

CCSD SIX-MONTH STRATEGIC OBJECTIVES (WHAT) IDENTIFIED AS “DONE” (June 2022 – September 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

Objectives & Supporting Actions Completed for this Strategic Goal since 8/11/2022:				
Original Target Date	Who was Responsible	What (Objectives & Supporting Actions)	Completion Date	Summary
8/18/2022	Utilities Manager	Clarify with the community the monitoring and evaluating drought stages. ↳ Added to the plan 6/28/2022 ↳ Original Target Date: 8/18/2022	8/18/2022	This action was completed at R&I Committee meetings, and with Board at the 8/18 meeting, as part of implementation of Stage 3 water conservation condition.
1/31/2023	Utilities Manager	Implement and Execute the Advanced Metering Infrastructure (AMI) Upgrade	8/31/2025	
	Utilities Manager	Complete the Stuart Street Tank Construction		
6/28/2022	Utilities Manager	↳ Present to the Board the Implementation Plan for the Stuart	5/8/2025	
3/3/2025	Utilities Manager	↳ Develop a Funding Plan	Second Quarter 2025	
9/15/2022	Utilities Manager	Present to the Board the implementation plan for the previously approved Water Meter Replacement Program.	Third Quarter 2024	

Objectives & Supporting Actions Completed for this Strategic Goal since 8/11/2022:				
Original Target Date	Who was Responsible	What (Objectives & Supporting Actions)	Completion Date	Summary
		Permanent Replacement of San Simeon Water Line & Effluent Line		
Summer 2023	Utilities Manager	↳ Present to the Board of the Results of the RFP for Permanent Replacement of San Simeon Water Line & Effluent Line.	8/10/2023	Board approved on 8/10/2023.
Fourth Quarter 2025	General Manager & Utilities Manager	Gain Approval of Coastal Development Permit (CDP)	9/8/2026	
First Quarter 2026	General Manager & Utilities Manager	↳ Planning Commission Approval.	2/26/2026	
Third Quarter 2026	General Manager & Utilities Manager	↳ San Luis Obispo County Board of Supervisors Approval	6/16/2026	
Second Quarter 2027	General Manager & Utilities Manager	↳ California Coastal Commission Approval.	9/8/2026	
		Research Long-Term Water Supply & Storage Solutions		

Objectives & Supporting Actions Completed for this Strategic Goal since 8/11/2022:				
Original Target Date	Who was Responsible	What (Objectives & Supporting Actions)	Completion Date	Summary
April 2023	Utilities Manager with R&I Committee	↳ To revitalize the R&I Ad Hoc Committee concerning long-term water supply & storage solutions.	April 2023	R&I revitalized the Ad Hoc Committee consisting of Mr. Webb & Mr. Williams.
Second Quarter 2025	Utilities Manager	Update our groundwater model in the San Simeon and Van Gordon groundwater basin.	Fourth Quarter 2024	
Fourth Quarter 2023	Utilities Manager	Complete the Instream Flow Study Task 1 & 2 to Include Van Gordon Creek	8/24/2024	
Fourth Quarter 2023	Utilities Manager	↳ Add additional scope to Instream Flow Study to include Van Gordon Creek.	9/14/2023	
12/8/2022	Utilities Manager	↳ Report results to the Board.	10/10/2024	
		Complete the CDP Application		
Second Quarter 2023	Utilities Manager	↳ Revisit the CDP project description to our CDP application.	8/24/2024	

Objectives & Supporting Actions Completed for this Strategic Goal since 8/11/2022:				
Original Target Date	Who was Responsible	What (Objectives & Supporting Actions)	Completion Date	Summary
8/18/2022	General Manager, Utilities Manager, Finance Manager & District Counsel	Present to the Board for review and consideration the agreement with PGE to move forward with the work on the wastewater treatment system.	8/31/2022	
9/8/2022	General Manager, Utilities Manager, Finance Manager & District Counsel	Complete the financing package for the wastewater treatment system's PGE/IGA projects and present the results to the Board for consideration	8/31/2022	
9/8/2022	Utilities Manager	Investigate new cost-effective options and technologies for reduction/disposal of brine waste, including costs, and present a report to the Board. ↳ Added to the plan 6/28/2022	9/8/2022	This action was completed 9/8/2022: Investigation complete. Pilot program tentatively scheduled for 2023. However, the objective to resolve the brine waste disposal issue has not yet been achieved.
	Utilities Manager	Resolve the Brine Waste Disposal Issue		
Second Quarter 2025	Utilities Manager	↳ Submit the addendum to the SEIR and additional scope	7/10/2025	
Not established.	General Manager	↳ Board approval of Zero Liquid Discharge Pilot Testing Program	9/11/2025	

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CORE AREA: WASTEWATER SERVICES

STRATEGIC GOAL: ENSURE RELIABLE PERFORMANCE OF THE WASTEWATER TREATMENT SYSTEM FOR DECADES TO COME

Objectives & Supporting Actions Completed for this Strategic Goal since 8/11/2022:				
Original Target Date	Who was Responsible	What (Objectives & Supporting Actions)	Completion Date	Summary
8/18/2022	General Manager	Present to the Board for review and consideration the agreement with PG&E to move forward with the work on the wastewater treatment system ↳ Added to the plan 6/28/2022	8/31/2022	This action, to <i>present to the Board</i> , was completed 8/31/2022.
9/8/2022	General Manager	Complete the financing package for the wastewater treatment system’s PG&E/IGA projects and present the results to the Board for consideration. ↳ Added to the plan 6/28/2022	8/31/2022	This action, to <i>present to the Board</i> , was completed 8/31/2022.
1st Quarter 2023	WWTP Financing Working Group: Dean (Lead)...	Define methodology for identification of required reporting to dissemination agent ↳ Added to the plan 1/31/2023	4/13/2023	Report included under Ad Hoc Committee Reports at the 4/13/2023 Board meeting. This objective, added to the plan at the 1/31/2023 strategic planning workshop, included several action items from the original 6/28/2022 plan.
Not established	WWTP Financing Working Group – Director Dean (lead), President Gray, General Manager & Finance Manager	Define methodology for identification of required reporting to dissemination agent	4/13/2023	Staff selected NBS as the dissemination agent.

Objectives & Supporting Actions Completed for this Strategic Goal since 8/11/2022:				
Original Target Date	Who was Responsible	What (Objectives & Supporting Actions)	Completion Date	Summary
Nov 2022	WWTP Financing Working Group – Director Dean (lead), President Gray, General Manager & Finance Manager	✎ 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.		Completed.
First Quarter of 2023	WWTP Financing Working Group – Director Dean (lead), President Gray, General Manager & Finance Manager	✎ Establish a reporting system.		Completed.
Nov 2022	WWTP Financing Working Group – Director Dean (lead), President Gray, General Manager & Finance Manager	✎ Conduct Working Group review of contractual documents and formally document required actions, timelines and recommended internal processes.	4/13/2023	Report included under Ad Hoc Committee Reports at the April 13, 2023, Regular Board meeting. Completed.
January 2023	General Manager, Finance Manager & Wastewater Superintendent	Revise any District Policies or Procedures to incorporate findings, as appropriate based on learnings from tracking project		Archive, per Board on 3/3/2025.

CCSD SIX-MONTH STRATEGIC OBJECTIVES (WHAT) IDENTIFIED AS “DONE” (June 2022 – September 2026)

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

Objectives & Supporting Actions Completed for this Strategic Goal since 8/11/2022:				
Original Target Date	Who was Responsible	What (Objectives & Supporting Actions)	Completion Date	Summary
8/18/2022	General Manager	Hire the replacement for the retiring Fire Chief and report to the Board. ↳ Added to the plan 6/28/2022	11/8/2022	
Shown as 3/17/2022 in the June 9, 2022 Board Agenda Packet	Fire Chief	Review and update the adopted Multi-Jurisdictional Hazard Mitigation Plan for Cambria and report results to the CCSD Board for consideration. ↳ This was on the plan prior to the 6/28/2022 strategic planning update.	5/11/2023	Adopted at the 5/11/2023 Board Meeting, pending further revisions.
November 2023	Fire Chief	Report on the progress of implementing the Zonehaven System and the emergency alert system.	November 2023	The Fire Chief implemented the Genasys (Zonehaven) System and emergency alert system in November 2023. Public outreach is ongoing. Completed.
November 2023	Finance Committee	Present report to the Board regarding the allocation of the general fund for services that are funded through the general fund.	November 2023	Completed.
First Quarter of 2023	Finance Committee	↳ Review of Budget Policy.	12/14/2023	Board approved the Budget Policy on 12/14/2023.
1/12/2023		↳ Report on development of procedures for evacuation of residents needing extra help	July 2024	
1/12/2023		↳ Report on development of evacuation routes.	Fourth Quarter 2024	
1/12/2023		↳ Report on progress of safe refuge locations.		Ongoing. Safe refuge locations are being updated to reflect a temporary status instead of a safe refuge. Archive per Board on 3/3/2025.

Objectives & Supporting Actions Completed for this Strategic Goal since 8/11/2022:				
Original Target Date	Who was Responsible	What (Objectives & Supporting Actions)	Completion Date	Summary
Quarterly Report		Update the CCSD Board to all changes to evacuation planning within the district		This item was combined into “Engage All County Agencies to Include CAL FIRE, County OES, Sheriff, CHP, and State Parks to Update Cambria’s Fire Evacuation, Emergency Operations, Hazard Mitigation, and Pre-Plans” item on 3/3/2025
Second Quarter 2025	General Manager & Fire Chief	Adopt Weed Abatement Ordinance	5/10/2025	

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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

Objectives & Supporting Actions Completed for this Strategic Goal since 8/11/2022:				
Original Target Date	Who was Responsible	What (Objectives & Supporting Actions)	Completion Date	Summary
7/21/2022	General Manager	Request the Board appoint a Cambria Veterans’ Memorial Hall ad hoc committee. ↳ Added to the plan 6/28/2022	8/11/2022	Action completed 8/11/2022: Directors Farmer and Gray were appointed as a Cambria Veterans’ Memorial Hall ad hoc committee.
8/18/2022	Facilities & Resources Manager	Pursue identified and potential grant funding sources for Veterans’ Hall capital improvement projects and report results to the Board. ↳ Added to the plan 6/28/2022		This action has been shown as completed since the 11/17/2022 Board meeting, however following the 1/31/2023 strategic planning update, this action was broadened into the objective: Define future use and funding for the Veteran’s Hall which included 4 supporting actions, none of which has been completed to date.
9/15/2022	Facilities & Resources Manager	Present to the Board for review and consideration the PROS Commission’s recommended options for East Ranch recreational expansion. ↳ Added to the plan 6/28/2022		This action has been shown as completed since the 10/13/2022 Board meeting, however discussions are ongoing.
11/10/2022	District Engineer	Present an update to the Board for consideration on the final design, engineering estimate, and status of fundraising for the Skatepark. ↳ Added to the plan 6/28/2022	11/17/2022	This action item as worded was completed at the 11/17/2022 Board meeting. At the 1/31/2023 strategic planning workshop, the broader objective was identified as “Complete Skatepark Project” which as of the latest update, has a 3rd quarter 2023 target completion date.
Not established	Utilities Manager	Complete Skatepark project		

Objectives & Supporting Actions Completed for this Strategic Goal since 8/11/2022:				
Original Target Date	Who was Responsible	What (Objectives & Supporting Actions)	Completion Date	Summary
Second Quarter 2026	General Manager	✚ Issue Request for Proposal for the Cambria Skatepark Project	6/25/2026	
Third Quarter 2023		✚ Present the lowest responsible bid for Board consideration and status of funding to determine whether the project can proceed.	8/13/2026	
11/10/2022	Utilities Manager	✚ Present an update to the Board for consideration on the final design, engineering estimate, and status of fundraising for the Skatepark.	11/17/2022	Completed 11/17/2022; subject to Planning Commission approval in third quarter 2024. The minor use permit is still in process.
Fourth Quarter 2028	Utilities Manager	✚ Explore alternatives to current plans for the Skatepark.	3/13/2025	
		Board Consideration of Community Park Plan		
Fourth Quarter 2024	PROS Committee	✚ Present updated Community Park Plan to the Board of Directors	2/13/2025	
		Develop a Vegetation Management Plan Aimed at Fire and Forest Health for CCSD-Owned Undeveloped Parcels		
Fourth Quarter 2026	General Manager & Facilities Manager	✚ Develop an Evaluation Plan for the divestiture of some CCSD-owned undeveloped parcels.		This was removed from the Objectives Status Report on 3/2/2026.
First Quarter of 2023	Finance Committee	Present report to the Board regarding the allocation of the general fund for services that are funded through the general fund.	Fourth Quarter 2023	
First Quarter of 2023	Finance Committee	✚ Review of Budget Policy.	12/14/2023	Board approved the Budget Policy on 12/14/2023. Completed.
Not established	Utilities Manager	Complete the East Ranch Restroom project	2/26/2025	
11/10/2022	Utilities Manager	✚ Obtain construction permit and present to the Board for consideration the construction RFP for the East Ranch restrooms.	Second Quarter 2024	
Not established	Utilities Manager	✚ Construct the restroom.	2/26/2025	The crane and truck successfully maneuvered and placed the restroom in its designated location. Additional work, including plumbing, electrical, and final inspection, will take place over the next month. The restroom will not be fully operational until all work is completed.

CCSD SIX-MONTH STRATEGIC OBJECTIVES (WHAT) IDENTIFIED AS “DONE” (March 2025)

CORE AREA: ADMINISTRATION & FINANCE

STRATEGIC GOAL: DEVELOP REALISTIC PLANS AND PROCESSES FOR FUNDING AND EXECUTION OF THE STRATEGIC GOALS

Objectives & Supporting Actions Completed for this Strategic Goal since 8/11/2022:				
Original Target Date	Who was Responsible	What (Objectives & Supporting Actions)	Completion Date	Summary
Fourth Quarter 2025	General Manager, Utilities Department Manager, Fire Chief, Facilities & Resources Manager and Administrative Department Manager	Explore Ways to Retain Staff	Continuous	This was removed from the Objectives Status Report on 3/2/2026.

ORIGINAL GOALS

THREE-YEAR GOAL: INCREASE AND IMPROVE COMMUNICATION WITH THE PUBLIC						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the April 8, 2021 CCSD Board meeting	Deputy District Clerk – lead, CCSD Dir. Tom Gray, Vice Chair Policy Committee Gordon Heinrichs	Analyze the website for community accessibility to information important for them to know and report results to the Board and staff				

2. At the April 15, 2021 Board meeting	General Manager John Weigold IV, with input from the Policy Committee	Develop a social media policy and present to the Board				
3. April 15 2021	Deputy District Clerk - lead, General Manager John Weigold IV, Fire Chief William Hollingsworth, Facilities & Resources Manager Carlos Mendoza	Expand the existing format within the website for the public to communicate with staff and share with the Board and staff.				
4. FOR FUTURE CONSIDERATION		Develop a newsletter for the public that is distributed regularly and the process(es) for distributing it.				

THREE-YEAR GOAL: ACHIEVE AND SUSTAIN ADEQUATE FINANCIAL RESOURCES TO FULFILL THE MISSION						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. April 1, 2021	GM John Weigold IV and Finance Manager Pamela Duffield, co-leads, working with the Finance Committee	Identify underfunded, under-resourced and under-staffed services				
2. June 1, 2021	GM John Weigold IV and Finance Manager Pamela Duffield, co-leads, working with the Finance Committee	Identify funding resources and structural changes to meet unmet services needs				
3. July 1, 2021	GM John Weigold IV and Finance Manager Pamela Duffield	Complete the Tyler Financial System implementation				

THREE-YEAR GOAL: ACHIEVE A BALANCED POLICY FOR GROWTH AND RESOURCES						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the April 15, 2021 CCSD Board meeting	The Resources and Infrastructure Committee's ad hoc Committee on Water Conservation (CCSD Director Harry Farmer – lead)	Identify public water conservation measures and best practices and bring recommendations to the Board for sharing with the public.				
2. At the May 13, 2021 CCSD Board meeting	The Resources and Infrastructure Committee (former CCSD Director David Pierson – lead)	Identify additional sources of water and share the results with the Board.				

THREE-YEAR GOAL: DEVELOP AND IMPLEMENT A LONG-TERM INFRASTRUCTURE AND RESOURCES PLAN						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the April 12, 2021 Resources and Infrastructure Committee meeting	General Manager John Weigold IV – lead, Finance Director Pam Duffield and Utilities Manager Ray Dienzo	Update the short-term CIP (Capital Improvement Plan) and present it to the Resources and Infrastructure Committee for review.				
2. May 1, 2021	Utilities Manager Ray Dienzo and Finance Director Pam Duffield	Coordinate the conversion of Plan-It to Tyler Incode Asset Management Module for the purpose of asset management for ALL CCSD departments.				
3. At the June 14, 2021 Resources and Infrastructure Committee meeting	General Manager John Weigold IV – lead, Finance Director Pam Duffield and Utilities Manager Ray Dienzo	Update and extend the long-term CIP (Capital Improvement Plan) and present it to the Resources and Infrastructure Committee for review.				