

Cambria Community Services District

Five-Year Strategic Goals 2025-2030

Objectives Status Report

Updated March 12, 2026

CORE AREA: Water Services - General

STRATEGIC GOAL: Meet the Ongoing Challenges of Effectively Managing Water Resources to Provide a Reliable Supply of Potable Water to Serve Present and Future Community Needs

WHAT (Objectives & Supporting Actions)	WHO (Responsible Party)	DATE ADDED TO PLAN	ORIGINAL TARGET COMPLETION DATE	UPDATED TARGET COMPLETION DATE	COMMENTS
Complete the Stuart Street Tank Construction	Utilities Manager	1/31/2023	Not established	Third Quarter 2026	The Board approved the MKN & Associates contract on January 11, 2024. The first tank was completed in the first quarter of 2026, and based on current progress, the second tank is <u>on track</u> to be completed in the third quarter of 2026.
Permanent Replacement of San Simeon Water Line & Effluent Line	Utilities Manager	1/31/2023	Not established	Third Quarter 2028	Board approved a \$585,000 contract with Cannon for design and engineering services on 8/10/2023. An encroachment permit has been obtained. Geological boring and utility locating within State Parks and Caltrans rights-of-way will begin in the <u>third</u> quarter of 2026. We are currently pursuing funding and the final CDP.
🔗 Develop a Funding Plan.	General Manager, Utilities Manager & Administrative Department Manager	3/3/2025	Second Quarter 2025	Fourth Quarter 2026	Funding will be determined based on the findings of the regionalization study, <u>and Proposition 218 outcome</u> .
🔗 Engineering and RFP for the Construction of the Water Line and Effluent Line.	Utilities Manager & Program Manager	3/3/2025	Second Quarter 2025	First Quarter 2028	

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WHAT (Objectives & Supporting Actions)	WHO (Responsible Party)	DATE ADDED TO PLAN	ORIGINAL TARGET COMPLETION DATE	UPDATED TARGET COMPLETION DATE	COMMENTS
Research Long-Term Water Supply & Storage Solutions	Utilities Manager with R&I Committee	1/31/2023	Not established		Ongoing.
☞ Identify and assess Long-Term Water Supply & Storage solutions.	Utilities Manager with R&I Committee	6/8/2023	Not established		Research and funding are ongoing. Staff have been attending regional water meetings.
☞ Update the Water Master Plan.	Utilities Manager	2/18/2026	Not established	Second Quarter 2027	Proposals will be solicited from qualified firms.
☞ Update, as needed, the Residential and Commercial Water Conservation Plan.	Utilities Manager & Program Manager	3/3/2025		Second Quarter 2027	In process.
Gain Approval of Coastal Development Permit (CDP)	General Manager & Utilities Manager	3/3/2025	Fourth Quarter 2025	Second Quarter 2027	
☞ Planning Commission Approval.	General Manager & Utilities Manager	2/18/2026	First Quarter 2026		Completed. Obtained unanimous approval on 2/26/2026.
☞ San Luis Obispo County Board of Supervisors Approval.	General Manager & Utilities Manager	2/18/2026	Third Quarter 2026		Completed. Obtained unanimous approval on 6/16/2026.
☞ California Coastal Commission Approval.	General Manager & Utilities Manager	2/18/2026	Second Quarter 2027		Completed. Obtained unanimous approval on 9/9/2026.
Resolve the Brine Waste Disposal Issue	Utilities Manager	1/31/2023	Not established	Third Quarter 2027	Ongoing. Achieved 98% brine recovery, pending pilot evaluation submittal. Additional alternatives for the brine outfall are currently being explored.
☞ Investigate and complete a study for new cost-effective options and technologies for the reduction/disposal of Brine Waste, including costs.	Utilities Manager with R&I Ad Hoc Committee	6/28/2022	9/8/2022	Second Quarter 2026	The Zero Liquid Discharge pilot was completed in November 2025 .
☞ Investigate the San Simeon outfall.	General Manager & Utilities Manager	3/2/2026	Third Quarter 2026		Ongoing.
☞ Board consideration of Brine Disposal options.	Utilities Manager	3/2/2026	Fourth Quarter 2026		
Relocate Rodeo Grounds Pump Station	Utilities Manager & Program Manager	3/3/2025	Fourth Quarter 2028	Fourth Quarter 2028	The District is pursuing both grant funding and District-based funding sources.

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CORE AREA: Wastewater Services					
STRATEGIC GOAL: Ensure Reliable Performance of the Wastewater Treatment System for Decades to Come					
WHAT (Objectives & Supporting Actions)	WHO (Responsible Party)	DATE ADDED TO PLAN	ORIGINAL TARGET COMPLETION DATE	UPDATED TARGET COMPLETION DATE	COMMENTS
Complete the SST Project	Utilities Manager & Finance Manager	1/31/2023	Not established	Third Quarter 2026	Completion is anticipated in September 2026.
↳ 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.
Establish Priorities and an Implementation Plan for CIP Wastewater Projects not in the SST	Utilities Manager	6/28/2022	Not established	Third Quarter 2027	In coordination with OpenGov and MKN, develop an Engineering Master Plan and Capital Improvement Program (CIP) list for the Wastewater Collection System and Wastewater Treatment Plant.
↳ Define the Extent of Repairs Needed to Reduce the Inflow and Infiltration.	Utilities Manager	3/4/2024	Second Quarter 2025	Fourth Quarter 2026	Evaluate problematic areas of Inflow and Infiltration.
↳ Implement Open Gov Asset Management System.	General Manager & Utilities Manager	3/2/2026	Third Quarter 2026	First Quarter 2027	

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CORE AREA: Fire Protection and Emergency Services

STRATEGIC GOAL: Maintain and Enhance Emergency Preparedness and Community Education While Providing Optimal and Adaptive All-Hazard Response

WHAT (Objectives & Supporting Actions)	WHO (Responsible Party)	DATE ADDED TO PLAN	ORIGINAL TARGET COMPLETION DATE	UPDATED TARGET COMPLETION DATE	COMMENTS
Formalize and Update Community Evacuation Planning, Including Coordination with County and Law Enforcement Partners, and Conduct Annual Evacuation Exercises	General Manager and Fire Chief	3/2/2026	First Quarter 2027	Fourth Quarter 2027	
☞ Implement the plans.	General Manager and Fire Chief	3/2/2026	Second Quarter 2027	First Quarter 2028	
Secure an Alternative Evacuation Route	General Manager and Fire Chief	3/2/2026	Second Quarter 2028	First Quarter 2029	Staff and Ad Hoc are currently looking at Harmony Ranch Road as one of those alternatives
☞ Identify potential fiscal impact and funding sources of plan development.	General Manager, Fire Chief, Legal Counsel, Administrative Department Manager, and Ad Hoc	3/3/2025	Fourth Quarter 2025	Fourth Quarter 2028	We will continue coordinating with the Ad Hoc, staff, and legal counsel on the project's feasibility.
Fully Enforce the Weed Abatement Ordinance	Fire Chief	3/2/2026	Continuous		
☞ Provide budget and staffing strategies for the enforcement of the ordinance.	Fire Chief and Administrative Department Manager	3/3/2025	Second Quarter 2025	Third Quarter 2027	
Secure Funding Needed to Meet State & Federal Mandates for Emergency Response	General Manager, Fire Chief & Finance Manager	3/4/2024	Second Quarter 2024	Second Quarter 2027	Ongoing.
☞ Identify needs to meet State & Federal Mandates for Emergency Personnel.	General Manager, Fire Chief & Finance Manager	3/4/2024	Second Quarter 2024	Second Quarter 2027	Ongoing.

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WHAT (Objectives & Supporting Actions)	WHO (Responsible Party)	DATE ADDED TO PLAN	ORIGINAL TARGET COMPLETION DATE	UPDATED TARGET COMPLETION DATE	COMMENTS
Identify Facility Needs, Including Primary Station and Training Facilities, and Identify Apparatus Replacement Needs	General Manager, Fire Chief, Administrative Department Manager, and Facilities & Resources Manager	3/3/2025	Third Quarter 2025	Second Quarter 2027	Ongoing.

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CORE AREA: Facilities and Resources

STRATEGIC GOAL: Manage and Provide Stewardship of District Assets, 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	Continuous	
⚡ Seek non-CCSD funding sources for maintenance and operations.		1/31/2023	Second Quarter of 2023	Continuous	Working with outside sources to secure funding, including a recent \$60,000 grant received in December 2025 from the Cambria Local Advisory Board and Highway 1 Tourism Alliance, Inc.
⚡ Improve outreach to promote more community use.		1/31/2023	Second Quarter of 2023	Continuous	
⚡ Identify potential improvements or amenities to increase the functionality of the Veterans' Hall.		1/31/2023	Second Quarter of 2023	Ongoing	Pending funding from outside sources.
⚡ Review rental rates.		1/31/2023	Second Quarter of 2023	First Quarter 2027	Staff are working with consultants to update the CCSD Fee Schedule, including a review and revision of rental rates.
Complete Skatepark Project	General Manager	1/31/2023	Not established	Third Quarter 2027	Full project completion is delayed until 2027 due to restroom lead times. However, if approved by the County, a temporary operating permit for portable restrooms may be an option.
⚡ Issue Request for Proposal for the Cambria Skatepark Project	General Manager	3/2/2026	Second Quarter 2026	6/25/2026	
⚡ Present the lowest responsible bid for Board consideration and status of funding to determine whether the project can proceed.		1/31/2023	Third Quarter of 2023	8/13/2026	
⚡ Receive update on status of grant.	General Manager	7/13/2023	11/10/2022	Ongoing	Monitor status of grant until all funds received.

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WHAT (Objectives & Supporting Actions)	WHO (Responsible Party)	DATE ADDED TO PLAN	ORIGINAL TARGET COMPLETION DATE	UPDATED TARGET COMPLETION DATE	COMMENTS
Board Consideration of Community Park Plan	General Manager	3/3/2025	Unknown	First Quarter 2027	The Board of Directors received and filed the Community Park Plan. Staff will present it to the Board of Directors for potential adoption and guidance.
Develop a Vegetation Management Plan Aimed at Fire and Forest Health for CCSD-Owned Undeveloped Parcels	General Manager, Fire Chief, Facilities & Resources Manager, and Fire Safe Focus Group	3/4/2024	Fourth Quarter 2024	Fourth Quarter 2027	Working in collaboration with Auten Resource Consulting (ARC) and utilizing funding from the Fire Safe Council.
📌 Develop a Vegetation Management Plan for Fern Canyon	General Manager & Facilities Manager	9/11/2025		Fourth Quarter 2027	Working in collaboration with Auten Resource Consulting (ARC) and utilizing funding from the Fire Safe Council.
Relocation of Rodeo Grounds Facilities	General Manager and Facilities & Resources Manager	3/4/2025	Fourth Quarter 2027	Fourth Quarter 2028	
📌 Obtain engineering estimates.	Utilities Manager	3/4/2025	Fourth Quarter 2025	Second Quarter 2027	
📌 Obtain funding.	General Manager, Utilities Manager, Facilities & Resources Manager, and Administrative Department Manager	3/4/2025	Fourth Quarter 2026	Third Quarter 2027	
Remodel Public Restrooms	Facilities & Resources Manager	3/4/2025	Fourth Quarter 2025	Fourth Quarter 2028	
📌 Obtain cost estimates and funding.	Facilities & Resources Manager	3/2/2026	Fourth Quarter 2025	Fourth Quarter 2028	

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CORE AREA: Administration & Finance					
STRATEGIC GOAL: Develop Realistic Plans & Processes for Funding and Execution of the Strategic Goals					
WHAT (Objectives & Supporting Actions)	WHO (Responsible Party)	DATE ADDED TO PLAN	ORIGINAL TARGET COMPLETION DATE	UPDATED TARGET COMPLETION DATE	COMMENTS
Explore the Opportunities Related to the Dissolution of the San Simeon CSD	General Manager & Utilities Department Manager	3/4/2025	Third Quarter 2025	First Quarter 2027	We've obtained a draft copy of a flow-and-loads analysis of San Simeon's wastewater production.
☞ Work with the County of SLO and appropriate agencies.	General Manager & Utilities Department Manager	3/4/2025	Third Quarter 2025	Ongoing.	Staff held three meetings with the County of San Luis Obispo, and future meetings are scheduled. San Luis Obispo County's funded Feasibility Study will be reviewed upon receipt. The study includes the feasibility of San Simeon's consolidation of wastewater for onsite treatment at CCSD facilities.
Investigate Revenue and Allocations in the General Fund	General Manager & Administrative Department Manager	3/4/2025	Fourth Quarter 2025	Continuous	
☞ Establish a Board Ad Hoc to investigate and report back to the Board on alternative funding for the General Fund.	Board of Directors	3/2/2026	Third Quarter 2026		Discuss with the Board whether to establish an ad hoc committee or determine whether the existing Cambria Fire Department Funding Needs and Revenue Measure Options Ad Hoc Committee meets this need.
Develop a Framework for Long-Term Financial Planning	General Manager & Administrative Department Manager	3/4/2025	Fourth Quarter 2025	Fourth Quarter 2026	Waterworth Financial Modeling software, along with Open Gov Asset Management. Entering into an agreement with a consultant to update the fee schedule to include capacity and connection fees.
Explore How to Incorporate Project Management Principles into District Operations	General Manager & Administrative Department Manager	3/4/2025	Fourth Quarter 2025	Continuous	We hired a project manager for the Stuart Street Tanks and plan to use a similar approach for future projects.

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