

STRATEGIC PLANNING WORKSHOP QUESTIONNAIRE

TOP FIVE PRIORITIES PARTICIPANT RESPONSES

The following are combined input from the workshop participants.

WHAT ARE THE CAMBRIA COMMUNITY SERVICES DISTRICT'S STRENGTHS AND ACCOMPLISHMENTS SINCE THE JUNE 28, 2022 STRATEGIC PLANNING WORKSHOP?

- New Fire Chief
- Continued use of Zoom to increase access to meetings
- Requested the Board to appoint a Cambria Veterans' Memorial Hall ad hoc committee.
- New Board members with some new ideas have been elected
- Committed staff and Board members for improving the future for CCSD
- Securing funding for upgrades to the Waste Water Treatment Plant
- Substantially improved communications recently with the community
- Hiring a Fire Chief who is truly dedicated to the safety and well-being of the community
- Strong operational competence in water, sewer & fire, as shown in response to storm event
- Potential for a "better" GM is possible
- Finalization of COP funding for SST projects
- Increase of information readily available on District website
- Hiring Fire Chief who is truly dedicated to the safety and well being of the community
- Strong operational competence in water, sewer, and fire
- Continued progress on WRF CDP
- Successful recruiting and hiring of new fire chief
- Favorable decisions in law suits
- Wastewater infrastructure upgrades moving forward to construction phase
- Completed the financing package for the wastewater treatment system's PGE/IGA projects and presented the results to the Board for consideration
- Committed staff and board members for improving the future for CCSD
- hiring of a dedicated, hard working Fire Chief
- funding obtained for wastewater treatment plant much needed improvements
- election of two new committed, community minded, idea driven Board members
- ongoing dependable, dedicated staff and employees
- improved use of social media communication opportunities
- WWTP Contract
- Continued progress on WRF CDP
- New Fire Chief

STRATEGIC PLANNING WORKSHOP QUESTIONNAIRE
TOP FIVE PRIORITIES PARTICIPANT RESPONSES

The following are combined input from the workshop participants.

**WHAT ARE THE CAMBRIA COMMUNITY SERVICES DISTRICT'S
CURRENT INTERNAL WEAKNESSES/CHALLENGES?**

- Lack of revenue in the General Fund
- Lack of progress on recreation – East Ranch
- Unresolved administrative staff issues
- Challenges finding a new permanent General Manager
- Drain on staff time with Committee and Ad-hoc meetings
- Lack of a systematic decision-making process designed to yield high quality decisions
- Lack of long-term thinking, as indicated by this strategic planning process that focuses primarily on the coming year
- After a decade with General Managers who were not good fits within our community, several staffing challenges
- Aging infrastructure, especially within the wastewater gathering system
- Lack of water storage to weather extended periods of drought
- Inadequate evaluation & goal setting proceed for general manager
- Lack of adequate budgeting for fire department needs
- Lack of trust for the Board and staff
- Misinformation and controversy relating to WRF
- Allocated administrative department overhead is too high for General Fund
- Drain of resources by Fiscalini Ranch
- Staff vacancies
- Aging infrastructure, especially within the wastewater gathering system
- Lack of water storage to weather extended periods of drought
- Heavily weighting negative community opinions
- unsettling, unresolved staff issues
- hiring of a truly honest, dedicated, knowledgeable General Manager
- lack of clarity regarding CDP application process for the WRF
- need to more rapidly fund and install permanent main water pipeline
- Lack of revenue in the General Fund
- Drain of resources by Fiscalini Ranch
- Lack of progress on recreation – East Ranch

STRATEGIC PLANNING WORKSHOP QUESTIONNAIRE
TOP FIVE PRIORITIES PARTICIPANT RESPONSES

The following are combined input from the workshop participants.

**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?**

- Grants/government funds for District needs
- Community involvement on East Ranch plans/projects
- sufficient rainfall to lessen drought conditions
- ongoing donations for skate park construction
- Hardworking and committed staff and Board members
- After the wettest rain season in my memory, our groundwater basins are full
- Potential grant funding to enable completion of underfunded projects
- At least a small proportion of the community is very engaged in district decision making
- potential for zero liquid discharge for WRF brine waste
- The pandemic forced the District to embrace technology, allowing administrative employees the capability to keep the District operational through remote work if necessary.
- Continued rains to help alleviate ongoing droughts
- Grants/government funds for District needs
- Increase in public awareness and participation in meetings
- Completion of CDP for WRF
- Possible state approval of direct potable reuse
- Additional grant funding
- Completion of CDP for WRF
- Potential for zero liquid discharge for WRF brine waste
- Develop long term project plan that follows the strategic plan and board priorities
- Continued support for water and wastewater infrastructure improvements
- adequate rainfall to provide for water needs of community
- potential grant funding for needed projects
- community involvement in East Ranch plans and projects
- increasing trust of Board and District by community members
- Final approval of federal funding of Tank repairs
- End of drought
- Additional grant funding

STRATEGIC PLANNING WORKSHOP QUESTIONNAIRE
TOP FIVE PRIORITIES PARTICIPANT RESPONSES

The following are combined input from the workshop participants.

**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?**

- Wildfire danger
- Staff turnover
- fewer long-term rentals available in our community
- Rising cost of living will make it more difficult to recruit lower paid District positions all the way out to Cambria.
- Lack of trust from a significant proportion of the community
- Increasingly extreme drought/ rainfall variations due to global warming will challenge our ability to reliably deliver water
- Ever-present risk of wildfires in the dry season compounded by limited evacuation routes.
- Challenges in hiring & retention due to a continued tight labor market
- Rising cost of living will make it more difficult to recruit lower paid District positions all the way out to Cambria.
- Misinformation and negativity on social media
- Negatively by public towards CCSD efforts with regulatory agencies
- Staff uncertainties, including recruiting a General Manager
- Ever present risk of wildfire and limited evacuation routes
- Grant funding coming closer to an end for fire department staffing, increasing the difficulty to recruit for the positions as well as rely on the positions to meet the community's minimum safety needs.
- Challenges in hiring and retention due to a continued tight labor market
- Negativity by public towards CCSD efforts with regulatory agencies
- Staff uncertainties – including recruiting a general manager
- Rising cost of living will make it more difficult to recruit lower paid District positions all the way out to Cambria
- Some of the Community doesn't trust "CCSD"
- ongoing climate crisis/extreme and unpredictable weather conditioned
- unpredictable economic circumstances and conditions
- ongoing lack of trust of Board and District by residents and agencies
- ongoing lack of greater community participation and commitment to the functioning of the Board and District
- Lack of volunteers for Standing Committees