

Cambria Community Services District

Five-Year Strategic Goals 2025-2030

Objectives Status Report

Updated March 13, 2025

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 project timeline was extended due to permitting challenges, including the need to reorient the tanks to comply with County setback requirements.
Permanent Replacement of San Simeon Water Line & Effluent Line	Utilities Manager	1/31/2023	Not established	First Quarter 2027	Board approved 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 September. We are currently pursuing funding and the final CDP.
↳ Engineering and RFP for the Construction of the Water Line and Effluent Line.	Utilities Manager & Program Manager	3/3/2025	Second Quarter 2025	Fourth Quarter 2026	Installation is anticipated in the Fourth Quarter of 2026.
↳ Develop a Funding Plan.	General Manager, Utilities Manager & Administrative Department Manager	3/3/2025	Second Quarter 2025	First Quarter 2026	Funding will be determined based on the findings of the regionalization study.
Research Long-Term Water Supply & Storage Solutions	Utilities Manager with R&I Committee	1/31/2023	Not established		Ongoing. The Ad Hoc Committee and staff are continuing to evaluate all options for expanding our water portfolio.

WHAT (Objectives & Supporting Actions)	WHO (Responsible Party)	DATE ADDED TO PLAN	ORIGINAL TARGET COMPLETION DATE	UPDATED TARGET COMPLETION DATE	COMMENTS
↪ Identify and assess Long-Term Water Supply & 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.
↪ Update, as needed, the Residential and Commercial Water Conservation Plan.	Utilities Manager & Program Manager	3/3/2025		First Quarter 2026	In process.
Gain Approval of Coastal Development Permit (CDP)	General Manager & Utilities Manager	3/3/2025	Fourth Quarter 2025	Fourth Quarter 2025	All “information hold” responses were submitted to the County of San Luis Obispo on August 18, 2025.
Resolve the Brine Waste Disposal Issue	Utilities Manager	1/31/2023	Not established	Fourth 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. Staff worked collaboratively with compliance agencies to develop a monitoring plan during the temporary pilot projection operation. Subject to Board approval, the ZLD pilot project with Global Water Innovations is scheduled to begin on October 6, 2025.
↪ Investigate and complete a study for new cost-effective options and technologies for the 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	Fourth Quarter 2025	Staff is currently scheduling a pilot program for the Zero Liquid Discharge initiative, following the alternatives analysis.
↪ Board approval of Zero Liquid Discharge Pilot Testing Program.	General Manager	6/8/2023	Not established	9/11/2025	Staff will present a contract with Global Water Innovations for approval for the Zero Liquid Discharge (ZLD) Pilot Project.
Relocate Rodeo Grounds Pump Station	Utilities Manager & Program Manager	3/3/2025	Fourth Quarter 2028	Fourth Quarter 2028	

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
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 the 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.
Establish Priorities and an Implementation Plan for CIP Wastewater Projects not in the SST	Utilities Manager	6/28/2022	Not established	Fourth Quarter 2025	Ongoing.
Define the Extent of Repairs Needed to Reduce the Inflow and Infiltration	Utilities Manager	3/4/2024	Second Quarter 2025	Fourth Quarter 2026	RFP for a consultant from an engineering firm to evaluate the current wastewater distribution collection system.

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
Engage All County Agencies to Include CAL FIRE, County OES, Sheriff, CHP, and State Parks to Update Cambria’s Fire Evacuation, Department Operations, Hazard Mitigation, and Pre-Plans	Fire Chief and Administrative Department Manager	3/4/2024	Third Quarter 2024	Fourth Quarter 2025	Ongoing.
↳ Identify potential fiscal impact and funding sources of plan development.	Fire Chief and Administrative Department Manager	3/3/2025	Fourth Quarter 2025	Fourth Quarter 2026	We have started to engage with allied agencies for coordinated effort towards an evacuation plan.
↳ Implement the plans.	Fire Chief	3/3/2025	Fourth Quarter 2025	Fourth Quarter 2026	
Adopt Weed Abatement Ordinance	General Manager & Fire Chief	3/3/2025	Second Quarter 2025	5/10/2025	Completed.
↳ Provide budget and funding alternatives for the ordinance.	Fire Chief and Administrative Department Manager	3/3/2025	Second Quarter 2025	Fourth Quarter 2026	
Identify Training Resources Needed to Meet State & Federal Mandates for Emergency Personnel	General Manager, Fire Chief & Finance Manager	3/4/2024	Second Quarter 2024	Fourth Quarter 2026	
↳ Identifying potential fiscal impact and funding sources needed to meet State & Federal Mandates for Emergency Personnel.	General Manager, Fire Chief & Finance Manager	3/4/2024	Second Quarter 2024	Fourth Quarter 2026	
Identify Facility Needs, Including Primary Station and Training Facilities	General Manager, Fire Chief, Administrative Department Manager, and Facilities & Resources Manager	3/3/2025	Third Quarter 2025	Fourth Quarter 2025	
Identify Apparatus Replacement Needs	General Manager, Fire Chief and Administrative Department Manager	3/3/2025	Second Quarter 2025	Fourth Quarter 2025	

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	Fourth Quarter 2025	Ongoing.
↳ Seeking non-CCSD funding sources for maintenance and operations.		1/31/2023	Second Quarter of 2023	Fourth Quarter 2025	Working with 501 (c) (3) groups for fundraising.
↳ Improving outreach to promote more community use.		1/31/2023	Second Quarter of 2023	Fourth Quarter 2025	
↳ Identifying potential improvements or amenities to increase the functionality of the Veterans' Hall.		1/31/2023	Second Quarter of 2023	Ongoing	Pending fundraising from a 501 (c) (3)
↳ Review of rental rates.		1/31/2023	Second Quarter of 2023	Fourth Quarter 2025	Staff is working with Waterworth 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 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.
↳ 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	Second Quarter 2026	We've presented the final construction estimates to the Ad Hoc Committee. The funding goal set by the Board of Directors in April 2025 has been achieved. Staff will seek Board authorization to issue an RFP in the second quarter of 2026, once the wet season has ended and construction can begin.
↳ Receive update on status of grant.	General Manager	7/13/2023	11/10/2022		Monitor status of grant until all funds received.
Board Approval of Community Park Plan	General Manager	3/3/2025	Unknown	Fourth Quarter 2025	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.

WHAT (Objectives & Supporting Actions)	WHO (Responsible Party)	DATE ADDED TO PLAN	ORIGINAL TARGET COMPLETION DATE	UPDATED TARGET COMPLETION DATE	COMMENTS
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 2026	
↳ Develop an Evaluation Plan for the divestiture of some CCSD-owned undeveloped parcels.	General Manager & Facilities Manager	3/4/2025	Fourth Quarter 2026		Based on guidance from District Counsel and in light of other District priorities, staff recommends removing this item as a strategic goal.
↳ Develop a Vegetation Management Plan for Fern Canyon	General Manager & Facilities Manager	9/11/2025			
Relocation of Rodeo Grounds Facilities	General Manager and Facilities & Resources Manager	3/4/2025	Fourth Quarter 2027	Fourth Quarter 2027	
↳ Obtain engineering estimates.	Utilities Manager	3/4/2025	Fourth Quarter 2025	Third Quarter 2026	
↳ Obtain funding.	General Manager, Utilities Manager, Facilities & Resources Manager, and Administrative Department Manager	3/4/2025	Fourth Quarter 2026	Fourth Quarter 2026	
Public Restrooms	Facilities & Resources Manager	3/4/2025	Fourth Quarter 2025	Fourth Quarter 2026	
↳ Remodel.	Facilities & Resources Manager	3/4/2025	Fourth Quarter 2025	Fourth Quarter 2026	

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	Fourth Quarter 2025	
↳ Contact 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 being scheduled.
Investigate the Revenue Model of the General Fund	General Manager & Administrative Department Manager	3/4/2025	Fourth Quarter 2025	Fourth Quarter 2025	
↳ Bring agenda item to discuss alternatives.	General Manager & Administrative Department Manager	3/4/2025	Fourth Quarter 2025	Fourth Quarter 2025	
Explore Ways to Retain Staff	General Manager, Utilities Department Manager, Fire Chief, Facilities & Resources Manager, and Administrative Department Manager	3/4/2025	Fourth Quarter 2025	Fourth Quarter 2025	
Develop a Framework for Long-Term Financial Planning	General Manager & Administrative Department Manager	3/4/2025	Fourth Quarter 2025	Fourth Quarter 2025	Staff met with Waterworth Financial Modeling software. Ongoing.
Explore How to Incorporate Project Management Principles into District Operations	General Manager & Administrative Department Manager	3/4/2025	Fourth Quarter 2025		We hired a project manager for the Stuart Street Tanks and plan to use a similar approach for future projects.