from natural disasters.
- Ever-present risk of wildfires in the dry season compounded by limited evacuation routes.
- Trends in the housing market, driving costs higher, a large proportion of housing owned by part time out of towners, pricing many of the locals and labor supply out of the market, puts increasingly intense economic pressures on residents and creates challenges in hiring & retention in a tight labor market. This housing shortage exacerbates the challenges the District faces balancing the needs of the unhoused with the needs of the community.
- Many of the significant District challenges are affected by County funding and support for Cambria, including maintaining our roads, providing safe pedestrian pathways, and recreational opportunities.
- Significant concern and uncertainty regarding the potential impact from offshore wind farm projects.
- Political instability and uncertainty at the national level.

Workshop Participant Input to the March 4, 2024 Strategic Planning Workshop

- Climate change.
- Not enough affordable housing.
- Inadequate parking for businesses.
- Fire danger and lack of evacuation routes.
- Multiple years of drought causing uncertainty in water supply.
- Declining population and graying population
- Lack of Volunteers to help the community thrive
- Coastal Commission biased view on Cambria
- State and County budget issues that ripple down to us
- High cost of housing will continue to disadvantage Cambria as a place for working people and families to live
- Inflation so that the cost of goods has increased
- A lack of renewable energy to use for District programs
- Environmental factors that complicate the District's ability to utilize natural resources
- An increase in rainfall that has led to flooding and damages
- An ongoing skepticism from the Coastal Commission related to CCSD's programs
- Limited access to state water
- Negotiations with Coastal Commission on agreed-upon mitigation measures for the Water Reclamation Facility.
- Significant partisan arguments over growth versus no growth, and its impacts on Cambria's water supply.
- Increasing reporting requirements in all areas of CCSD operations, increasing staff's mandatory workload, and adding additional costs to the ratepayers if more staff or consultants' time is needed for reporting compliance.
- Climate change could reduce rainfall and/or increase its overall unpredictability.
- Inflation increasing the cost of everything needed to run the water and wastewater operations and increasing the costs of capital improvements.
- Sea level rise affecting low-lying infrastructure.
- Increasing reporting requirements in all areas of CCSD operations, increasing staff's mandatory workload, and adding additional costs to the ratepayers if more staff or consultants' time is needed for reporting compliance.
- Climate change could reduce rainfall and/or increase its overall unpredictability.
- Inflation increasing the cost of everything needed to run the water and wastewater operations and increasing the costs of capital improvements.
- Sea level rise affecting low-lying infrastructure.
- Reportedly the county is currently operating under a more than \$25 million budget deficit and nearly \$1 billion in unfunded pension liability.
- Reportedly \$58 billion California State deficit.
- Paramedic/EMT shortage. Reportedly, Nationwide, more than a quarter of paramedics leave their jobs every year.
- Overall, Cambria is more expensive than any city/town/area in San Luis Obispo. Additionally, San Luis Obispo is one of the most expensive counties in California.
- Our district does not collect a TOT (Transient Occupancy Tax) of 12.5%.
- Decreasing population.
- Inability to raise rates.
- Explaining the roles and responsibilities of the several CCSD departments.

Workshop Participant Input to the March 4, 2024 Strategic Planning Workshop

- Clear separation of duties from other government agencies' for example SLO County, Coastal Commission.

The **Vision** provides a description of the Cambria we want future generations to inherit. Based on community input, the strategic planning ad hoc committee has created the following draft vision for consideration.

Our Vision for Cambria CSD: *A thriving multigenerational community where all feel welcome and valued. The natural beauty that attracts us all to Cambria is preserved for generations to come. District facilities and core services are well maintained and improved such that future generations feel that "these are the good old days." Cambrians largely agree that we work together to balance the many and diverse needs of those who love Cambria - those who live here, those who work here, those who want to live here, and those who visit here.*

After reviewing this vision statement, along with all of the community input for the vision, choose 1 of the following 3 options:

- A. I think this vision statement is just about right!
- B. In my opinion, this vision statement is missing the following elements:
- C. I would like to offer the following vision statement for consideration:

Participant Responses

- I think this vision statement is just about right!
- I think this vision statement is just about right!
- I think this vision statement is just about right!
- I think this vision statement is just about right!
- Current Vision statement is just about right.
- In my opinion, this vision statement is missing the following elements:
 - In general, it could be more concise. See my version below.

I would like to offer the following vision statement for consideration:

- Cambria has a welcoming and unique small-town charm, a place where residents and visitors can enjoy all that the village and surrounding area has to offer: the beautiful coastal bluffs and beaches, forests, trails, open spaces, and abundant wildlife. The CCSD maintains the District's infrastructure, facilities, and core services in the most fiscally responsible and transparent manner to support the well being of the community.
- Way too long and wordy.
- A thriving multigenerational community where all feel welcome and valued, with its natural beauty is preserved for generations to come. District facilities and core services well maintained and improved to meet future needs. Cambrians working together to balance the many and diverse needs of all who live here, work here, visit here and want to live here.
- Something should be added about financial stability. I do think the sample Vision created by the ad hoc committee is well stated and pretty beautiful.
- The Cambria Community Services District is dedicated to preserving our picturesque coastal environment while fostering a resilient and vibrant community. We commit to innovative and responsible stewardship of our natural resources, ensuring a balance between growth and ecological sustainability. Our vision is to enhance the quality of life for all residents through exceptional public services, community collaboration, and a dedication to preserving Cambria's unique charm and cultural heritage. Together, we aspire to create a harmonious and inclusive community where every resident can flourish and future generations can thrive in the beauty of our coastal haven.

Workshop Participant Input to the March 4, 2024 Strategic Planning Workshop

- An inclusive and flourishing multigenerational community, Cambria is a place where everyone is not just welcomed but deeply valued. Our commitment extends beyond the present, aiming to preserve the natural beauty that draws us all to this unique locale for the benefit of generations to come. In our vision, district facilities and core services are not merely maintained but thoughtfully improved, creating an enduring legacy that evokes a sense of nostalgia for future generations. In a spirit of unity, Cambrians harmoniously collaborate to strike a balance among the diverse needs of all our community members. This shared commitment reflects a collective understanding that our strength lies in working together, ensuring that the essence of Cambria remains a beacon for all who cherish it.
- I do not think our actions support the vision of a multigenerational community where all feel welcomed. Would rethink a statement that aligns more with our actions. *District facilities and core services are well maintained and improved such that future generations feel that “these are the good old days.”* This is very subjective and hard to measure success.
- I think the vision statement is mostly right. I would like to offer an additional statement that emphasizes an increase of environmental awareness, supporting programs and facilities geared toward the younger population in Cambria.

Core Values: This is a minor strategic update, so we will not be updating the Core Areas, or the Strategic Goals during the workshop. However, since we will be establishing a Vision for CCSD, the Board agreed at the 11/16/2023 meeting that we should review and augment the Core Values as needed to reflect the Vision.

The **Core Values** describe what CCSD values, recognizes and rewards. The current set of CCSD Core Values is listed below. The question to consider is what refinements are needed to the existing core values, which if any should be deleted, and what additional core values should be added.

- **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.

Based on the draft Vision Statement, and considering public input on the vision, I believe we are missing a Core Value:

- **Long-Term Stewardship:** In every decision we make, we strive to leave our infrastructure, community, and environment in a better condition for future generations.

Cambria Community Services District

Three-Year Strategic Goals 2022-2025

Objectives Status Report

Updated January 31, 2023

CORE AREA: Water Services - General

STRATEGIC GOAL: Meet the Ongoing Challenges of Effectively and Reliably Managing Water Resources in our Sensitive Ecosystem

WHAT (Objectives & Supporting Actions)	WHO (Responsible Party)	DATE ADDED TO PLAN	ORIGINAL TARGET COMPLETION DATE	UPDATED TARGET COMPLETION DATE	COMMENTS
Implement the Water Meter Replacement Program	Utilities Manager	1/31/2023	Not established	Fourth Quarter 2024	Board approved on 8/10/2023 and procurement of materials in progress. Completed the contract for billing integration and training. Staff are finalizing inventory. Started incrementally installing the endpoints. We have 10 endpoints installed. Stage 1 register update installation in June 2024.
↳ Present to the Board the implementation plan for the previously approved Water Meter Replacement Program.	Utilities Manager	6/28/2022	9/15/2022	First Quarter 2024	A budget adjustment will be brought to the Finance Committee for approval.
Complete the Stuart Street Tank Construction	Utilities Manager	1/31/2023	Not established	Fourth Quarter 2024	Board approved MKN contract on 1/11/2024. Permit duration expected to be 4-8 months total. Once permitting is completed, RFP for installation will ensue.
↳ Present to the Board the implementation plan for the Stuart Street tank construction (dependent upon receipt of appropriations monies).	Utilities Manager	6/28/2022	9/15/2022	First Quarter 2024	Staff expects to receive 70% design/build by end of First Quarter 2024.
Permanent Replacement of San Simeon Water Line & Effluent Line	Utilities Manager	1/31/2023	Not established	Fourth Quarter 2025	Board approved on 8/10/2023. Staff held a kickoff meeting with Cannon on 8/29/2023. Environmental/permitting began on 9/18/2023. The preliminary design review (PDR) is being presented to the R&I Committee in February 2024.
↳ Present to the Board of the Results of the RFP.	Utilities Manager	1/31/2023	Summer 2023	8/10/2023	Board approved on 8/10/2023.

WHAT (Objectives & Supporting Actions)	WHO (Responsible Party)	DATE ADDED TO PLAN	ORIGINAL TARGET COMPLETION DATE	UPDATED TARGET COMPLETION DATE	COMMENTS
Research Long-Term Water Storage Solutions	Utilities Manager with R&I Committee	1/31/2023	Not established		Ongoing. Ad Hoc Committee and staff are currently reviewing all possibilities for increasing our water portfolio.
↳ To revitalize the R&I Ad Hoc Committee concerning long-term storage.	Utilities Manager with R&I Committee	1/31/2023	April 2023	April 2023	R&I revitalized the Ad Hoc Committee consisting of Mr. Webb & Mr. Williams.
↳ Complete the research for long-term water storage solutions.	Utilities Manager with R&I Committee	6/8/2023	Not established		The Ad Hoc Committee provided a thorough report at the R&I Committee meeting. Board received Long-Term Water Supply & Storage Alternatives Report from the Ad Hoc Committee on 11/9/2023. Research and funding are ongoing.

CORE AREA: Water Services – Water Reclamation Facility

**STRATEGIC GOAL: Advance Coastal Development Permit (CDP)
to Achieve County and Coastal Commission Approval**

WHAT (Objectives & Supporting Actions)	WHO (Responsible Party)	DATE ADDED TO PLAN	ORIGINAL TARGET COMPLETION DATE	UPDATED TARGET COMPLETION DATE	COMMENTS
Resolve the Brine Waste Disposal Issue	Utilities Manager	1/31/2023	Not established	First Quarter 2025	The Zero Liquid Discharge made it through the Department of Energy review, and we are now waiting on specifics on the accounting processes based on grant requirements.
↳ 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.	Utilities Manager with R&I Ad Hoc Committee	6/28/2022	9/8/2022	Second Quarter 2024	Staff is in the process of scheduling a pilot program based on alternatives analysis for the Zero Liquid Discharge Program.
↳ Board approval of Zero Liquid Discharge pilot testing program.	General Manager	6/8/2023	Not established	Second Quarter 2024	Pilot testing program update to Finance & R&I Committees before Board approval.
Complete the Instream Flow Study Task 1 to Include Van Gordon Creek	Utilities Manager	6/28/2022	12/8/2022	Second Quarter 2024	Ongoing.
↳ Add additional scope to Instream Flow Study to include Van Gordon Creek.		7/13/2023	Fourth Quarter of 2023	9/14/2023	Board approved on 9/14/2023 and analysis will begin in October 2023.
↳ Report results to the Board.		6/28/2022	12/8/2022	Fourth Quarter 2024	
Complete the CDP Application	Utilities Manager	6/28/2022	December 2022	Second Quarter 2024	
↳ Revisit the CDP project description to our CDP application.		1/31/2023	Second Quarter of 2023	Second Quarter 2024	Staff selected SWCA as the consultant and they worked with staff and the Ad Hoc Committee to update the CDP project description and scope. Staff will bring the CDP project description to the Board for a Public Hearing in Second Quarter 2024, and with Board approval, subsequently submit formal application submission to the County.
↳ Submit the data needed to complete the CDP application for the County.		6/28/2022	December 2022	Third Quarter 2024 (if needed)	Potential information hold response could be required if requested.

CORE AREA: Wastewater Services

**STRATEGIC GOAL: Execute Phased Repairs and Upgrades
for the Wastewater Treatment System**

WHAT (Objectives & Supporting Actions)	WHO (Responsible Party)	DATE ADDED TO PLAN	ORIGINAL TARGET COMPLETION DATE	UPDATED TARGET COMPLETION DATE	COMMENTS
Define methodology for identification of required reporting to dissemination agent	WWTP Financing Working Group – Director Dean (lead), President Gray, General Manager & Finance Manager	6/28/2022	Not established	4/13/2023	Staff selected NBS as the dissemination agent.
↳ Hold initial meeting of WWTP Financing Working Group to determine methodology for review and identification of reporting documentation and agreements related to CSDA, Trustee and Underwriter.		11/17/2022	Nov 2022		Completed.
↳ Establish a reporting system.		1/31/2023	First Quarter of 2023		Completed.
↳ Conduct Working Group review of contractual documents and formally document required actions, timelines and recommended internal processes.		11/17/2022	Nov 2022		Report included under Ad Hoc Committee Reports at the April 13, 2023, Regular Board meeting.
Monitor project expenditures and performance during the construction phase	Utilities Manager & Finance Manager	1/31/2023	Not established	Ongoing	Ongoing monthly review of project expenditures with Utilities Department Manager, Wastewater Systems Superintendent and Water Systems Superintendent.
↳ Quarterly report supplement to Finance and Resources & Infrastructure Committees.		1/31/2023		Ongoing	Quarterly reports to Finance and Resources & Infrastructure Committees, and Board of Directors.
Revise any District Policies or Procedures to incorporate findings, as appropriate based on learnings from tracking project	General Manager, Finance Manager & Wastewater Superintendent	11/17/2022	Jan 2023		Future objective.
Establish priorities and an implementation plan for CIP wastewater projects not in the SST.	Utilities Manager	6/28/2022	Not established	Second Quarter 2024	R&I Ad Hoc Committee has been formed to prioritize non-SST projects.

CORE AREA: Fire Protection and Emergency Services

**STRATEGIC GOAL: Provide Optimal Fire Protection, Water Rescue,
and Emergency Medical Services on a 24/7 Basis**

WHAT (Objectives & Supporting Actions)	WHO (Responsible Party)	DATE ADDED TO PLAN	ORIGINAL TARGET COMPLETION DATE	UPDATED TARGET COMPLETION DATE	COMMENTS
Update the CCSD Board to all changes to evacuation planning within the District.	Director Dean, President Gray, working with Fire Chief and Fire Safe Focus Group coordinator	1/31/2023	Quarterly Report	Fourth Quarter 2024	Ongoing.
↪ Report on development of procedures for evacuation of residents needing extra help.		6/28/2022	1/12/2023		The Fire Chief is working with the County OES on notification processes for the residents and County OES. Report to the Board by committee report.
↪ Report on development of evacuation routes.		6/28/2022	1/12/2023		A letter was reviewed and approved by the Board on 7/13/2023. The letter was mailed to the property owners. The CCSD is still engaging in dialogue with the property owners.
↪ Report on progress of safe haven locations.		6/28/2022	1/12/2023	Fourth Quarter 2024	
Prepare and provide to the Board a Fire Prevention Plan for Cambria for Board consideration.	Fire Chief, working with General Manager, District Counsel & Fire Safe Focus Group	1/31/2023	Third Quarter of 2023	First Quarter 2025	
↪ Provide organizational chart.		1/31/2023	Third Quarter of 2023	First Quarter 2025	
↪ Provide defensible space ordinance.		6/28/2022	12/8/2022	First Quarter 2025	
↪ Provide budget and funding alternatives for the plan.		1/31/2023	Third Quarter of 2023	First Quarter 2025	
Report on the progress of implementing the Zonehaven System and the emergency alert system.	Fire Chief	6/28/2022	1/12/2023	November 2023	The Fire Chief implemented the Genasys (Zonehaven) System and emergency alert system in November 2023. Public outreach is ongoing.

WHAT (Objectives & Supporting Actions)	WHO (Responsible Party)	DATE ADDED TO PLAN	ORIGINAL TARGET COMPLETION DATE	UPDATED TARGET COMPLETION DATE	COMMENTS
Present report to the Board regarding the allocation of the general fund for services that are funded through the general fund.	Finance Committee	1/31/2023	First Quarter of 2023	November 2023	
↳ Review of Budget Policy.	Finance Committee	1/31/2023	First Quarter of 2023	12/14/2023	Board approved the Budget Policy on 12/14/2023.

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**

WHAT (Objectives & Supporting Actions)	WHO (Responsible Party)	DATE ADDED TO PLAN	ORIGINAL TARGET COMPLETION DATE	UPDATED TARGET COMPLETION DATE	COMMENTS
Define future use and funding for the Veterans' Hall	General Manager, Facilities & Resources Manager, working with a Board Ad Hoc Committee	6/28/2022	10/20/2022	Fourth Quarter 2024	Ongoing.
↳ Seeking non-CCSD funding sources for maintenance and operations.		1/31/2023	Second Quarter of 2023		
↳ Improving outreach to promote more community use.		1/31/2023	Second Quarter of 2023		
↳ Identifying potential improvements or amenities to increase the functionality of the Veterans' Hall.		1/31/2023	Second Quarter of 2023		
↳ Review of rental rates.		1/31/2023	Second Quarter of 2023		Staff is working with Bartle Wells on updating the CCSD Fee Schedule, which will include reviewing and updating the rental rates.
Complete Skatepark project	Utilities Manager	1/31/2023	Not established	Second Quarter 2025	
↳ Present an update to the Board for consideration on the final design, engineering estimate, and status of fundraising for the Skatepark.		6/28/2022	11/10/2022	11/17/2022	Completed 11/17/2022; subject to Planning Commission approval in third quarter 2024. The minor use permit is still in process.
↳ Present final construction estimate to Board for consideration and status of funding to determine whether the project can proceed.		1/31/2023	Third Quarter of 2023	Third Quarter 2024	The final construction estimate is TBD.

WHAT (Objectives & Supporting Actions)	WHO (Responsible Party)	DATE ADDED TO PLAN	ORIGINAL TARGET COMPLETION DATE	UPDATED TARGET COMPLETION DATE	COMMENTS
↳ Receive update on status of grant	General Manager	7/13/2023	11/10/2022	First Quarter 2024	Land and Water Conservation Fund grant application submitted on 6/1/2023. Grant awards are expected in late 2025. On December 4, 2023, the CCSD was selected as one of the sixteen projects to proceed with post-selection federal requirements to create a new skatepark facility. The \$600,000 will be used to create a new skatepark facility with a seating section with shade structure, landscaping, parking lot, and restroom stall.
Complete the East Ranch Restroom project	Utilities Manager	1/31/2023	Not established	Fourth Quarter 2024	
↳ Obtain construction permit and present to the Board for consideration the construction RFP for the East Ranch restrooms.		6/28/2022	11/10/2022	Second Quarter 2024	Minor Use Planning permit was submitted on 9/14/2023, currently under review by County Planning. Staff received zoning clearance.
↳ Construct the restroom.		1/31/2023	Not established	Fourth Quarter 2024	
Present options and estimated construction and maintenance costs and possible funding sources for future Community Park projects to the Board	PROS Committee	1/31/2023	Third Quarter of 2023	Second Quarter 2024	
↳ Frisbee golf		1/31/2023			Address at next strategic planning workshop.
↳ Exercise circuit		1/31/2023			Address at next strategic planning workshop.
↳ Multi-use trail		1/31/2023			Address at next strategic planning workshop.
↳ Picnic tables		1/31/2023			Address at next strategic planning workshop.
Present report to the Board regarding the allocation of the general fund for services that are funded through the general fund.	Finance Committee	1/31/2023	First Quarter of 2023	Fourth Quarter 2023	
↳ Review of Budget Policy.		1/31/2023	First Quarter of 2023	12/14/2023	Board approved the Budget Policy on 12/14/2023.

COMMUNITY SERVICES DISTRICTS

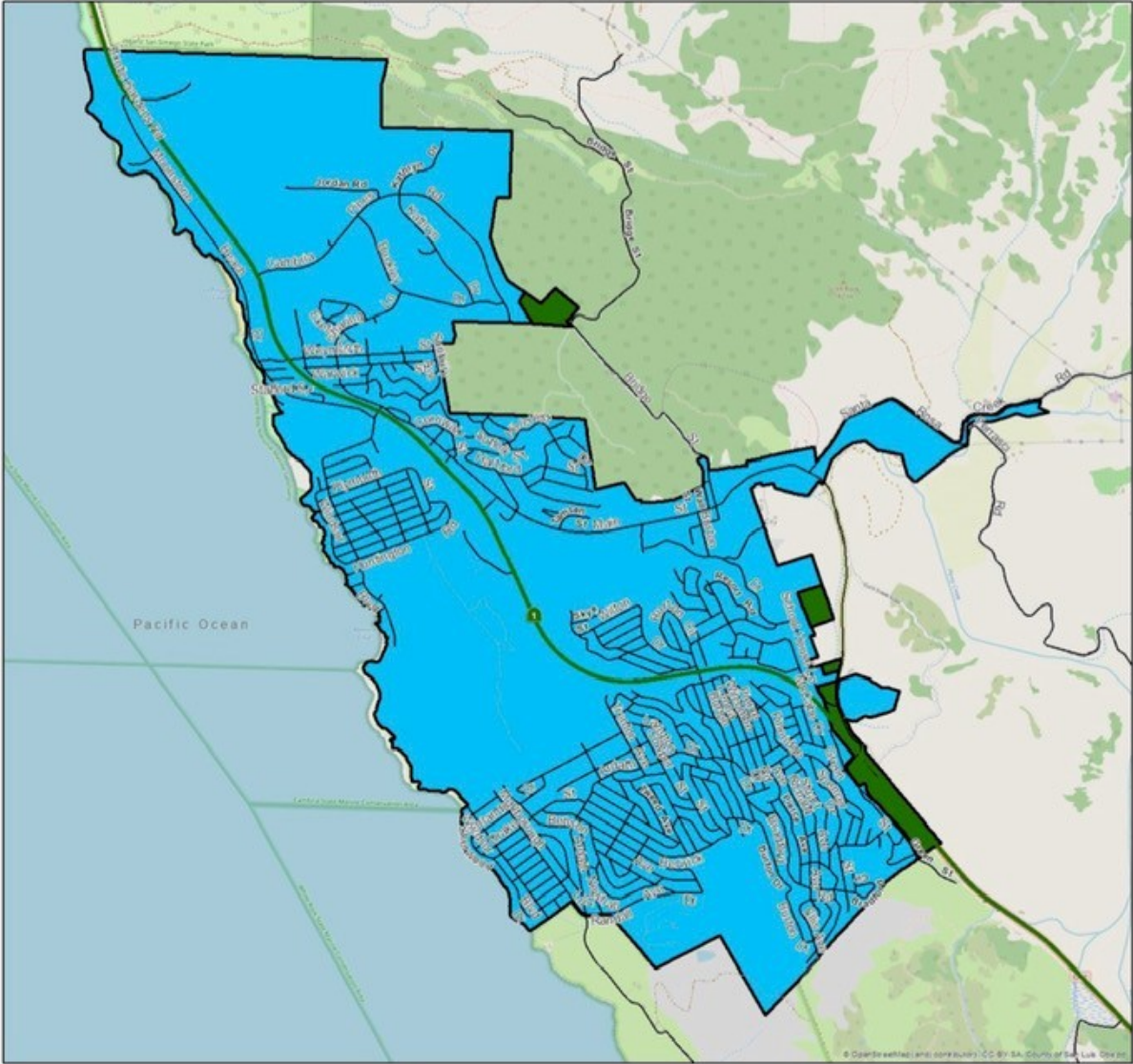
(Established under Government Code Sections 61000-61934)

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

