

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



## CAMBRIA COMMUNITY SERVICES DISTRICT

I, Donn Howell, 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, June 27, 2022, 9:00 AM**. The purpose of the Special Meeting is to discuss or transact the following business:

### AGENDA

#### SPECIAL MEETING OF THE CAMBRIA COMMUNITY SERVICES DISTRICT BOARD OF DIRECTORS

**Monday, June 27, 2022, 9:00 AM**

Please click the link below to join the webinar:

<https://us06web.zoom.us/j/89179623949?pwd=cjZSRjlmNFNCQ2lOU1ZxNWlxS1lLUT09>

Passcode: 563023

Or One tap mobile :

US: +16699006833,,89179623949# or +13462487799,,89179623949#

Or Telephone:

Dial(for higher quality, dial a number based on your current location):

US: +1 669 900 6833 or +1 346 248 7799 or +1 253 215 8782 or +1 929 205 6099 or +1 301 715 8592  
or +1 312 626 6799

Webinar ID: 891 7962 3949

International numbers available: <https://us06web.zoom.us/j/89179623949>

#### ADJOURNED SPECIAL MEETING OF THE CAMBRIA COMMUNITY SERVICES DISTRICT BOARD OF DIRECTORS

**Tuesday, June 28, 2022, 8:30 AM**

**Please use the telephone link below to listen to the meeting.**

**Telephone Link for the Public: 1 (669) 900-6833**

**Meeting ID: 749 015 0502**

**Passcode: 4449519**

#### 1. OPENING

A. Call to Order

B. Pledge of Allegiance

**C. Establishment of Quorum**

**D. PRESIDENT'S REPORT**

**2. PUBLIC COMMENT ON AGENDA ITEMS**

**3. REGULAR BUSINESS**

**A.** Discussion and Consideration of Strategic Plan Status Report and Update

**B.** Receive Community Input Regarding Strategic Plan

**C.** On Tuesday, June 28, 2022 at 8:30 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 Update

**D.** Discussion and Consideration to Set a Date for the Next Strategic Planning Workshop

**4. ADJOURN**

CAMBRIA COMMUNITY SERVICES DISTRICT

TO: Board of Directors

AGENDA NO. **3.A.**

FROM: John F. Weigold IV, General Manager

---

Meeting Date: June 27, 2022

Subject: Discussion and Consideration of  
Strategic Plan Status Report and  
Update

---

**RECOMMENDATIONS:**

Staff recommends that the Board of Directors discuss and consider the latest monthly update to the Strategic Plan.

**FISCAL IMPACT:**

There is no fiscal impact associated with this item.

**DISCUSSION:**

The Board held a special meeting on January 24, 2022 and adjourned to January 25, 2022 to update the Strategic Plan. This included a review and update of the mission, values, goals for the next three years, and underlying objectives to be accomplished over the next six months.

Staff recommends that the Board review, discuss, and consider the Strategic Plan status report. The Board will utilize this report as it considers an update to the Strategic Plan as part of its meeting today, Monday, June 27, 2022 and on Tuesday, June 28, 2022.

Staff recommends the Board review, discuss and consider this monthly update to the Strategic Plan.

Attachments:

1. 2022 Strategic Plan and Board Goals and Objectives

C A M B R I A   C O M M U N I T Y   S E R V I C E S   D I S T R I C T  
S I X - M O N T H   S T R A T E G I C   O B J E C T I V E S

**January 25, 2022 - June 15, 2022**

THREE-YEAR GOAL: INCREASE AND IMPROVE COMMUNICATION WITH THE PUBLIC						
WHEN	WHO	WHAT	STATUS			COMMENTS
1. At the July 21, 2022 CCSD Board meeting	General Manager John Weigold	Develop and present to the Board a Public Outreach Program, including a proactive communications plan and a suggested administrative procedure to ensure all news and updates are written with a consistent voice and format.			X	
2. TBD	CCSD President Donn Howell and General Manager John Weigold	Present to the Board for its consideration the concept of holding two informal town hall meetings by June 15th.			X	Pending resolution of in-person meetings.

THREE-YEAR GOAL: ACHIEVE AND SUSTAIN ADEQUATE FINANCIAL RESOURCES						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. June 16, 2022 to BOD	Finance Committee, working with GM John Weigold and Finance Manager Pam Duffield	Identify potential organizational changes and efficiencies to address underfunded, under-resourced and understaffed services/support needs and formulate report to the Finance Committee for presentation to the BOD.	X			Final report to the Board on 5/12.
2. June 16, 2022 to BOD	GM John Weigold and Finance Manager Pam Duffield	Complete the Tyler Incode Financial System implementation throughout the district and report results to the Board.			X	
3. FUTURE OBJECTIVE	Ad Hoc Committee to be Appointed by the Board of Directors	Prioritize the areas for immediate alternative review by the Finance Committee in its report "Underfunded, Under-resourced and Understaffed Services/Support Needs" and make recommendations to the Board on implementations				Directors Steidel and Gray to discuss further.

THREE-YEAR GOAL: ACHIEVE A BALANCE BETWEEN GROWTH AND RESOURCES						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the March 17, 2022 Board meeting	Directors Harry Farmer and Tom Gray, working with Upper Salinas-Las Tablas Resource Conservation District	Assist the Resources Conservation District (RCD) in applying for a grant to update the existing Forest Management Plan and report the results to the Board.	X			Grant application submitted in February 2022 in conjunction with FFRP for a forest management study. Award announcements anticipated in May/June 2022.
2. FUTURE OBJECTIVE	Utilities Dept. Manager Ray Dienzo - lead, working with Staff & Board ad hoc (Donn Howell & Cindy Steidel)	Present to the Board of Directors a process to address policy recommendations for accessory dwelling units (ADU) and affordable housing.				
3. FUTURE OBJECTIVE	CCSD Directors Harry Farmer and Tom Gray, working with RCD, the Cambria Forest Committee, Friends of the Fiscalini Ranch Preserve, Green Space, and the SLO Land Conservancy	Participate in updating the existing Forest Management Plan to address the health and well-being of the forest.				

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 14, 2022 Board Meeting	GM Weigold led with CCSD Dir. Karen Dean and Utilities Dept. Manager Ray Dienzo (co-leads), working with the Finance Chair, Finance Manager Pam Duffield, GM John Weigold IV and the Resources & Infrastructure (R&I) Committee	Create a process for development of an annual Capital Improvement project (CIP) list for the budget process. This will lead to Prioritizing of short-term infrastructure requirements for future resourcing and present to the Board of Directors for consideration through the annual budget.		X		Meeting scheduled for 3/10. R&I continued discussions at its meeting on 4/11. R&I formed ad hoc and is assisted by the District Engineer.
2. June 15, 2022	Utilities Dept. Manager Ray Dienzo, working with the R&I Committee	Prioritize the remaining non-funded Utility Department SST/IGA projects' requirements for future resourcing and present to the Board.				
3. June 15, 2022	CCSD Dir. Karen Dean, working with the R&I Committee	Prioritize long term infrastructure requirements for future resourcing				
4. FUTURE OBJECTIVE	CCSD Dir. Karen Dean, working with the R&I Committee, Utilities Manager Ray Dienzo, Finance Manager Pam Duffield	Review the current inventory requirements and report results, with recommendations, to the Board				

THREE-YEAR GOAL: ACHIEVE COMMUNITY PREPAREDNESS FOR WILDFIRES AND OTHER EMERGENCIES						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the March 17, 2022 Board meeting	Fire Chief William Hollingsworth, working with CCHD Ops Director	Review and update the adopted Multi-Jurisdictional Hazard Mitigation Plan for Cambria, and report results to the CCSD Board for consideration				
2. April 14, 2022	CCSD Directors Tom Gray and Karen Dean (co-leads), working with Firesafe Focus Group moderator Dave Pierson and Fire Chief William Hollingsworth	Identify potential additional evacuation routes and capabilities and support needed relevant grant applications, including the recently awarded Zonehaven grant to the Firesafe Council, and report results to the CCSD Board	X			Report completed at 5/12 Board meeting. Directors to continue work.
3. June 15, 2022	Fire Chief William Hollingsworth, working with CCSD Directors, GM John Weigold, and District Counsel	Research a Defensible Space Ordinance for the community of Cambria and present it to the Board as a staff report for consideration and direction				



## CAMBRIA COMMUNITY SERVICES DISTRICT

TO: Board of Directors

AGENDA NO. **3.B.**

FROM: John F. Weigold IV, General Manager

Meeting Date: June 27, 2022

Subject: Receive Community Input Regarding  
Strategic Plan**RECOMMENDATIONS:**

Staff recommends the Board of Directors solicit public input in three key areas: District strengths, District weaknesses, and District goals, as well as any other issues related to the update of the CCSD Strategic Plan.

**FISCAL IMPACT:**

Fiscal impacts associated with this item include staff time, Snider and Associates consultant services and AGP Video costs. The cost of Snider and Associates consultant services is \$5,350 (included in the approved FY 2021/2022 Budget). The cost of AGP for a Zoom meeting is \$350 (maximum of 3 hours) and \$125 for each additional hour.

**DISCUSSION:****OVERVIEW**

The Board of Directors approved an Agreement for Consultant Services between CCSD and Snider and Associates for Strategic Planning Consulting Services on May 21, 2020, the agreement was amended on January 25, 2021, to provide for modified payment terms and the agreement expired on June 30, 2021. The CCSD and Snider and Associates desired to revive, extend and further amend the agreement. The agreement was revived and extended to June 30, 2022, effective as of July 1, 2021. This Special Board Meeting will be held over two days in order to update the Strategic Plan for the District; the first day will be a Zoom webinar on Monday, June 27, 2022 to solicit community input and comments focusing on three key areas: District strengths, District weaknesses, and District goals, as well as any other issues related to the development of the Strategic Plan. The second day of the Special Board Meeting will be held on Tuesday, June 28, 2022, as a daylong Board workshop facilitated by Snider and Associates via Zoom, which the community will be able to listen to telephonically only due to Zoom application limitations.

An overview of the strategic planning process elements is found in Attachment 1 and this Special Board Meeting will focus on a review of the current Mission Statement and development of three-year Goals and Objectives over the course of the two-day meeting.

**PURPOSE**

The Board of Directors will solicit community input focusing on three key areas: District strengths, District weaknesses, District goals, as well as any other issues related to the Strategic Plan. The Board of Directors will utilize this community input in the development of the District's Strategic Plan Goals and Objectives, which was last updated in the facilitated workshop on January 24, 2022.

**PROCESS**

The Board will take public comment on the three key areas outlined below, as well as any other issues related to the Strategic Plan. The public may also choose to submit written public comment to the Board Secretary via email at boardcomment@cambriacsd.org. Speaking time may be adjusted at the discretion of the Board President.

**COMMUNITY INPUT**

The Board of Directors will solicit community input focusing on three key areas:

**1. District Strengths**

What are the Cambria Community Services District's Strengths and Accomplishments since the January 24/25, 2022 Strategic Planning Workshop?

**2. District Weaknesses**

What are the Cambria Community Services District's Current Internal Weaknesses/Challenges?

**3. District Goals**

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 in the Coming Year?

What Are the External Factors/Trends (e.g., economic, health, technological, political, environmental) that Will/Might have a Negative Impact on the Cambria Community Services District in the Coming Year?

What are suggestions for 3-year goals for the District? In other words, what does the District need to accomplish — broad statements of intent which are consistent with the District's mission, core values and help fulfill the District's vision (Attachment 2).

Attachment:

1. Strategic Planning Elements
2. Mission Statement, Core Values and Current Three-Year Goals

## STRATEGIC PLANNING ELEMENTS

Marilyn Snider, Strategic Planning Facilitator—Snider and Associates

### S.W.O.T. ANALYSIS

#### INTERNAL:

+Strengths  
--Weaknesses

#### EXTERNAL:

+Opportunities  
-- Threats

### MISSION/PURPOSE STATEMENT

Why the organization exists and whom it serves  
or  
Why a plan exists and for whom

### VISION STATEMENT

A vivid, descriptive image of the future—what you want  
the organization to be or be recognized as

### CORE VALUES

Values that the organization/work environment encourages,  
recognizes and rewards

### GOALS

What the organization needs to accomplish—broad statements  
of intent which are consistent with the mission  
and help fulfill the vision

### OBJECTIVES

How the goals will be addressed—by when, who will be accountable  
for what specific, measurable results/outcomes

### FOLLOW-UP PROCESS

A clearly defined, regular (at least monthly) monitoring process

**C A M B R I A   C O M M U N I T Y   S E R V I C E S   D I S T R I C T**  
**S T R A T E G I C   P L A N N I N G   W O R K S H O P**

**24 January 2022 • via Zoom**

Marilyn Snider, Facilitator – Snider and Associates (510) 531-2904  
Gail Tsuboi, Recorder – Tsuboi Design (925) 376-9151

**MISSION STATEMENT**

**The Cambria Community Services District (CCSD) provides water, wastewater treatment, solid waste disposal, fire protection services, street lighting services, and supports related community services such as parks, transit and operation of the Cambria Veterans' Memorial Building.**

**We seek to provide such services professionally, productively, and fairly, keeping in mind Cambria's unique history and character together with the challenges of the present and the future.**

**CORE VALUES**

The CCSD's core values are:

- Integrity
- Open communication and transparency
- Safety
- Fiscal responsibility
- Exemplary customer service
- Mutual respect

**THREE-YEAR GOALS 2021- 2024**

**\*not in priority order**

- ▶ **Increase and improve communications with the public**
- ▶ **Achieve and sustain adequate financial resources to fulfill the mission**
- ▶ **Achieve a balanced policy for growth and resources**
- ▶ **Develop and implement a long-term infrastructure and resources plan**
- ▶ **Achieve community preparedness for wildfires and other emergencies**

## CAMBRIA COMMUNITY SERVICES DISTRICT

TO: Board of Directors

AGENDA NO. **3.C.**

FROM: John F. Weigold IV, General Manager

---

Meeting Date: June 27, 2022      Subject: On Tuesday, June 28, 2022 at 8:30 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 Update

---

**RECOMMENDATIONS:**

Staff recommends the Board of Directors facilitate a workshop to update the Strategic Plan.

**FISCAL IMPACT:**

Fiscal impacts associated with this item include staff time, Snider and Associates consultant services and AGP Video costs. The cost of Snider and Associates consultant services is \$5,350 (included in the approved FY 2021/2022 Budget). The cost of AGP for a Zoom meeting is \$350 (maximum of 3 hours) and \$125 for each additional hour.

**DISCUSSION:****OVERVIEW**

The Board of Directors approved an Agreement for Consultant Services between CCSD and Snider and Associates for Strategic Planning Consulting Services on May 21, 2020, the agreement was amended on January 25, 2021, to provide for modified payment terms and the agreement expired on June 30, 2021. The CCSD and Snider and Associates desired to revive, extend and further amend the agreement. The agreement was revived and extended to June 30, 2022, effective as of July 1, 2021. This Special Board Meeting will be held over two days in order to update the Strategic Plan for the District; the first day will be a Zoom webinar on Monday, June 27, 2022 to solicit community input and comments focusing on three key areas: District strengths, District weaknesses, and District goals, as well as any other issues related to the development of the Strategic Plan. The second day of the Special Board Meeting will be held on Tuesday, June 28, 2022, as a daylong Board workshop facilitated by Snider and Associates via Zoom, which the community will be able to listen to telephonically only due to Zoom application limitations.

An overview of the strategic planning process elements is found in Attachment 1 and this Special Board Meeting will focus on a review of the current Mission Statement and development of three-year Goals and Objectives over the course of the two-day meeting.

**PURPOSE**

The Board of Directors, assisted by CCSD management staff, serving as advisory representatives, will hold a workshop for the review of the Strategic Plan. The Workshop group will review the CCSD Mission Statement and review and update the District's three-year Goals and underlying Objectives over the course of the Workshop.

**PROCESS**

The Workshop participants will reconvene the Special Board meeting at 8:30am on June 28, 2022 and follow the agenda outlined in Attachment 2. Snider and Associates will lead and serve as facilitator for the Workshop, including all group and breakout sessions. At the conclusion of the Workshop, the Board will consider establishing a date in approximately six months to review and update the Strategic Plan. The Board will also review and consider formal adoption of the Strategic Plan as part of an upcoming regular Board meeting.

**PUBLIC OBSERVATION**

Members of the public are encouraged to listen to the meeting using the Zoom telephone link below:

**Telephone Link for the Public: 1-669-900-6833**

**Meeting ID: 749 015 0502**

**Passcode: 4449519**

Note: Snider and Associates will lead the Workshop via Zoom; however, due to Zoom application limitations, particularly for breakout sessions, the public will only be able to listen to the Workshop. Additionally, the public may be computer-assigned to the breakout sessions due to Zoom application limitations, which are in compliance with AB 361, as this Zoom meeting will be accessible telephonically to the public seeking to listen to the meeting.

- Attachments:
- 1 - Strategic Planning Elements
  - 2 - Workshop Meeting Agenda for June 28, 2022
  - 3 - LAFCO List of Community Services District Active Powers
  - 4 - LAFCO Map of Cambria CSD Service Area and Sphere of Influence
  - 5 – Supplemental Report of the Strategic Plan Ad Hoc – June 16 2022
  - 6 - CCSD Strategic Planning Workshop Questionnaire

## STRATEGIC PLANNING ELEMENTS

Marilyn Snider, Strategic Planning Facilitator—Snider and Associates

### S.W.O.T. ANALYSIS

#### INTERNAL:

+Strengths  
--Weaknesses

#### EXTERNAL:

+Opportunities  
-- Threats

### MISSION/PURPOSE STATEMENT

Why the organization exists and whom it serves  
or  
Why a plan exists and for whom

### VISION STATEMENT

A vivid, descriptive image of the future—what you want  
the organization to be or be recognized as

### CORE VALUES

Values that the organization/work environment encourages,  
recognizes and rewards

### GOALS

What the organization needs to accomplish—broad statements  
of intent which are consistent with the mission  
and help fulfill the vision

### OBJECTIVES

How the goals will be addressed—by when, who will be accountable  
for what specific, measurable results/outcomes

### FOLLOW-UP PROCESS

A clearly defined, regular (at least monthly) monitoring process

**SPECIAL BOARD MEETING/  
CAMBRIA COMMUNITY SERVICES DISTRICT  
STRATEGIC PLANNING WORKSHOP  
Tuesday, June 28, 2022 on Zoom**

**8:30 Welcome – Don Howell, CCSD Board President**

**Purpose of the Workshop and Introduction of the Facilitator and Recorder – John F. Weigold IV, General Manager**

**Role of the Facilitator, Recorder, Group and Public; Strategic Planning Elements; Agenda – Marilyn Snider, Facilitator – Snider and Associates**

**Introductions of the Group**

**Cambria Community Services District:**

- **Mission Statement**
- **Core Values**
- **Three-Year Goals**
- **Board’s Charter Responsibilities**

**What Are the Strengths and Accomplishments of the Cambria Community Services District Since the January 25, 2022 Strategic Planning Workshop?**

**What Are the Current Internal Weaknesses/ Challenges of the Cambria Community Services District?**

**What Are the External Factors/Trends (e.g., social, economic, political, environmental, technological, attitudinal) that Will/Might Have an Impact on the Cambria Community Services District in the Next Three Years:**

- **Positively (opportunities)?**
- **Negatively (threats)?**

**Review and Revise the Mission Statement (one sentence that states why Cambria Community Services District exists and for whom)**

**Identify Three-Year Goals (what the Cambria Community Services District needs to accomplish)**

- **Brainstorm Goals**
- **By Consensus, Select New Three-Year Goals**

**Identify Six-Month Strategic Objectives (how the goals will be addressed initially – by when, who will be accountable, for what, specific measurable results) for each of the Three-Year Goals**

**Next Steps/Follow-Up Process to Monitor Progress on the Goals and Objectives (including setting a date within 6 months to update the strategic plan)**

**Summary of the Workshop and Closing Remarks**

**4:00 Adjourn**



# COMMUNITY SERVICES DISTRICTS

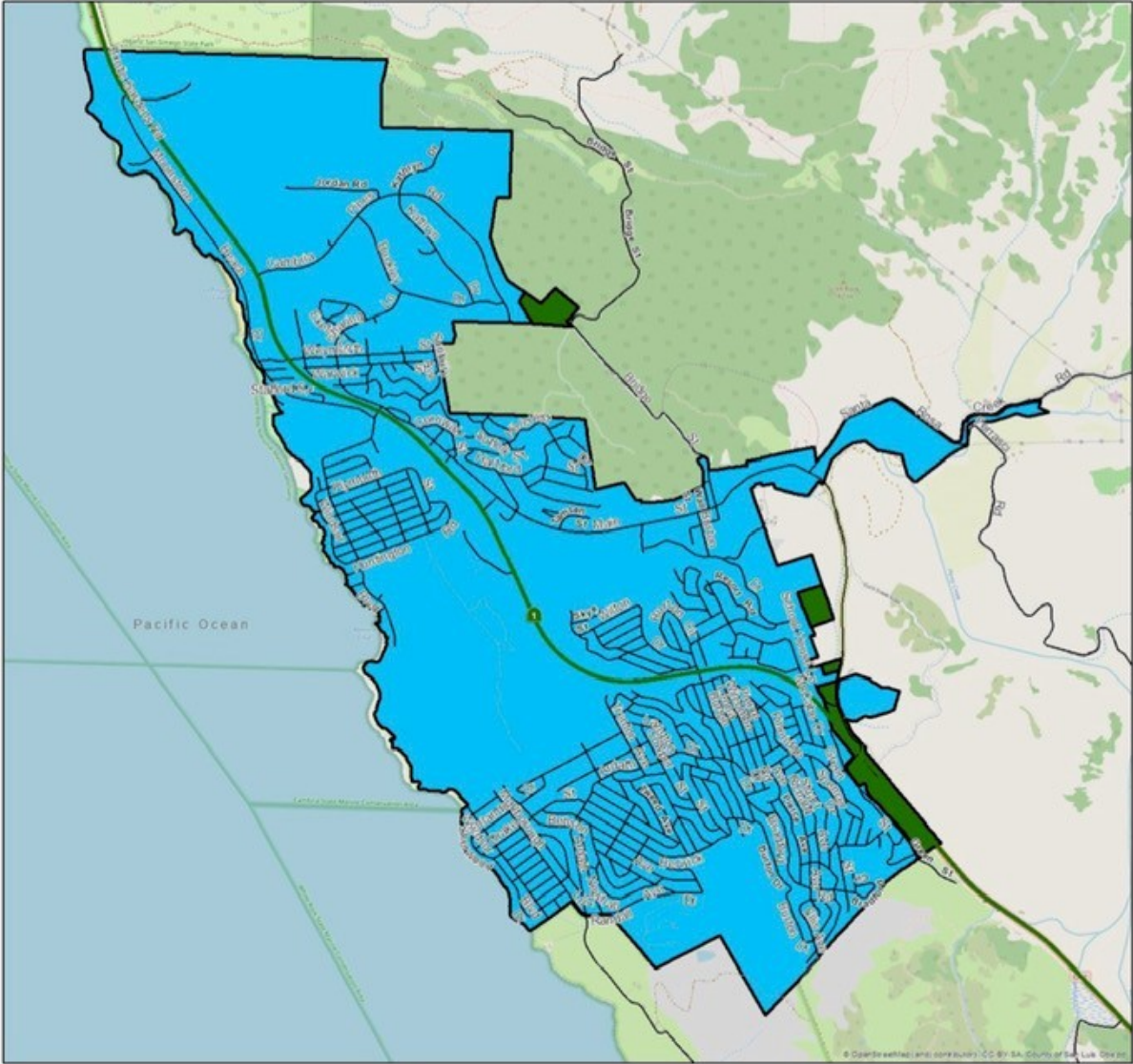
(Established under Government Code Sections 61000-61934)

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

<b>CSD</b>	<b>ACTIVE POWERS</b>
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



**Supplemental Report of the Strategic Plan Ad Hoc Committee**  
**Vice President Dean, Director Steidel**  
**6/16/2022**

At our June 9, 2022 Board Meeting, the Strategic Plan Ad Hoc Committee offered a report on its research of how other Community Services Districts, with similar areas of responsibility, formulated their Strategic Plans. We presented our thoughts on refocusing and reassessing our District goals, and the strategies towards achieving those goals, toward an alignment with the services we provide as a District. We met with our Strategic Plan Consultant, Marilyn Snider, to discuss some of these possible changes to our strategic planning process, and Ms Snider indicated that she could be flexible and could adjust her format and agenda to meet our needs once the Board has determined how they would like to move forward.

Based on our prior Ad Hoc presentation, we were tasked by the Board to bring examples which demonstrate a refocus of goal setting which creates alignment to core areas of our charter. This report provides those examples. We have also provided an example of how we might align our Mission Statement to our Charter and have suggested that Core Values be accompanied by a sentence of definition. This Ad Hoc Committee did not delve into other possible considerations such as the use of key performance indicators, or the format of the existing Strategic Plan progress document that is reviewed and updated regularly.

These examples are offered to stimulate discussion on how the Board and Staff might possibly refocus our Strategic Plan Process to be more in alignment with our Mission Statement and District responsibilities. The described goals, strategies, Mission Statement, and Core Values are the Ad Hoc Committee's suggestions only, and we welcome the discussion and ideas among the Directors on how we can fine tune our Strategic Plan process and transition to more defined goals and strategies to meet the needs of our District and Community.

## **MISSION STATEMENT (Example as a Declarative Statement )**

**Provide high quality water, sewer, fire support, Parks Recreation and Open Space, and accompanying Community Services to our customers in a safe, cost-effective, and environmentally sensitive manner.**

---

## **STRATEGIC GOALS AND STRATEGIES (Example)**

The following outline of “Core Areas”, “Strategic Goals” and “Strategies” is offered as an example only. If fully developed, the “Strategies” would be more result specific. The information here just provides examples of work content that could be considered for development of a strategic action. The outlined material represents discussion and brainstorming by our committee of an optional goal setting approach.

### **CORE AREA: WATER SERVICES**

**Strategic Goal: Effectively and reliably manage available water resources in a sensitive ecosystem**

#### ***Strategies***

- Continue bi-monthly monitoring and proactive management of San Simeon Creek and Santa Rosa Creek water resources.
- Closely monitor/evaluate Drought Risk Stages
- Contract with selected vendor and execute Water Meter Replacement Program
- Investigate funding options for Booster station pump replacements
- Stuart Street Tanks

### **CORE AREA: WATER SERVICES - WATER RECLAMATION FACILITY**

**Strategic Goal: Resolve outstanding actions to advance CDP through County Approval and Advancement to Coastal Commission**

#### ***Strategies***

- Improve relationship and interaction with Coastal Commission Staff
- Completion of in-stream flow study
- Final Information submittal to County and completion of data; obtain county approval
- Submit Final CDP to Coastal Commission
- Investigate New Cost-Effective Technologies for Reduction of Brine Waste
- Final Resolution re Brine Pond

**CORE AREA: SEWER SERVICES**

**Strategic Goal: Initiate phased repairs and upgrade installations for Wastewater Treatment Plant**

***Strategies***

Establish Priorities and Implementation Plan of Upgrades described as part of rate study, to execute upon approval of Monies

**CORE AREA: FIRE AND EMERGENCY SERVICES**

**Strategic Goal: Provide fully funded and staffed Fire, Water Rescue, and Emergency Medical Services on a 24/7 Basis**

***Strategies***

Identify/define viable Evacuation Planning for the Community, Egress, Ingress, Communication

Hire Replacement for retiring Fire Chief

Evacuation Planning, Zone Haven, Alert Systems

Pursue possible continuance of 3 SAFER Fire Fighters whose funding support ends in at Calendar year end 2024

**CORE AREA: ADMINSTRATIVE SERVICES****1. FINANCE**

**Strategic Goal: Execute sound and judicious Financial Management, employing Generally Accepted Accounting Principles, to ensure operating/maintenance costs and required capital projects are sustainably funded for District Services.**

***Strategies***

- a. Hire Finance Manager replacement
- b. Operational participation in and selection assessment of financing for Wastewater IGA Projects
- c. Uphold transparency in financial data through continued formal budgeting processes and reviews, timely quarterly reporting to Board and timely filing of yearly Audit Reports to state.

**2. LEGAL**

**Strategic Goal: Obtain sound and timely legal support services to assist the CCSD in effective execution of its District business.**

***Strategies***

- a. Working with District Counsel, SLO County Planning and Coastal Commission Staff, reach satisfactory conclusion with the Commission regarding Notice of Violation
- b. Obtain Judicial ruling regarding Windeler
- c. Work with District Counsel to address and resolve current legal challenges



**CORE AREA: FACILITIES AND RESOURCES**

**1. FACILITIES AND RESOURCES**

**Strategic Goal: Provide service and maintenance of District assets and Open Space in a timely and cost-effective manner**

***Strategies***

- a. Investigate/pursue potential Grants for Veterans’ Hall Capital Improvement Projects
- b. Retain and expand forest health in the Fiscalini Ranch footprint through facilities maintenance; partner with FFRP in maintenance and for expansion of native plant life on the Ranch footprint
- d. Public bathrooms; Lighting Fixtures

**2. PARKS AND RECREATION**

**Strategic Goal: Increase the Recreational Facilities for the Community**

***Strategies***

- a. Focus on Development of Recreational Facilities for Fiscalini East Ranch
- b. Review Fiscalini East Ranch historic recommendations for recreation development
- c. PROS recommend top three for consideration of development to the BOD.

**CORE AREA: ENGINEERING PROJECT SUPPORT SERVICES**

**Strategic Goal: Progress Planning for the Skatepark**

***Strategies***

- e. Define/Resolve all County Planning requirements for skatepark
  - f. Develop RFQ for Skatepark Final Design and Cost
  - g. Based on Final Design and Cost, reassess forward timeline and financial capacity of Skate Cambria relative next steps for skatepark development.
-

## **Core Values (restated)**

*(Examples of descriptive statements to assist in defining how each core value is exemplified)*

### **SAFETY**

We diligently follow strict safety policies, procedures, and regulation to protect and keep safe our district personnel, our water and sewer 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

**CAMBRIA COMMUNITY SERVICES DISTRICT  
STRATEGIC PLANNING WORKSHOP QUESTIONNAIRE**

Please COMPLETE and SEND by Wednesday, June 22, 2022 at 12:00 p.m. to [hdodson@cambriacsd.org](mailto:hdodson@cambriacsd.org)  
**Please give 3 or 4 brief answers using phrases, rather than sentences or paragraphs, for each question.**

What are the Cambria Community Services District's Strengths and Accomplishments Since the January 25, 2022 Strategic Planning Workshop?

- 
- 
- 
- 

What are the Cambria Community Services District's Current Internal Weaknesses/Challenges?

- 
- 
- 
- 

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 in the Next 3 Years?

- 
- 
- 
- 

What Are the External Factors/Trends (e.g., economic, health, technological, political, environmental) that Will/Might have a Negative Impact on the Cambria Community Services District in the Next 3 Years?

- 
- 
- 
- 

Thank you. This is an anonymous questionnaire; please do not sign your name. Please send to [hdodson@cambriacsd.org](mailto:hdodson@cambriacsd.org) by Wednesday, June 22, 2022 at 12:00 p.m. Questionnaires, that are returned late, will not be able to be included in the collated answers on the video screen at the strategic planning workshop.



## CAMBRIA COMMUNITY SERVICES DISTRICT

TO: Board of Directors

AGENDA NO. **3.D.**

FROM: John F. Weigold IV, General Manager

---

Meeting Date: June 27, 2022Subject: Discussion and Consideration to Set a  
Date for the Next Strategic Planning  
Workshop

---

**RECOMMENDATIONS:**

Staff recommends the Board of Directors consider scheduling a special meeting to monitor the progress on the goals and objectives of the CCSD Strategic Plan, and to consider updating the plan.

**FISCAL IMPACT:**

Fiscal impacts associated with this item include staff time, Snider and Associates consultant services and AGP Video costs. The cost of Snider and Associates consultant services is \$5,350 (included in the approved FY 2021/2022 Budget). The cost of AGP for a Zoom meeting is \$350 (maximum of 3 hours) and \$125 for each additional hour.

**DISCUSSION:**

As part of the CCSD Strategic Planning Workshop, Snider and Associates, the CCSD strategic planning consultant, recommends the Board of Directors consider scheduling a special meeting in approximately six months to monitor the progress on the goals and objectives of the CCSD Strategic Plan, and to consider updating the plan.