

Pursuant to Government Code Section 54953(e), members of the Finance Standing Committee or staff will participate in this meeting via a teleconference. Members of the public can submit written comments to the Board Secretary at [boardcomment@cambriacsd.org](mailto:boardcomment@cambriacsd.org).



## FINANCE COMMITTEE

REGULAR MEETING  
Tuesday, March 22, 2022 - 10:00 AM

### AGENDA

**Please click the link below to join the webinar:**

<https://us06web.zoom.us/j/88664862963?pwd=WGhVM1g2QzBQcHZJTUXpFSS9hUit4QT09>

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Copies of the staff reports or other documentation relating to each item of business referred to on the agenda are on file in the Office of the Board Secretary, available for public inspection during District business hours. The agenda and agenda packets are also available on the CCSD website at [www.cambriacsd.org](http://www.cambriacsd.org). Please call 805-927-6223 if you need any assistance. If requested, the agenda and supporting documents shall be made available in alternative formats to persons with a disability. The Committee Chairperson will answer any questions regarding the agenda.

- A. CALL TO ORDER
- B. ESTABLISH QUORUM
- C. CHAIRMAN'S REPORT
- D. AD HOC SUBCOMMITTEE REPORTS
- E. COMMITTEE MEMBER COMMUNICATIONS

Any Committee Member may make an announcement, report briefly on his or her activities, or ask a question for clarification.

**1. PUBLIC COMMENT**

Members of the public may now address the Committee on any item of interest within the jurisdiction of the Committee but not on its agenda today. Future agenda items can be suggested at this time. In compliance with the Brown Act, the Committee cannot discuss or act on items not on the agenda. Each speaker has up to three minutes.

**2. CONSENT AGENDA**

- A. Consideration to Approve January 27, 2022 Regular Meeting Minutes and the March 1, 2022 and March 15, 2022 Special Meeting Minutes

**3. REGULAR BUSINESS**

- A. Receive Update on FY 2020/21 Audit
- B. Receive Update on Tyler Incode
- C. Discussion and Consideration of Changing June 28, 2022 Regular Meeting Date
- D. Discussion and Consideration of Ad Hoc Sub Committee Report on Strategic Planning Task #2 Structural Changes to Address Underfunded, Under-Staffed and Under-Resourced Services, with Recommendation to the Board

**4. FUTURE AGENDA ITEMS****5. ADJOURN**

**FINANCE COMMITTEE**  
REGULAR MEETING  
Thursday, January 27, 2022 - 10:00 AM  
**MINUTES**

A. CALL TO ORDER

Chairperson Steidel called the meeting to order at 10:00 a.m.

B. ESTABLISH QUORUM

A quorum was established.

Committee members present via Zoom: Cindy Steidel, Ted Siegler, Marvin Corne, Mary Maher, Cheryl McDowell, and Karen Chrisman.

Staff present via Zoom: John Weigold, General Manager, Pamela Duffield, Finance Manager, Ossana Terterian, Board Secretary.

C. AD HOC SUBCOMMITTEE REPORTS - None

D. CHAIRMAN'S REPORT

Chairperson Steidel informed us that our June 28<sup>th</sup> meeting conflicts with a Board Strategic Plan meeting. We will need to move our finance committee meeting.

E. COMMITTEE MEMBER COMMUNICATIONS

Committee member Corne inquired about the status and cost of the San Simeon creek water line fix. Committee member McDowell inquired about CCSD attorney fees.

**1. PUBLIC COMMENT**

Public Comment: None

**2. CONSENT AGENDA**

- A. Consideration to Approve December 14, 2021 Special Meeting Minutes

Committee member Corne moved to approve the minutes.

Committee member Siegler seconded the motion.

The motion was approved 5-Ayes (Maher, McDowell, Siegler, Corne, Chrisman), 0-Nays, 0-Abstain

### **3. REGULAR BUSINESS**

#### **A. Review of Second Quarter Budget Report and Staff Recommendations**

Ms. Duffield reviewed the Budget report and staff recommendations.

Committee member McDowell moved that we recommend to the Board that they receive and file the Second Quarter Budget Report and Staff Recommendations.

Committee member Maher seconded the motion.

The motion was approved 5-Ayes (Maher, McDowell, Siegler, Corne, Chrisman), 0-Nays, 0-Abstain

#### **B. Receive update on FY 20/21 Audit**

Ms. Duffield is working with the auditors to complete the audit and review it with the committee in February.

#### **C. Receive Update on Tyler Incode**

Ms. Duffield is working on calendar year end activities including tax filing tasks.

#### **D. Review and Discussion of Finance Committee Report on Strategic Plan Task 1 "Identify Under-Funded, Under-Resourced, and Under-Staffed Services, Submitted to the Board of Directors**

Chairperson Steidel gave an update on the recent Board strategic planning meeting. Committee members expressed

their views on recent process issues between the Finance Committee and the Board.

#### **4. FUTURE AGENDA ITEMS**

Chairperson Steidel asked for any future agenda items. Several items were discussed but not set for a future agenda.

#### **5. ADJOURN**

Chairperson Steidel adjourned the meeting at 11:38 a.m.

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**CAMBRIA COMMUNITY SERVICES DISTRICT**  
**FINANCE COMMITTEE SPECIAL MEETING MINUTES**  
Tuesday, March 1, 2022 - 1:30 PM

**1. OPENING**

**A. CALL TO ORDER**

Chairperson Steidel called the meeting to order at 1:30 p.m.

**B. ESTABLISH A QUORUM**

A quorum was established.

Committee members present via Zoom: Cindy Steidel, Ted Siegler, Marvin Corne, Mary Maher, Charyl McDowell, and Karen Chrisman.

Staff present via Zoom: John Weigold, General Manager, Pamela Duffield, Finance Manager, Ossana Terterian, Board Secretary, Ray Dienzo, Utilities Department Manager/District Engineer.

**C. CHAIRMAN'S REPORT - None**

**D. COMMITTEE MEMBER COMMUNICATIONS - None**

**E. PUBLIC COMMENT ON AGENDA ITEMS**

Public Comment: David Pierson, Michael Thomas

**2. REGULAR BUSINESS**

**A. Receive Presentation by Bartle Wells Associates, Discuss and Consider the PG&E IGA Financing and the Rate Study and Staff Recommendation**

Mr. Alex Handlers from Bartle Wells Associates presented the Water, WRF and Sewer Rate Study presentation. The members asked clarifying questions and also gave input on next steps. The finance committee requested to see the detail capital plan and assumptions used as well as projections of cash positions of each fund similar to what was provided to the board and public during the last rate study. This information will be reviewed at the March 22<sup>nd</sup> committee meeting.

**3. ADJOURN**

Chairperson Steidel adjourned the meeting at 3:30 p.m.

**CAMBRIA COMMUNITY SERVICES DISTRICT**  
**FINANCE COMMITTEE SPECIAL MEETING MINUTES**  
Tuesday, March 15, 2022 - 10:00 AM

**1. OPENING**

**A. CALL TO ORDER**

Chairperson Steidel called the meeting to order at 10:01 a.m.

**B. ESTABLISH A QUORUM**

A quorum was established.

Committee members present via Zoom: Cindy Steidel, Ted Siegler, Marvin Corne and Mary Maher. Cheryl McDowell and Karen Chrisman were absent.

Staff present via Zoom: John Weigold, General Manager, Pamela Duffield, Finance Manager, Ray Dienzo, Utilities Department Manager/District Engineer.

**C. CHAIRMAN'S REPORT - None**

**D. COMMITTEE MEMBER COMMUNICATIONS - None**

**E. PUBLIC COMMENT ON AGENDA ITEMS**

Public Comment: None

**2. REGULAR BUSINESS**

**A. Receive Presentation by Bartle Wells Associates, Discuss and Consider the PG&E IGA Financing and the Rate Study and Staff Recommendation**

Mr. Alex Handlers from Bartle Wells Associates discussed the more detailed version of the Water, WRF & Sewer Financial Plan & Rate Study which we saw at the last meeting on March 1, 2022. This version included detailed listing of capital improvement items and a detailed narrative associated with the rate study. The package also showed 10-year cash flow projections for each fund.

The committee asked clarifying questions and also expressed a concern that the sewer fund cash reserves does not build up quickly leaving the district under the desired reserve level for many years.

Public Comment: Michael Thomas, Crosby Swartz, Laura Swartz, Tina Dickason

Committee member Corne moved that the Finance Committee recommend to the BOD acceptance of the Bartle Wells Associates financial plan, rate study, three-year rate increases for Water and Sewer Funds, and subsequent inflationary rate adjustment for Water, WRF and Sewer.

Committee member Maher seconded the motion.

The motion was approved 3-Ayes (Maher, Siegler, Corne), 0-Nays, 0-Abstain, 2-Absent (McDowell, Chrisman)

Committee member Siegler moved that the Finance Committee recommend the BOD discuss and consider front loading the sewer fund rate increases as follows to build up the sewer fund cash reserves more quickly: 9%, 7 ½ % and 6%.

Committee member Maher seconded the motion.

The motion was approved 3-Ayes (Maher, Siegler, Corne), 0-Nays, 0-Abstain, 2-Absent (McDowell, Chrisman)

### **3. ADJOURN**

Chairperson Steidel adjourned the meeting at 11:30 a.m.



## CAMBRIA COMMUNITY SERVICES DISTRICT

TO: Finance Committee

AGENDA NO. **3.D.**FROM: John F. Weigold IV, General Manager  
Pam Duffield, Finance Manager

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Meeting Date: March 22, 2022

Subject: Discussion and Consideration of Ad Hoc Committee Report on Strategic Planning Task #2 Structural Changes to Address Underfunded, Under-Staffed and Under-Resourced Services, with Recommendation to the Board

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**RECOMMENDATION:**

Staff recommends the Finance Committee discussion and consideration of the Ad Hoc Committee report on strategic planning task #2 structural changes to address underfunded, under-staffed and under-resources services, with recommendation to the Board.

**DISCUSSION:**

A Finance Ad Hoc Committee was formed on October 26, 2021, for the Strategic Planning Three-Year Goal – Achieve and Sustain Adequate Financial Resources to Fulfill The Mission, Task #2 to evaluate potential structural changes in addressing the Underfunded, Under-Staffed and Under-Resourced Services. The Ad Hoc committee had several meetings with staff, completed research and is providing the attached report for review and discussion, at today's meeting.

Staff recommends the Finance Committee discuss and consider the Ad Hoc committee's report on Strategic Planning Task #2 Structural Changes to Address Underfunded, Under-Staffed and Under-Resourced Services and provide recommendation to forward the report to the Board.

Attachments: 01 – Finance Ad Hoc Sub Committee Report – Task #2  
02 – Underfunded/Staffed/Resourced List  
03 – CIP Listing

**Cambria Community Services District  
Standing Finance Committee Report:  
Identify Potential Organizational Changes and Efficiencies to Address Under-Funded,  
Under-Resourced and Under-Staffed Services/Support Needs.**

This report responds to the Cambria Community Services District (CCSD or District) three-year strategic planning goal to achieve and sustain adequate financial resources. The Cambria Community Services District Standing Finance Committee established an ad hoc subcommittee to address the following task. The report has been reviewed by the full Standing Finance Committee, which recommends the CCSD Board of Directors (Board) receive and adopt the report.

### **Task**

Specifically, the task undertaken by the ad hoc committee, working with General Manager John Weigold and Finance Manager Pam Duffield, was to identify potential organizational changes and efficiencies to address underfunded, under-resourced and understaffed services/support needs and present to the Board of Directors for discussion and possible consideration.

In an earlier report, the Board received a report identifying numerous underfunded, under-resourced and understaffed services/support needs. The report was limited to the activities within the General Fund, largely funded by Cambria property taxes. The CCSD Enterprise Funds, Water and Wastewater, were not included in the study because they are, in theory, self-funded by rates charged for services. Rates are reviewed periodically and set at levels necessary to fully fund the operations.

On the other hand, the General Fund departments – Fire Department; Facilities and Resources; Parks, Recreation and Open Space; and Administration -- are funded by property taxes. Short of voter-approved special assessments, property taxes are subject to Prop 13 limits and do not necessarily scale in proportion to the full range of services provided by the CCSD. Further, since Prop 13 limits property assessment increases to 2% per year, the taxes based on those assessments do not necessarily keep pace with inflation. Nor has property tax revenue expanded to scale with expansion of the fire department, acquisition of the Fiscalini Ranch Preserve and hundreds of vacant lots, acquisition of the Vets Hall, and other add-on obligations.

### **Approach**

There are limited ways an organization can improve the balance between resources and needs. The first is to find new sources of revenue. Next, an organization can find efficiencies in how resources are deployed. Finally, an organization can consider limiting or curtailing activities to redeploy resources to higher priority activities. The ad hoc subcommittee considered each of these approaches with respect to each of the departments supported by the General Fund. The following are the subcommittee's recommendations.

## New Sources of Revenue

- **Grants:** The district has had limited success obtaining grants for various projects and operations. These include the SAFER grant to add three firefighters to the payroll, grants to clear dead trees and debris from the Fiscalini Ranch Preserve, and Prop 68 funds that will partially finance a new restroom on the East Ranch. The District should continue to seek out grant funding. In addition to supporting the Fire Department and managing fire risk in the forest, grants may be available for infrastructure repair to address the deteriorated condition of the Vets Hall.
- **Usage Rates:** The Vets Hall is used for numerous events by individuals, non-profit organizations, and profit-making operations. In the past, the CCSD has been generous in reducing rates, particularly for Cambria's non-profit organizations. Unfortunately, the rates charged have been insufficient to cover the cost of maintaining the facility. Going forward, the District should consider raising rates to the point the Vets Hall is closer to self-sufficient. Rates could be structured in such a way that local users pay less than non-locals, reflecting the fact that local people and organizations are already paying property taxes that provide funds to the District.
- **Non-Profit Support:** Currently, the CCSD has a robust example of non-profit support for District operations in its partnership with the Friends of the Fiscalini Ranch Preserve. Like the Ranch, the Vets Hall is a community resource. The District should explore the possibility of non-profit support for operations and maintenance of the Hall. For instance, events at the Vets Hall bring in visitors, which should be of interest to the Tourism Board and the Chamber of Commerce. The Lions make extensive use of the Vets Hall for the Farmers Market and Pinedorado. And of course, the American Legion and its auxiliary are housed at the Vets Hall. All of these organizations have a stake in the facility's condition and might be willing to contribute.
- **Interfund Loans:** The Enterprise Funds have outstanding debt to the General Fund of approximately \$550,000. Currently Water and Wastewater Rates are under review. The District should assure that any potential new rates will support timely repayment of these interfund loans. The funds repaid should be earmarked for one-time needs such as the Vets Hall repairs or placed in reserves to address future one-time issues.

## Efficiencies

- **External Opportunities:** The most prominent opportunities to reduce cost through reorganizing relate to the overlap of responsibilities between the Fire Department, Cal Fire and the Health Care District. However, these have been exhaustively researched in the past and have been found to be extremely complicated and, at the same time, unlikely to yield any savings. Further, the community would likely be forcefully opposed to substituting Cal Fire for the CCSD Fire Department.
- **Internal Opportunities:** Within the General Fund departments, there is an overlap of mission. Much of the forest health work done on the Fiscalini Ranch Preserve is aimed at reducing fire danger. Even though the large-scale projects are accomplished with outside services, there is substantial effort expended supervising those operations and for routine clearing on a small scale. The District should explore whether members of on-

duty fire crews, when not responding to emergencies, might be available to take on some of this work.

- **Other Cost-Saving Opportunities:** The District should continually evaluate cost-saving opportunities such as equipment replacement schedules and outsourcing. In particular, the Fire Department should benchmark its replacement schedules for big-ticket items, like fire engines, against the practices of other fire departments in the surrounding area. When considering outsourcing, the District should evaluate whether there is an actual net savings generated by using outside services.

### **Curtailing or Eliminating Activities or Services**

The subcommittee reviewed the scope of services carried out by the General Fund departments and was unable to find any that were not either required by agreements or relied on by the community. The scope of services provided by the District ranges from responding to fires and life-threatening emergencies, to managing the Fiscalini Ranch Preserve, the Vets Hall, and hundreds of vacant lots, to maintaining public restrooms, to lighting our streets. Beyond the complication of petitioning LAFCO to reduce the scope of services the District is authorized to carry out, loss of these essential services would be a detriment to the community.

In conclusion, the ad hoc subcommittee's report builds on the earlier report received by the Board that itemized and prioritized underfunded and under-resourced needs of the General Fund. The subcommittee considered the conclusions and recommendations contained in that report. Beyond that, the subcommittee took a fresh look at the problem, primarily from the perspective of whether revising the organizational model could attract new funds or yield savings. The conclusion is that, at best, the possibilities are modest. However, the subcommittee urges the CCSD to pursue these possibilities in an effort to provide important community services within a constrained budget.

**Cambridria Community Services District**  
**Strategic Plan - Achieve and Sustain Adequate Financial Resources to Fulfill the Mission**  
**Task #1 - Identify Underfunded, Under-resourced and Under-staffed Services**  
**Due Date - April 1, 2021, Updated July 27, 2021**

Fund	Department	Source	Priority	Budget Item Request Description	Line Item Request Amount	FY 2021/2022		Ongoing Expense (Y/N)
						FY 2021/22 Funded Amount	FY 2021/22 Unfunded Amount	
General	Fire	Budget Funded	1	Radio System Upgrade (Grant Failed with County OES)	30,000	30,000	-	N
General	Fire	Budget Unfunded	1	Addition of 3 Firefighters (Step E Salary & Benefits) 3 Staff - Replaces the reserve firefighter program and provides 3 staff on engine at one time. (current is 2 FTE and 1 reserve firefighters)	361,200	-	361,200	Y
General	Fire	Budget Unfunded	1	Zoll X Series EKG (Grant Offset)	40,000	40,000	-	N
General	Fire	Budget Unfunded	1	Station Security Upgrade - Phase I of III	80,000	20,000	60,000	Y
<b>Priority 1 Sub-Total</b>					<b>511,200</b>	<b>90,000</b>	<b>421,200</b>	
General	Fire	Budget Unfunded	2	Fuel Station Computer Replacement (Delayed in FY 19/20)	14,000	14,000	-	N
General	Fire	Budget Unfunded	2	Addition of Clerical Assistant	74,799	-	74,799	Y
General	Fire	Under Funded	2	2021 Storm Damage	42,975	12,000	30,975	N
General	Fire	Under Funded	2	Hose Replacement - Per NFPA Guidelines (current 30+ yrs)	30,000	-	30,000	N
General	Fire	Under Funded	2	2nd Set of Turnout Uniforms for FF - Per NFPA (13 sets)	26,000	-	26,000	N
General	Fire	Under Funded	2	Training Facility for Firefighters	50,000	-	50,000	N
General	Fire	Under Funded	2	Unimproved Property for Training Facility	50,000	-	50,000	N
General	Fire	Under Funded	2	Fire Station Painting Exterior & Garages	20,000	-	20,000	N
General	Fire	Under Funded	2	Fire Engine Type 3 (FY 2022/2023)	400,000	-	400,000	N
General	Fire	Under Funded	2	Truck - Utility with Buildout (Loan Offset)	50,000	50,000	-	N
<b>Priority 2 Sub-Total</b>					<b>757,774</b>	<b>76,000</b>	<b>681,774</b>	
General	Fire	Budget Unfunded	3	CERT (New GL Acct Frmlly 6220A)	5,500	3,605	1,895	Y
General	Fire	Under Funded	3	Fire Prevention Officer (Paramedic/Captain)	168,000	-	168,000	Y
General	Fire	Under Funded	3	Additional Storage Shed & Foundation	8,000	8,000	-	N
General	Fire	Under Funded	3	Fire Station Addition for Residential Wing/Admin Office	3,000,000	-	3,000,000	Y
General	Fire	Under Funded	3	Water Tender (FY 2031/2032)	250,000	-	250,000	N
General	Fire	Under Funded	3	Vehicle Equipment Reserve - Annual	50,000	-	50,000	Y
General	Fire	Under Funded	3	Emergency Generator Replacement	100,000	-	100,000	N
General	Fire	Under Staffed	3	Addition of 3 Firefighters (Step E Salary & Benefits) 4 Staff - Replaces the reserve firefighter program and provides 4 staff on engine at one time. (current is 2 FTE and 1 reserve firefighters)	361,200	-	361,200	Y
<b>Priority 3 Sub-Total</b>					<b>3,942,700</b>	<b>11,605</b>	<b>3,931,095</b>	
<b>Fire Department - Sub-Total</b>					<b>5,211,674</b>	<b>177,605</b>	<b>5,034,069</b>	
General	Fac & Res	Budget Unfunded	1	Addition of Maintenance Worker (Step E & Benefits)	92,603	-	92,603	Y

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						FY 2021/22 Funded Amount	FY 2021/22 Unfunded Amount	
General	Fac & Res	Budget Unfunded	1	Buildings & Grounds Increase for weed abatement & tree removal	120,000	-	120,000	Y
General	Fac & Res	Budgeted	1	Temporary Services (6 mos)	24,000	8,000	16,000	Y
General	Fac & Res	Under Funded	1	2021 Storm Damage	269,750	48,500	221,250	N
General	Fac & Res	Under Funded	1	Vets Hall - Priority 1 Projects	116,500	15,000	101,500	Y
General	Fac & Res	Under Funded	1	Rodeo Grounds Shop Building - Annual CIP Budget	30,000	-	30,000	Y
General	Fac & Res	Under Fund/Res/Staff	1	Homeless Encampment	150,000	60,000	90,000	Y
General	Fac & Res	Under Fund/Res/Staff	1	Vacant Lot Maintenance (450 +/- Lots)	80,973	80,973	-	Y
<b>Priority 1 Sub-Total</b>					<b>883,826</b>	<b>212,473</b>	<b>671,353</b>	
General	Fac & Res	Under Funded	2	Vets Hall - Priority 2 Projects	112,500	-	112,500	Y
General	Fac & Res	Under Funded	2	Community Park/Dog Park Maintenance	14,100	14,100	-	Y
General	Fac & Res	Under Fund/Res/Staff	2	Ranch Staffing/Maintenance	500,000	-	500,000	Y
General	Fac & Res	Under Fund/Res/Staff	2	Public Restrooms (Monthly cleaning, supplies, repairs, staffing)	36,336	36,336	-	Y
<b>Priority 2 Sub-Total</b>					<b>662,936</b>	<b>50,436</b>	<b>612,500</b>	
General	Fac & Res	Under Funded	3	Street Lighting - Annual Electricity, Maintenance	16,200	16,200	-	Y
General	Fac & Res	Under Funded	3	Vets Hall - Priority 3 Projects	145,500	-	145,500	Y
General	Fac & Res	Under Funded	3	Public Restroom & Parking Lot - Annual CIP Budget	5,000	-	5,000	Y
General	Fac & Res	Under Funded	3	Cross Town Trail, Santa Rosa Creek Trail Systems	6,375	6,375	-	Y
General	Fac & Res	Under Funded	3	Cross Town Trail, Santa Rosa Creek Trail Systems- Asphalt Maint	50,000	-	50,000	Y
General	Fac & Res	Under Funded	3	Pocket Parks Maintenance - Moonstone Beach & Bridge/Center	1,000	1,000	-	Y
General	Fac & Res	Under Funded	3	Banner Program for Non-Profits	1,000	-	1,000	Y
General	Fac & Res	Under Funded	3	Trash Enclosures - Decorative Planters Annual Replacement	35,000	-	35,000	Y
General	Fac & Res	Under Fund/Res/Staff	3	Ranch Mgmt Plan Projects, Forest Mgmt & Restoration	1,000,000	-	1,000,000	N
<b>Priority 3 Sub-Total</b>					<b>1,260,075</b>	<b>23,575</b>	<b>1,236,500</b>	
<b>Facilities &amp; Resources Department Sub-Total</b>					<b>2,806,837</b>	<b>286,484</b>	<b>2,520,353</b>	
General	PROS	Budget Unfunded	3	Community Park Phase II - Design	10,000	-	10,000	N
General	PROS	Under Funded	3	Skatepark - CIP for Construction	350,000	7,215	342,785	N
General	PROS	Under Funded	3	Fiscalini Ranch Restroom - CIP for Construction	220,000	14,925	205,075	N
General	PROS	Under Funded	3	Community Park Plan- CIP for Construction	3,000,000	-	3,000,000	N
General	PROS	Under Funded	3	Community Park Plan- CIP for Construction (Land Only)	1,000,000	-	1,000,000	N

**Cambria Community Services District**  
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Fund	Department	Source	Priority	Budget Item Request Description	Line Item Request Amount	FY 2021/2022		Ongoing Expense (Y/N)
						FY 2021/22 Funded Amount	FY 2021/22 Unfunded Amount	
<b>Priority 3 Sub-Total</b>					<b>4,580,000</b>	<b>22,140</b>	<b>4,557,860</b>	
<b>PROS Department Sub-Total</b>					<b>4,580,000</b>	<b>22,140</b>	<b>4,557,860</b>	
General	Admin	Under Funded	1	Consultant Services for Redistricting	3,600	3,600	-	N
<b>Priority 1 Sub-Total</b>					<b>3,600</b>	<b>3,600</b>	-	
General	Admin		2		-	-	-	N
<b>Priority 2 Sub-Total</b>					<b>-</b>	<b>-</b>	<b>-</b>	
General	Admin	Budget Unfunded	3	Clerical Assistant Part-Time to Full Time (Step E & Benefits)	44,879	-	44,879	Y
General	Admin	Under Funded	3	Replace District Car (FY 2022 or 2023)	30,000	-	30,000	N
General	Admin	Under Funded	3	Administrative Office Building	400,000	-	400,000	N
General	Admin	Under Funded	3	Administrative Office - Leased Space Carpet	25,000	-	25,000	N
<b>Priority 3 Sub-Total</b>					<b>499,879</b>	<b>-</b>	<b>499,879</b>	
<b>Administrative Department Sub-Total</b>					<b>503,479</b>	<b>3,600</b>	<b>499,879</b>	
<b>Total General Fund</b>					<b>13,101,991</b>	<b>489,829</b>	<b>12,612,161</b>	
Water	Water	Under Funded	1	CIP Priority 1 Projects	1,570,527	579,649	990,878	Y
<b>Priority 1 Sub-Total</b>					<b>1,570,527</b>	<b>579,649</b>	<b>990,878</b>	
Water	Water	Under Funded	2	CIP Priority 2 Projects	633,000	-	633,000	Y
Water	Water	Under Funded	2	Cover for Sheltering of Equipment at Plant (50%)	15,000	15,000	-	N
Water	Water	Under Funded	2	AWIA (American Water Infrastructure Act) Vulnerability Assessment	5,000	5,000	-	N
Water	Water	Under Funded	2	TCP (Trichloropropane) Monitoring	5,000	5,000	-	Y
Water	Water	Under Funded	2	Modular Office Building @ Plant	10,000	10,000	-	N
Water	Water	Under Funded	2	2021 Storm Damage	47,000	-	47,000	N
Water	Water	Under Resourced	2	Lease w/CUHS for Well Site (annual cost w/annual CPI incr)	42,000	42,000	-	Y
<b>Priority 2 Sub-Total</b>					<b>757,000</b>	<b>77,000</b>	<b>680,000</b>	
Water	Water	Under Funded	3	CIP Priority 3 Projects	1,181,000	-	1,181,000	Y
Water	Water	Under Funded	3	Van Gordon Site - Modular Office Building	100,000	-	100,000	N
Water	Water	Under Funded	4	CIP Priority 4 Projects	100,000	-	100,000	Y

**Cambria Community Services District**  
**Strategic Plan - Achieve and Sustain Adequate Financial Resources to Fulfill the Mission**  
**Task #1 - Identify Underfunded, Under-resourced and Under-staffed Services**  
**Due Date - April 1, 2021, Updated July 27, 2021**

Fund	Department	Source	Priority	Budget Item Request Description	Line Item Request Amount	FY 2021/2022		Ongoing Expense (Y/N)
						FY 2021/22 Funded Amount	FY 2021/22 Unfunded Amount	
<b>Priority 3 &amp; 4 Sub-Total</b>					<b>1,381,000</b>	<b>-</b>	<b>1,381,000</b>	
<b>Water Department Sub-Total</b>					<b>3,708,527</b>	<b>656,649</b>	<b>3,051,878</b>	
Water	WRF-Ops/Cap	Under Funded	1	CIP Priority 1 Projects	200,000	200,000	-	Y
<b>Priority 1 Sub-Total</b>					<b>200,000</b>	<b>200,000</b>	<b>-</b>	
Water	WRF-Ops/Cap	Under Funded	2	CIP Priority 2 Projects	260,000		260,000	Y
Water	WRF-Ops/Cap	Under Funded	2	2021 Storm Damage	51,000	-	51,000	N
<b>Priority 2 Sub-Total</b>					<b>311,000</b>	<b>-</b>	<b>311,000</b>	
Water	WRF-Ops/Cap	Under Funded	3	CIP Priority 3 Projects	410,000		410,000	Y
<b>Priority 3 Sub-Total</b>					<b>410,000</b>	<b>-</b>	<b>410,000</b>	
<b>WRF Department Sub-Total</b>					<b>921,000</b>	<b>200,000</b>	<b>721,000</b>	
Wastewater	Wastewater	Budget Unfunded	1	Replace John Deere Tractor	70,000	70,000	-	N
Wastewater	Wastewater	Budget Unfunded	1	Replace Van - Transport of Video Camera System	55,000	55,000	-	N
Wastewater	Wastewater	Under Funded	1	CIP Priority 1 Projects	1,520,000	135,125	1,384,875	Y
Wastewater	Wastewater	Under Funded	1	CIP Priority SST Projects	10,416,852	489,894	9,926,958	Y
<b>Priority 1 Sub-Total</b>					<b>12,061,852</b>	<b>750,019</b>	<b>11,311,833</b>	
Wastewater	Wastewater	Under Funded	2	CIP Priority 2 Projects	80,000	-	80,000	Y
Wastewater	Wastewater	Under Funded	2	2021 Storm Damage	2,269	2,269	-	N
Wastewater	Wastewater	Under Funded	2	PFAS (Per-and polyfluoroalkyl substance) Monitoring	5,000	2,000	3,000	Y
Wastewater	Wastewater	Under Funded	2	PFAS (Per-and polyfluoroalkyl substance) Treatment	100,000	10,000	90,000	Y
Wastewater	Wastewater	Under Funded	2	Cover for Sheltering of Equipment at Plant (50%)	15,000	-	15,000	N
<b>Priority 2 Sub-Total</b>					<b>202,269</b>	<b>14,269</b>	<b>188,000</b>	
Wastewater	Wastewater	Under Funded	3	CIP Priority 3 Projects	695,000	-	695,000	Y
<b>Priority 3 Sub-Total</b>					<b>695,000</b>	<b>-</b>	<b>695,000</b>	
<b>Wastewater Department Sub-Total</b>					<b>12,959,121</b>	<b>764,288</b>	<b>12,194,833</b>	
<b>Total Enterprise Funds</b>					<b>17,588,648</b>	<b>1,620,937</b>	<b>15,967,711</b>	



	B	C	D	E	F	G
1	<b>General Fund CIP (Revised 2/3/2022)</b>					
2	<b>General Fund Projects</b>	<b>Ranking</b>	<b>FY Project Cost</b>	<b>10-Yr Cost</b>	<b>Notes</b>	
3	<b>Administration Department Projects</b>					
4	Tyler Incode	1	\$ 2,875	\$ 76,050		
5	Replace District Car	3	\$ -	\$ 30,000		
6						
7		<b>Subtotal</b>	<b>\$ 2,875</b>	<b>\$ 106,050</b>		
8	<b>Facilities &amp; Resources/PROS Projects</b>					
9	F350 Truck - Replace 1999 F150 Truck	1	\$ -	\$ 40,000		
10	Electric Vehicle Charging Station (Vets Hall)	1	\$ 11,267	\$ 22,272		
11	Electric Vehicle Charging Station (East Village Parking Lot)	1	\$ -	\$ 17,000		
12	Skate Park Improvements	1	\$ 696	\$ -		
13	Restroom Facilities @ Fiscalini Ranch Preserve	1	\$ 11,745	\$ 371,480	Project Cost Updated to Reflect Dec 2021 Budget Adj	
14	Vets Hall Sewer Line	1	\$ -	\$ 40,000		
15	Vets Hall Electrical Emergency (Generator & Equipment)	1	\$ -	\$ 80,000		
16	Re-Roof Entire Vets Hall Building & American Legion Kitchen Area	1	\$ -	\$ 55,000		
17	Vets Hall Water Line	2	\$ -	\$ 10,000		
18	Vets Hall Kitchen Improvements (Replace cabinets, countertops, sinks)	3	\$ -	\$ 20,000		
19	Vets Hall Restroom Improvements (Replace particians, countertops, sinks & flooring)	3	\$ -	\$ 17,500		
20		<b>Subtotal</b>	<b>\$ 23,708</b>	<b>\$ 673,252</b>		
21	<b>Fire Department Projects</b>					
22	Radio System Upgrade Phase 2	1	\$ -	\$ 40,729		
23	Fire Department Station Security	2	\$ -	\$ 80,000		
24	Zoll X Series EKG	2	\$ -	\$ 40,000		
25	Extrication Tool	2	\$ -	\$ 60,000		
26	Utility Truck	2	\$ -	\$ 50,000		
27	Fuel Station Computer Replacement	3	\$ -	\$ 14,000		
28	Replace Fire Truck - Engine Type 1	3	\$ -	\$ 700,000	FY 2027	
29	Purchase New Fire Truck - Engine Type 3	3	\$ -	\$ 400,000	FY 2022	
30	Replace Water Tender	3	\$ -	\$ 250,000	FY 2024	
31	Facility Training Center (Sea Train Container)	3	\$ -	\$ 100,000		
32	Fire Station Expansion	3	\$ -	\$ 3,000,000	Includes Admin Office	
33		<b>Subtotal</b>	<b>\$ -</b>	<b>\$ 4,734,729</b>		
34			<b>GRAND TOTAL</b>	<b>\$ 5,514,031</b>		
35			Priority 1 Total	\$ 742,531		
36			Priority 2 Total	\$ 240,000		
37			Priority 3 Total	\$ 4,531,500		
38			Priority 4 Total	\$ -		
39				\$ -		
40	<b>Completed Projects</b>	<b>Ranking</b>	<b>FY Project Cost</b>	<b>10-Yr Cost</b>	<b>Actual Cost</b>	<b>Notes</b>

	B	C	D	E	F	G
1	<b>Wastewater CIP (Revised 02/03/2022)</b>					
2	<b>Wastewater Projects</b>	<b>Ranking</b>	<b>FY Project Cost</b>	<b>10-Yr Cost</b>	<b>Notes</b>	
3	<b>Treatment Plant Projects in SST (All SST Cost Estimates Current as of 6/2/2020)</b>					
4	Investment Grade Audit (30% Design for all ECMs)	SST	\$ -	\$ 688,404		
5	Electrical Upgrades (ECM 7) - Conduits between PG&E transformer and service witchboard, switchboard, connections to existing switchboard, connections to generator)	SST	\$ -	\$ 337,963		
6	Secondary Water System (3W) Improvements (ECM 10) - Submersible pumps, hydrpneumatic tank, demo, electrical/I&C	SST	\$ -	\$ 218,985		
7	Sewer Lift Stations (ECM 12) - Lift Station B1, Lift Station B4, Lift Station 4: Electrical/I&C	SST	\$ -	\$ 2,739,235		
8	Influent Lift Station Modifications (ECM 2) - Bypassing; VFDs; Equipment & Material Demo; Pumps, guiderails, valves, and piping installation; upper concrete wet well deck & hatches (installation); electrical/I&C; new concrete and repair coatings	SST	\$ -	\$ 1,025,772		
9	Modified Ludzak-Ettinger Process Upgrade (ECM 3) - MLE conversion based on Carollo 2015 Study minus VFD costs; header repair	SST	\$ -	\$ 1,012,326		
10	Influent Flow Equalization (ECM 1) - New or refurbished EQ tanks based on Carollo 10% design	SST	\$ -	\$ 922,043		
11	Effluent Pump Station Improvements (ECM 11) - Demo; surge tank replacement; instrumentation; replace air release valves; pipeline cleaning and flushing; electrical/I&C	SST	\$ -	\$ 374,580		
12	RAS and WAS Pumping Improvements (ECM 5) - RAS pumping system; WAS pumping system; scum pumps replacement; skimming troughs replacement; electrical/I&C	SST	\$ -	\$ 733,792		
13	SCADA System (ECM 9) - New SCADA system based on Carolla 10% Design	SST	\$ -	\$ 455,259		
14	Backup Power (ECM 8) - 365 kW NG Generator; Demo; Propane backup	SST	\$ -	\$ 479,327		
15	Blower System Improvements (ECM 4) - Replace 2 blowers; duct replacement	SST	\$ -	\$ 457,179		
16	Sludge Thickening (ECM 6) - Rehabilitate rotary drum thickener and screw press; new transfer pumps; stabilization tanks; aeration system and control valve; demo of clarifiers; rolloff area with roof; electrical/I&C	SST	\$ -	\$ 971,987		
17		<b>Subtotal</b>	<b>\$ -</b>	<b>\$ 10,416,852</b>		
18	<b>Treatment Plant Projects Not in SST</b>					
19	Security Improvements	1	\$ -	\$ 15,000		
20	Replace Tractor	1	\$ -	\$ 40,000		
21	Replace Van - Transport of Sewer Video Camera System	1	\$ -	\$ 55,000		
22	Replace F150	1	\$ -	\$ 30,000		
23	Walkway Grating on Digester Tanks		\$ -	\$ 20,000		
24	<b>Clarifier Improvements</b>					
25	Eastern clarifier - Replace chain drive	1	\$ -	\$ 40,000		
26	Eastern clarifier - Replace drive unit's metallic hubs with non-corrosive hubs	1	\$ -	\$ 35,000		
27	Eastern clarifier - Replace clarifier chain, wear shoes, skid plates, & sprockets	2	\$ -	\$ 40,000		
28	Western clarifier - Replace clarifier chain, wear shoes, skid plates, & sprockets	2	\$ -	\$ 40,000		
29	Cover for Sheltering of Equipment @ Plant ( 50%)	2	\$ -	\$ 15,000		
30		<b>Subtotal</b>	<b>\$ -</b>	<b>\$ 330,000</b>		
31	<b>Collection System Projects</b>					
32	<b>Lift Station A (Nottingham &amp; Leighton/Park Hill)</b>					
33	New Submersible Pumps, MCC, Bypass Piping, Control Panel at Grade Elevation	1	\$ -	\$ 490,000		
34	<b>Lift Station A-1 (Sherwood &amp; Harvey/Marine Terrace)</b>					
35	New Submersible Pumps, Bypass Piping	1	\$ -	\$ 265,000		
36	<b>Lift Station B - (SR Creek/Behind Park Hill)</b>					
37	New Control Panel, Generator, Wet Well, Submersible Pumps, and Valve Vault	3	\$ -	\$ 435,000		
38	<b>Lift Station B-2 (Wood Dr./E. Lodge Hill)</b>					
39	New Control Panel at Grade Elevation	1	\$ -	\$ 425,000		
40	<b>Lift Station B-3 (Green St./W. Lodge Hill)</b>					
41	New Control Panel	1	\$ -	\$ 250,000		
42	New Submersible Pumps, MCC, Bypass Piping	3	\$ 5,062	\$ 250,000		
43	Collection System Assessment software (E.g, t4 Spatial or other)	3	\$ -	\$ 10,000		
44		<b>Subtotal</b>	<b>\$ 5,062</b>	<b>\$ 2,125,000</b>		
46		<b>GRAND TOTAL</b>		<b>\$ 12,871,852</b>		
48		Priority 1 Total		\$ 1,665,000		
49		Priority 2 Total		\$ 95,000		
50		Priority 3 Total		\$ 695,000		
51		Priority 4 Total		-		
52		SST Total		\$ 10,416,852	\$ -	
54	<b>Completed Projects</b>	<b>Ranking</b>	<b>FY Project Cost</b>	<b>10-Yr Cost</b>	<b>Actual Cost</b>	<b>Notes</b>

	A	C	D	E	F	G
1	<b>Water CIP (Revised 02/03/2022)</b>					
2		Ranking	FY Project Cost	10-Yr Cost	Notes	
3	<b>Water Distribution System Projects</b>					
4	Pressure Zone 2 to Zone 7 transmission main replacement @ SR Creek pedestrian bridge	1	\$ -	\$ 215,527		
5	Water Meter Replacements & Upgrades (phased)	1	\$ -	\$ 1,050,000		
6	Piney Way erosion control inspection report and follow-up protection efforts for existing pipeline	1	\$ -	\$ 10,000		
7	SS2 Electrical Panel Upgrade	1	\$ -	\$ 15,000		
8	Subzone metering of distribution system	2	\$ -	\$ 150,000		
9	Cover for Sheltering of Equipment @ Plant (50%)	2	\$ -	\$ 15,000		
10	Modular Office Building @ Plant	2	\$ -	\$ 10,000		
11	Replacement of problematic service lines within Leimert	3	\$ -	\$ 130,000		
12	Water Master Plan Amendment (revised fire flow modeling/tank sizing check)	3	\$ -	\$ 35,000		
13	Inspection & spot repair to water transmission main under S. Parks wetlands area; or lining of transmission main plus study & predesign	4	\$ -	\$ 80,000		
14	Pine Knolls - Iva Court zone 1 pipeline expansion	4	\$ -	\$ 165,000		
15		Subtotal	\$ -	\$ 1,875,527		
16	<b>Tank &amp; Booster Pump Station Projects</b>					
17	SCADA System - Phased Upgrades (Adding historian, reporting, etc)	1	\$ -	\$ 250,000		
18	Stuart Street Tank Rehabilitation	1	\$ -	\$ 458,000		
19	Electrical transfer switch and conduit to well SS-3	2	\$ -	\$ 25,000		
20	Rodeo Grounds Pump Station Replacement (aka Zone 2 Booster pump station)	3	\$ -	\$ 1,016,000		
21		Subtotal	\$ -	\$ 1,749,000		
22	<b>Vehicles and Trailer-Mounted Equipment</b>					
23	Replacement 2005 F-150 Truck with F-250 (for towing Ditch Witch)	1	\$ -	\$ 35,000		
24		Subtotal	\$ -	\$ 35,000		
25	<b>Water conservation</b>					
26	Database for water conservation program/tracking with parcel links & APN file conversion	1	\$ -	\$ 10,000		
27		Subtotal	\$ -	\$ 10,000		
29			GRAND TOTAL	\$ 3,669,527		
31			Priority 1 Total	\$ 2,043,527		
32			Priority 2 Total	\$ 200,000		
33			Priority 3 Total	\$ 1,181,000		
34			Priority 4 Total	\$ 245,000		
36	<b>Completed Projects</b>					
37		Ranking	FY Project Cost	10-Yr Cost	Actual Cost	Notes
38						
39						
40						
43	<b>WRF CIP (Revised 02/03/2022)</b>					
44		Ranking	FY Project Cost	10 yr Cost	Notes	
45	<b>Permitting &amp; Planning</b>					
46	Urban Water Management Plan - CDP Portion	1	\$ -	\$ 20,463		
47	Groundwater modeling/piezometer installation/monitoring	1	\$ -	\$ 75,758		
48	EIR consulting (follow up agency discussions to support the WRF's Regular CDP)	1	\$ -	\$ 28,609		
49	Section 7 ESA consulting, annual AMP report, & AMP update	1	\$ -	\$ 100,000		
50		Subtotal	\$ -	\$ 128,609		
51	<b>Interim, short-term SWF Modifications</b>					
52	Brine Tank Secondary Containment, Grading, Rock	1	\$ -	\$ 20,000		
53		Subtotal	\$ -	\$ 20,000		
54	<b>Advanced Water Treatment Plant</b>					
55	Miscellaneous instrumentation / monitoring upgrades	2	\$ -	\$ 10,000		
56		Subtotal	\$ -	\$ 10,000		
57	<b>Long-Term Improvement Modifications</b>					
58	Consulting assistance for coordination with Army Corps on WRDA grant (meetings, redefine work plan, & update scope of work)	1	\$ -	\$ 40,000		
59	Future permanent mods at WRF for trailer fill station [transfer tanks, piping, & spill containment/loading pad] (1,2)	2	\$ -	\$ 200,000		
60	AWTP pull-barn style covers for outdoor equipment & control panels (1,2)	2	\$ -	\$ 50,000		
61	Sems, Hach WIMS, or custom programmer for logging/reporting software and tablets	3	\$ -	\$ 25,000		
62	Installation of remote sensing instrumentation at SS creek (needs ROE agreement with State Parks)	3	\$ -	\$ 10,000		
63	Solar Array System (1,2)	3	\$ -	\$ 375,000		
64		Subtotal	\$ -	\$ 700,000		
66			GRAND TOTAL	\$ 858,609		
68			Priority 1 Total	\$ 188,609		
69			Priority 2 Total	\$ 260,000		
70			Priority 3 Total	\$ 410,000		
71			Priority 4 Total	-		
73	<b>Completed Projects</b>					
		Ranking	FY Project Cost	Actual Cost	Actual Cost	Notes