

CAMBRIA COMMUNITY SERVICES DISTRICT

TO: Board of Directors

AGENDA NO. **2.A**

FROM: Matthew McElhenie, General Manager

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Meeting Date: March 3, 2025

Subject: The CCSD Board of Directors will be Discussing and Conducting the Strategic Plan Workshop - Amended 3/1/2025

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**DISCUSSION:**

The Board of Directors held a meeting on February 13, 2025, to solicit public input related to the Strategic Plan. Today, the Board of Directors will hold a special daylong Board Workshop ("Workshop") to discuss further and develop the Strategic Plan. The community will be able to observe the Workshop in person and via Zoom. Dick Clark will serve as the facilitator for the Workshop.

Consistent with the Annual Planning Calendar and CCSD Strategic Planning Process Flowchart outlined in the CCSD Strategic Planning Process Ad Hoc Committee Report, the process will be as follows:

1. Assess the current state of the following:
  - o What are the Cambria Community Services District's accomplishments since the March 4, 2024 Strategic Planning Workshop?
  - o What are the Cambria Community Services District's current internal strengths?
  - o What are the Cambria Community Services District's current internal weaknesses/challenges?
  - o 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?
  - o What are the external factors/trends (e.g., economic, health, technological, political, and environmental) that will/might have a negative impact on the Cambria Community Services District?
2. Review the Mission Statement and revise it as needed.
3. Review the Vision Statement and revise it as needed.
4. Review the Core Values and revise them as needed.
5. Review the Core Areas and revise them as needed.
6. Review the Strategic Goals in each Core Area and revise them as needed.
7. Review and update the Objectives and Supporting Actions for each Strategic Goal.
8. Semi-annual updates: Review progress and revise Objectives & Supporting Actions as needed.

Unless otherwise determined by the Board, major Strategic Plan updates are conducted every three years. The last major Strategic Plan update was in 2022, so the next major update is being conducted now. In major updates, the Board will review and update every component of the Plan, after holding a Strategic Planning Workshop.

At the conclusion of the Workshop, the Board will consider the intent defined in the Annual Planning Calendar to conduct a semi-annual review of progress toward achieving Strategic Plan Objectives and Supporting Actions at the Regular Board Meeting scheduled for September 11, 2025. The Board will

also review and consider the formal adoption of the Strategic Plan as part of an upcoming regular Board meeting. Members of the public are encouraged to attend the Workshop in person or listen to the meeting via Zoom.

To review the CCSD Municipal Service Review and Sphere of Influence Study, please visit [here](#).

At the conclusion of the Strategic Planning Workshop, Dick Clark, Facilitator, will provide a summary of the Workshop.

President Scott and General Manager McElhenie will provide closing remarks.

**ATTACHMENTS:**

1. [CCSD Strategic Planning Process Ad Hoc Committee Report](#)
2. [Mission Statement, Vision Statement & Three-Year Goals 2022-2025](#)
3. [Strategic Plan Elements](#)
4. [CCSD Three Year Strategic Goals 2022-2025 Objectives Status Report](#)
5. [2025 Strategic Planning Instructions for Board Members - Amended 3/1/2025](#)
6. [2025 Strategic Plan Board Member Input - Amended 3/1/2025](#)
7. [2025 Strategic Planning Instructions for CCSD Staff - Amended 3/1/2025](#)
8. [2025 Strategic Plan CCSD Staff Input - Amended 3/1/2025](#)
9. [2025 Strategic Plan Public Input](#)

## CCSD Strategic Planning Process Ad Hoc Committee Report

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Date:	November 16, 2023
To:	CCSD Board of Directors
From:	President Dean, Director Thomas
Subject:	CCSD Strategic Planning Process

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### Background:

in June 2022, the Board Ad Hoc Committee of Vice President Dean and Director Steidel presented an updated Strategic Planning Process which was adopted by the Board. This updated Strategic Planning Process represented a significant improvement for the District. At the 7/13/2023 Board Meeting, another Board Ad Hoc Committee of President Dean and Director Thomas was formed to review the Strategic Planning Process, propose further improvements, and consider options for a workshop facilitator.

As we have developed experience with this process, in the spirit of continuous improvement, we have identified several additional improvement opportunities.

- Incorporate a Vision Statement into the CCSD strategic planning processes.
- More fully define the process.
- We need an earlier opportunity for public input.
- Once we receive public input, organize the input in ways that better enable the Board to give full consideration to this input.
- Improve the Strategic Planning Workshop.
- Arrange for Strategic Planning Workshop facilitation.

### Recommendations:

The Strategic Planning Process Ad Hoc Committee recommends the Board discuss and consider:

1. Adopting the attached Strategic Planning Process, which addresses these improvement opportunities.
2. Approving the ad hoc committee recommendation of Dick Clark to facilitate our 2024 Strategic Planning Workshop.
3. Approving the ad hoc committee recommendation to retitle the “Six-Month Objectives Status Report” as simply “Objectives Status Report” recognizing that a longer term focus is needed to achieve CCSD Strategic Goals.

Attachment: CCSD Strategic Planning Process Description

## CCSD Strategic Planning Process

This summary of the CCSD Strategic Planning Process includes:

- The Annual Planning Calendar,
- A description of the Strategic Planning Workshop,
- Strategic Planning Process Flowcharts, which outline each component of the Strategic Planning Process, showing distinctions between the Plan for 2024, Major Strategic Updates, which we plan to conduct every 3 years, and Minor Annual Updates, and
- A description of each step and element of the Strategic Planning Process.

### Annual Planning Calendar

Provisional dates, to be updated and finalized with each annual planning calendar.

<b>Timing</b>	<b>Strategic Planning Activity</b>
At or by the 2 <sup>nd</sup> Board Meeting in January, 1/18/2024	Notice of public input session at least 1 week prior to the public input session to enable full participation and preparation.
At the 1 <sup>st</sup> Board Meeting in February, 2/8/2024	Semi-annual review of progress towards achieving strategic plan objectives and supporting actions.
At the 1 <sup>st</sup> Board Meeting in February, 2/8/2024	Public input session as the primary topic on the agenda for the 1 <sup>st</sup> Board Meeting in February.
Within 5-7 days ≤2/13/2024	Board Strategic Planning Ad Hoc Committee compiles and organizes the public input.
≤2/14/2024	Send public input summary to workshop participants requesting their input.
Within 5-7 days ≤2/20/2024	Workshop participants provide their input.
2/26/2024	Public Input portion of the Special Board Meeting for the Strategic Planning Workshop.
Within 5-7 days ≤2/26/2024	Board Strategic Planning Ad Hoc Committee compiles and organizes input from the public and workshop participants.
5-6 days prior to the Workshop, 2/26/2024	Send summary information to workshop participants.
1 <sup>st</sup> week in March, 3/4/2024	<b>Strategic Planning Workshop.</b>
1 week < 1 <sup>st</sup> Board Meeting in March (3/7/2024)	Strategic Planning Workshop minutes compiled for Board review and consideration.
1 <sup>st</sup> Board Meeting in March (3/14/2024)	Board review and consideration of the updated Strategic Plan.
A Board Meeting in September (9/12 or 9/19)	Semi-annual review of progress towards achieving strategic plan objectives and supporting actions.

## CCSD Strategic Planning Process

### Strategic Planning Workshop

The annual Strategic Planning Workshop will be held as a Special Meeting of the CCSD Board, with Public Input on the morning of the last Monday in February, and the rest of the workshop on the 1<sup>st</sup> Monday in March each year (Monday and Tuesday for major updates), with all participants in person at the Vets Hall, in the main room. These workshops will be available to the public on zoom, but without AGP video. To be more conducive to creativity and participation, this will be an informal setting, with participants on a first name basis.

Workshop Scope: unless otherwise determined by the CCSD Board, major strategic plan updates will be conducted every 3 years. The last major strategic plan update was in 2022, so we expect to conduct the next major update in 2025.

Major Updates: in major updates, the Board will review and update every component of the plan, the Mission, Vision, Values, Core Areas, Strategic Goals, etc. In major updates, we will plan a 2-day duration for the Strategic Planning Workshop.

Minor Updates: In minor updates, the Board will only review and update the Objectives and Supporting Actions for each Strategic Goal. However, at the discretion of the Board President, the Board may consider refinements to other components in the plan as needed. In minor updates, we will plan a 1-day duration for the Strategic Planning Workshop.

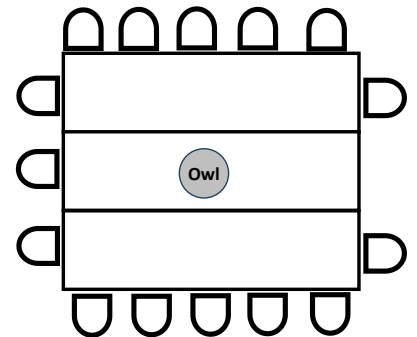
Workshop Participants, attending in person:

- The 5 Directors
- General Manager, Matthew McElhenie
- Administrative Manager/ Finance Manager, Denise Fritz
- Confidential Administrative Assistant, Haley Dodson, as recorder
- Fire Chief, Michael Burkey
- Fire Safe Focus Group Chair, Dave Pierson
- Utilities Department Manager, Jim Green
- Program Manager, Tristan Reaper
- Facilities & Resources Manager, David Aguirre
- Legal Counsel, David Hirsch
- Strategic Planning Workshop Facilitator

Workshop Setting: conference table format, with participants sitting around the table.

Facilitation: the 2024 Strategic Planning Workshop will be facilitated by Dick Clark as recommended by the Board Strategic Planning Ad Hoc Committee and approved by the Board.

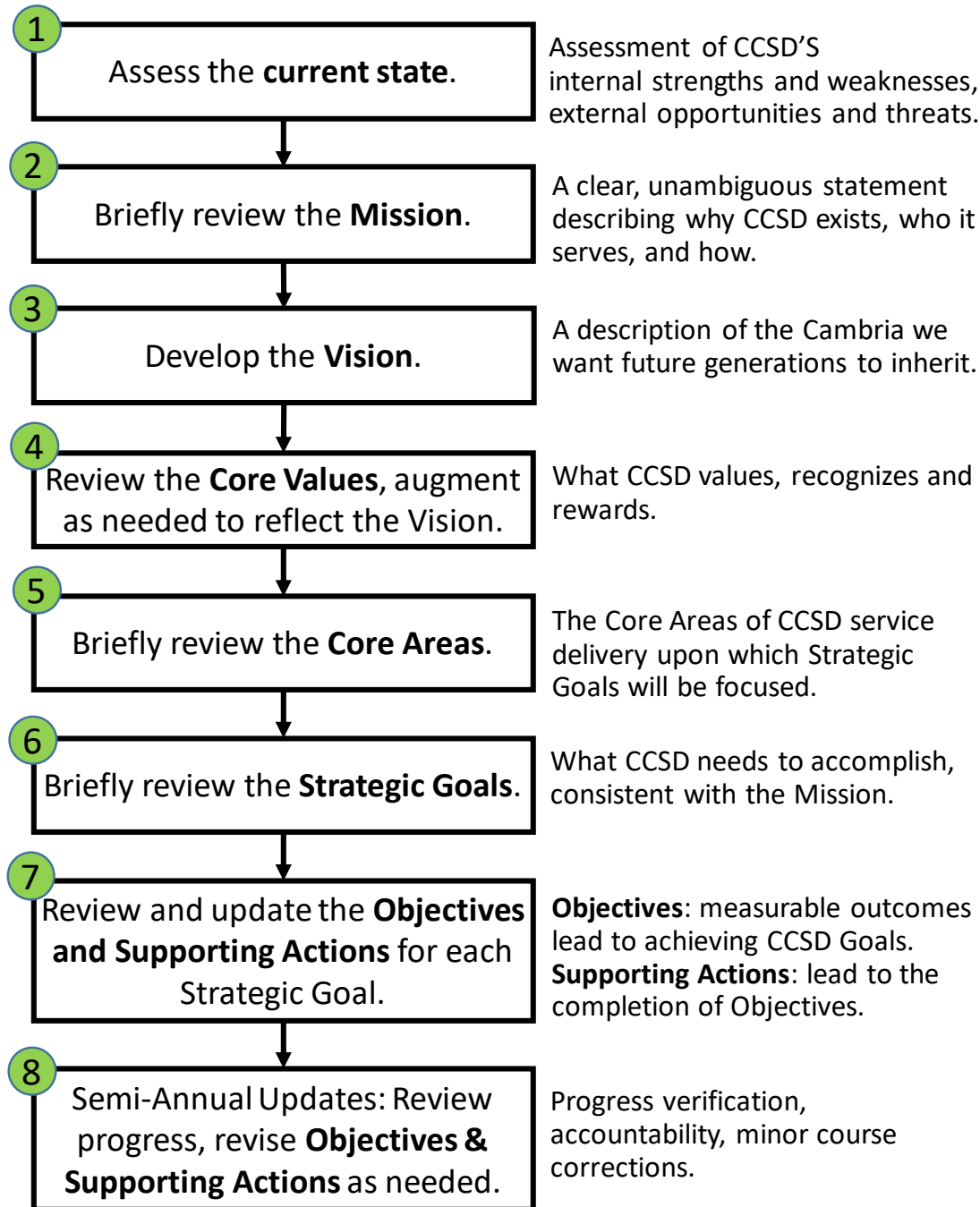
Agenda: developed by the Board Strategic Planning Ad Hoc Committee working with the Confidential Administrative Assistant and the Facilitator.



## CCSD Strategic Planning Process

### CCSD Strategic Planning Process Flowchart for the 2024 Minor Update

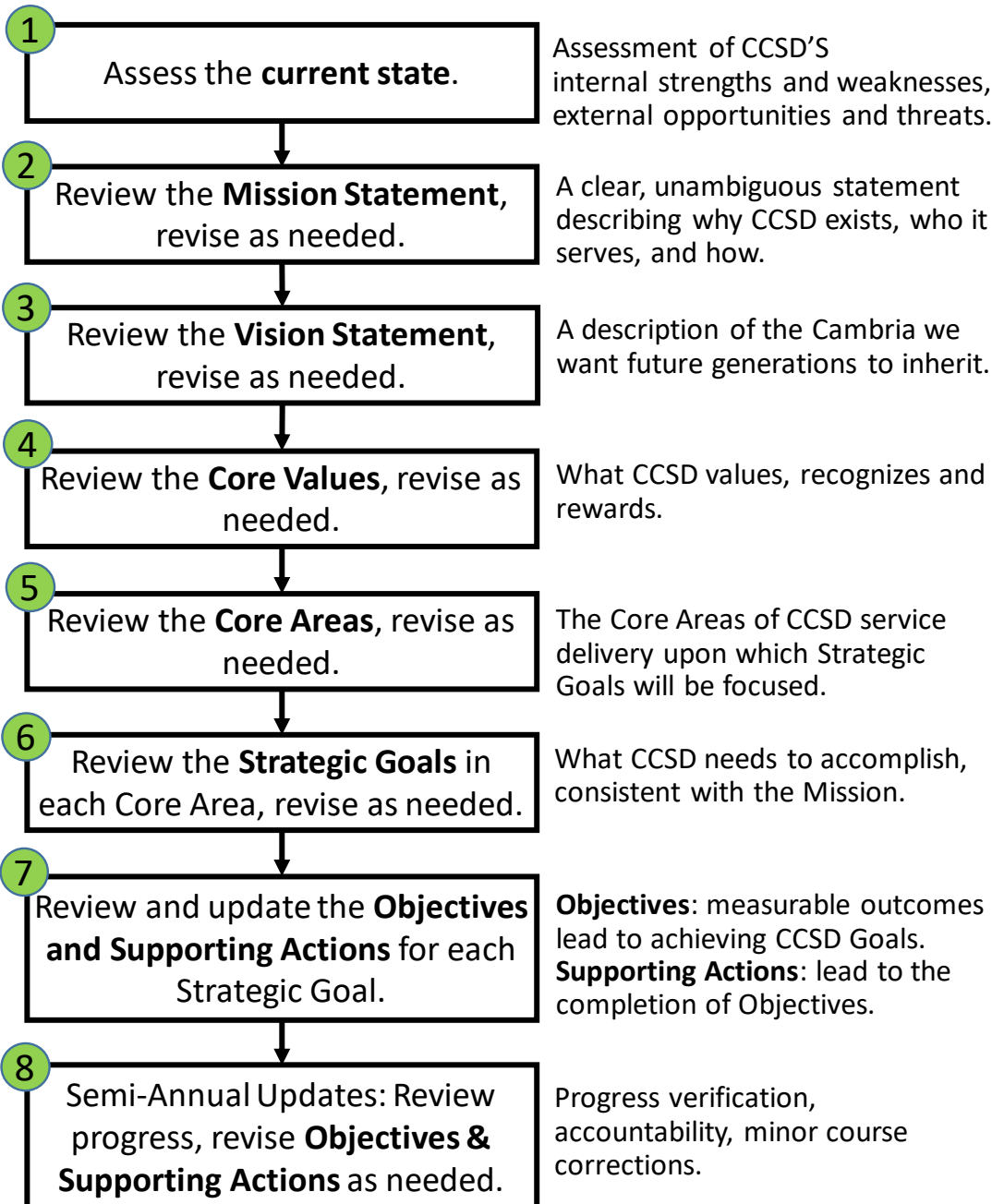
In the 2024 strategic update, we are adding a Vision Statement, to be more consistent with best practices. Once we establish the District's Vision, we may find the need to augment the Core Values with additional value statements. We will only do a brief review of the Mission, Core Areas and Strategic Goals, without updating these elements.



## CCSD Strategic Planning Process

### CCSD Strategic Planning Process for Major Updates

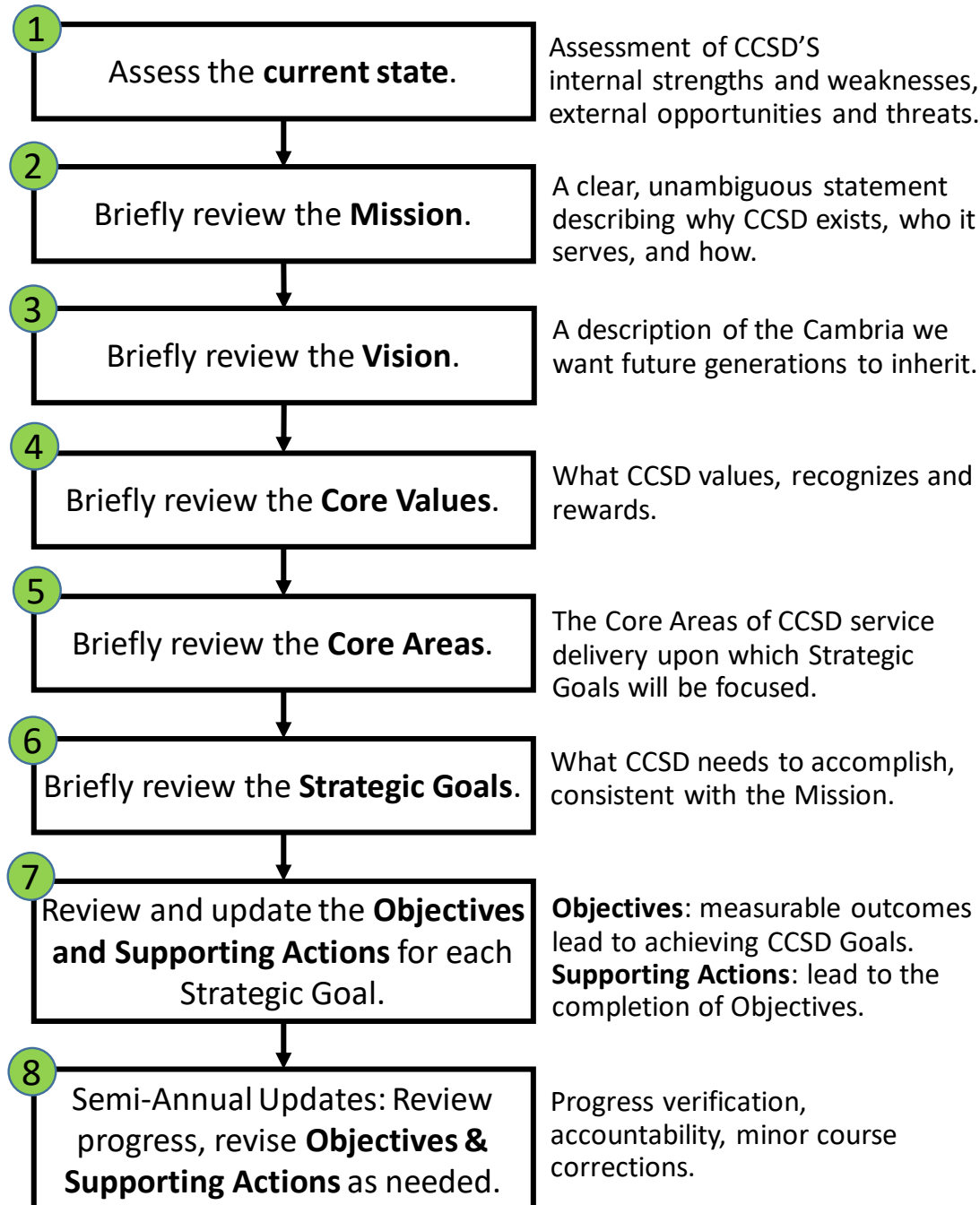
Unless otherwise determined by the Board, major strategic plan updates will be conducted every 3 years. The last major strategic plan update was in 2022, so the next major update is expected to be conducted in 2025. In major updates, the Board will review and update every component of the plan, and we will plan a 2-day duration for the Strategic Planning Workshop.



## CCSD Strategic Planning Process

### CCSD Strategic Planning Process for Minor Annual Updates

In the Minor Annual Updates, in steps 2-6, we only do a brief review of the Mission, Vision, Core Values, Core Areas and Strategic Goals, without updating these elements.





## CCSD Strategic Planning Process

### A Description of Each Step of the Strategic Planning Process

1. The current state,
2. Mission, describing why CCSD exists, who it serves, and how,
3. Vision, describing the Cambria we want future generations to inherit,
4. Core Values, what CCSD values, recognizes and rewards,
5. Core Areas of CCSD service delivery,
6. Strategic Goals that CCSD needs to accomplish in each Core Area,
7. Objectives & Supporting Actions for each Strategic Goal, and
8. Semi-Annual Strategic Plan Updates.

#### 1. Assess the current state

This method of assessing the current state is a variation on the well-established SWOT analysis, where organizations identify their strengths, weaknesses, opportunities and threats as a starting point in their strategic planning processes. As CCSD applies this methodology, we seek to identify:

- Internal **Strengths** and recent accomplishments.
- internal **Weaknesses**.
- **Positive External Factors:** External factors and trends which could have a positive impact on CCSD in the years ahead.
- **Negative External Factors:** External factors and trends which could have a negative impact on CCSD in the years ahead.

Consistent with the Annual Planning Calendar and Strategic Planning Process Flowcharts outlined above, this assessment of the current state serves as the foundation for the remainder of the planning process.

We start the process with a public input session at least 2-3 weeks prior to the Strategic Planning Workshop. This can be either a Regular or Special Board meeting. The Board will solicit community input as outlined above, with the operative questions listed below:

District Strengths and Accomplishments:	<ul style="list-style-type: none"> <li>• What are the District's strengths?</li> <li>• What are the District's accomplishments since the last Strategic Planning Workshop?</li> </ul>
District Weaknesses:	<ul style="list-style-type: none"> <li>• What are the District's current internal weaknesses/challenges?</li> </ul>
Positive External Factors:	<ul style="list-style-type: none"> <li>• What are the external factors/trends (e.g., economic, political, technological, health and environmental) that might have a positive impact on the District?</li> </ul>
Negative External Factors:	<ul style="list-style-type: none"> <li>• What are the external factors/trends (e.g., economic, health, technological, political, environmental) that might have a negative impact on the District?</li> </ul>

## CCSD Strategic Planning Process

In addition to the assessment of the current state, at the major strategic plan update sessions, the Board will also solicit community input on the following areas:

- Does the **Mission Statement** provide a clear, unambiguous statement describing why CCSD exists, who it serves, and how?
- Do the **Core Values** adequately describe what CCSD values, recognizes and rewards?
- Do the **Core Areas** adequately describe the primary areas of CCSD service delivery?
- Which **Strategic Goals** have been achieved and should be removed from the Plan?
- What additional **Strategic Goals** are needed based on what we have learned from our assessment of the current state?

At the public input session, create a record summarizing public comments. Appoint a Board ad hoc committee to quickly organize the public input. Provide this input to the Strategic Planning Workshop participants well in advance of the workshop. Each participant reviews this input and provides their additional input and priorities.

After the Strategic Planning Workshop participants provide their input, have the same Board ad hoc committee organize their input, and distribute the organized input to workshop participants 1 week prior to the Strategic Planning Workshop, to enable adequate preparation.

### 2. Review the Mission Statement, revise as needed.

The Mission Statement provides a clear, unambiguous statement describing why CCSD exists, who it serves, and how.

As part of the major strategic planning updates, ask the following question as part of the Strategic Planning Workshop:

Does the Mission Statement provide a clear, unambiguous statement describing why CCSD exists, who it serves, and how?

- **Yes:** If the answer is yes, that's great! Move on...
- **No:** If the answer is no, revise the existing Mission Statement, or create a new one as part of the Strategic Planning Workshop.

### 3. Review the Vision, revise as needed.

The Vision provides a description of the Cambria we want future generations to inherit. Previous strategic planning updates did not discuss or establish a Vision for the CCSD. This is an essential element of most strategic planning processes, so it's time to establish the CCSD Vision. Most of the other strategic planning elements focus on the short term. This is the element that will get us focusing on long term needs as well. The operative question to elicit input on the vision: *Imagine our grandchildren are living here in Cambria, living the good life we enjoy here today. And if you don't have grandchildren, imagine the grandchildren of one of your good friends. Describe what that future looks like to you.*

## CCSD Strategic Planning Process

### 4. Review the Core Values, revise as needed.

The Core Values describe what CCSD values, recognizes and rewards.

As part of the major strategic planning updates, ask the following question as part of engaging public input, in preparing workshop participants, and as part of the Strategic Planning Workshop:

Do the Core Values adequately describe what CCSD values, recognizes and rewards?

- **Yes:** If the answer is yes, that's great! Move on...
- **No:** If the answer is no, as part of the Strategic Planning Workshop:
  - Revise any of the Core Values which need to be more clearly worded.
  - Add any Core Values which are missing.
  - Delete any Core Values which are no longer relevant or needed.

### 5. Review the Core Areas, revise as needed.

These are the Core Areas of CCSD service delivery upon which Strategic Goals will be focused.

Although the Core Areas of CCSD service delivery are not likely to change often, nonetheless it's worthwhile assuring that they clearly reflect the scope of CCSD services. As part of the major strategic planning updates, ask the following question as part of the Strategic Planning Workshop:

Do the Core Areas adequately describe the primary areas of CCSD service delivery?

- **Yes:** If the answer is yes, that's great! Move on...
- **No:** If the answer is no, revise the Core Areas as part of the Strategic Planning Workshop.

### 6. Review the Strategic Goals in each Core Area, revise as needed.

The Strategic Goals describe what CCSD needs to accomplish in each Core Area, consistent with the Mission.

As part of the major strategic planning updates, ask the following questions as part of the Strategic Planning Workshop:

- For each Strategic Goal, have we achieved this goal? Is it time to remove this Strategic Goal from the Strategic Plan, or does this Strategic Goal need to remain in the plan because of its ongoing nature?
- For each Core Area of CCSD services, what additional Strategic Goals are needed based on what we have learned from our assessment of the current state?

## CCSD Strategic Planning Process

### 7. Review and update the Objectives & Supporting Actions for each Strategic Goal.

At each strategic update, review and revise the Objectives & Supporting Actions for each Strategic Goal as follows:

- Which of the Objectives & Supporting Actions have been completed?
  - Remove those that have been completed from the list, and make note of the accomplishments as appropriate.
  - For those which have not yet been completed, update as appropriate.
- Considering the internal Strengths and Weaknesses, and the external factors and trends which could impact CCSD in the coming year, what additional Objectives are needed for each Strategic Goal? Each Objective should be worded as a measurable outcome which will contribute to achieving a Goal.
- For each Objective, what Supporting Actions do we need to document and track to help ensure completion of the Objectives.
- For each Objective and Supporting Action, identify the:
  - **Target Date:** the date by which the Board expects the Objective to be achieved, and for Supporting Actions, the date by which the Board expects the action to be completed.
  - **Responsible Party:** the individual accountable for achieving the Objective or completing the Supporting Action. Where a group is identified, the accountable individual should be listed first.

As a final check, the **necessary and sufficiency check:**

- **Necessary:** Look over the entire set of plan elements we have created. Understanding that more words are not necessarily better, and in the interest of keeping things as simple as we can, is there anything in the plan that really is not necessary?
- **Sufficiency:** Again, look over the entire set of plan elements we have created. Is anything missing? If we accomplish all of these Strategic Goals and Objectives, are they collectively sufficient to achieve the CCSD mission? If not, what's missing?

This marks the end of the Strategic Planning Workshop. The next step occurs at one or more regularly scheduled CCSD Board Meetings.

### 8. Semi-Annual Strategic Plan Updates.

Semi-Annual Plan Updates: Review progress on Objectives and Supporting Actions, revise as needed. Using the updated table approved at the 7/13/2023 Board Meeting, the GM updates the table for review and discussion by the Board. The first Board review using this new format was on 10/12/2023. Previously referred to as the “Six-Month Objectives Status Report” this report will subsequently be referred to as the “Objectives Status Report” to avoid overemphasizing a short term focus.

**CCSD STRATEGIC PLAN**  
**Board Approved on March 14, 2024**

**MISSION STATEMENT**

The Cambria Community Services District provides water, wastewater, fire protection and emergency services, parks recreation and open space, and accompanying Community Services to our customers in a safe, cost-effective, and environmentally sensitive manner.

**VISION STATEMENT**

Our vision is to serve our community by delivering sustainable, cost-effective services while practicing environmental stewardship and preserving the unique charm and atmosphere that make Cambria special.

**CORE VALUES**

**➤ CUSTOMER SERVICE**

We provide exemplary services and support with a focus on the needs of our Community.

**➤ FISCAL RESPONSIBILITY**

We manage our finances in a prudent manner to sustain and protect the assets of the District, while considering Community needs.

**➤ RESPECT**

Our interactions are undertaken ethically, with honesty, integrity and patience.

**➤ SAFETY**

We follow strict safety policies, procedures, and regulations to protect our district personnel, our services, and our Community.

**➤ TEAMWORK**

We recognize the qualities, abilities, and contributions of others and seek to work collaboratively across departments to carry out the District's Mission and Strategic Plan.

**➤ TRANSPARENCY**

We strive to conduct the business of the District in an open, honest, and direct manner while encouraging input and feedback from our Community.

**➤ STEWARDSHIP**

We strive to leave our infrastructure, community, and environment in better condition for future generations.

# CCSD STRATEGIC PLAN

Adopted August 11, 2022

## THREE-YEAR GOALS

(2022–2025 Not in Priority Order)

- Core Area:** *WATER SERVICES - GENERAL*  
**Strategic Goal:** MEET THE ONGOING CHALLENGES OF EFFECTIVELY AND RELIABLY MANAGING WATER RESOURCES IN OUR SENSITIVE ECOSYSTEM
- Core Area:** *WATER SERVICES - WATER RECLAMATION FACILITY*  
**Strategic Goal:** ADVANCE COASTAL DEVELOPMENT PERMIT (CDP) TO ACHIEVE COUNTY AND COASTAL COMMISSION APPROVAL
- Core Area:** *WASTEWATER SERVICES*  
**Strategic Goal:** EXECUTE PHASED REPAIRS AND UPGRADES FOR THE WASTEWATER TREATMENT SYSTEM
- Core Area:** *FIRE PROTECTION AND EMERGENCY SERVICES*  
**Strategic Goal:** PROVIDE OPTIMAL FIRE PROTECTION, WATER RESCUE, AND EMERGENCY MEDICAL SERVICES ON A 24/7 BASIS
- Core Area:** *FACILITIES AND RESOURCES*  
**Strategic Goal:** MANAGE AND PROVIDE STEWARDSHIP OF DISTRICT ASSETS, PARKS, RECREATION, AND OPEN SPACE IN A TIMELY, COST-EFFECTIVE, AND ENVIRONMENTALLY SENSITIVE MANNER

## Strategic Plan Elements

The CCSD Strategic Plan includes the following Elements, consistent with the Strategic Planning Process adopted at the 11/16/2023 Board meeting.

The **SWOT Analysis** provides an assessment of the current state:

- Internal **Strengths** and recent accomplishments.
- internal **Weaknesses**.
- **Positive External Factors:** External factors and trends which could have a positive impact on CCSD in the years ahead.
- **Negative External Factors:** External factors and trends which could have a negative impact on CCSD in the years ahead.

The **Mission Statement** provides a clear, unambiguous statement describing why CCSD exists, who it serves, and how.

The **Vision** provides a description of the Cambria we want future generations to inherit.

The **Core Values** describe what CCSD values, recognizes and rewards.

The **Core Areas** of service delivery are the basis upon which Strategic Goals will be focused.

The **Strategic Goals** describe what CCSD needs to accomplish in each Core Area, consistent with the Mission.

**Objectives** are measurable outcomes which will contribute to achieving a Strategic Goal.

**Supporting Actions** are significant tasks which we track to help ensure completion of the Objectives.

**Strategic Plan Progress Tracking:** on a semiannual basis, or more frequently as needed, the Board will review and update progress towards achieving the defined Strategic Goals and Objectives.

# Cambria Community Services District

## Three-Year Strategic Goals 2022-2025

### Objectives Status Report

Updated March 4, 2024

#### CORE AREA: Water Services - General

#### STRATEGIC GOAL: Meet the Ongoing Challenges of Effectively and Reliably Managing Water Resources in our Sensitive Ecosystem

WHAT (Objectives & Supporting Actions)	WHO (Responsible Party)	DATE ADDED TO PLAN	ORIGINAL TARGET COMPLETION DATE	UPDATED TARGET COMPLETION DATE	COMMENTS
<b>Implement and Execute the Advanced Metering Infrastructure (AMI) Upgrade</b>	Utilities Manager	1/31/2023	Not established	Third Quarter 2025	Board approved on 8/10/2023 and procurement of materials in progress. Completed the contract for billing integration and training. <b>In progress with an estimated completion date of the Third Quarter of 2025.</b>
↳ Present to the Board the implementation plan for the previously approved Water Meter Replacement Program.	Utilities Manager	6/28/2022	9/15/2022	Third Quarter 2024	Completed.
<b>Complete the Stuart Street Tank Construction</b>	Utilities Manager	1/31/2023	Not established	First Quarter 2026	The Board approved the MKN & Associates contract on 1/11/2024. <b>The timeline was extended due to permitting difficulties. Tanks needed to be reoriented to meet County setback requirements.</b>
↳ Present to the Board the implementation plan for the Stuart Street tank construction (dependent upon receipt of appropriations monies).	Utilities Manager	6/28/2022	4/15/2025	Second Quarter 2025	<b>Staff received 90% of design/build in the Fourth Quarter of 2024.</b>
<b>Permanent Replacement of San Simeon Water Line &amp; Effluent Line</b>	Utilities Manager	1/31/2023	Not established	Fourth Quarter 2025	Board approved on 8/10/2023. Consultants are working with CalTrans to establish the necessary permits for the geotechnical report. <b>90% drawings by the Second Quarter of 2025.</b>
↳ Present to the Board of the Results of the RFP.	Utilities Manager	1/31/2023	Summer 2023	8/10/2023	Board approved on 8/10/2023. Completed.



WHAT (Objectives & Supporting Actions)	WHO (Responsible Party)	DATE ADDED TO PLAN	ORIGINAL TARGET COMPLETION DATE	UPDATED TARGET COMPLETION DATE	COMMENTS
<b>Research Long-Term Water Supply &amp; Storage Solutions</b>	Utilities Manager with R&I Committee	1/31/2023	Not established		Ongoing. The Ad Hoc Committee and staff are currently reviewing all possibilities for increasing our water portfolio.
↳ To revitalize the R&I Ad Hoc Committee concerning long-term water supply & storage solutions.	Utilities Manager with R&I Committee	1/31/2023	April 2023	April 2023	R&I revitalized the Ad Hoc Committee consisting of Mr. Webb & Mr. Williams. Completed.
↳ Complete the research for 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.
↳ <b>Update our groundwater model in the San Simeon and Van Gordon groundwater basin.</b>	Utilities Manager	3/4/2024	Second Quarter 2025	<b>Fourth Quarter 2024</b>	<b>Completed.</b>

**CORE AREA: Water Services – Water Reclamation Facility**

**STRATEGIC GOAL: Advance Coastal Development Permit (CDP)  
to Achieve County and Coastal Commission Approval**

<b>WHAT (Objectives &amp; Supporting Actions)</b>	<b>WHO (Responsible Party)</b>	<b>DATE ADDED TO PLAN</b>	<b>ORIGINAL TARGET COMPLETION DATE</b>	<b>UPDATED TARGET COMPLETION DATE</b>	<b>COMMENTS</b>
<b>Resolve the Brine Waste Disposal Issue</b>	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.
↻ Investigate and complete study for new cost-effective options and technologies for 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 in the process of scheduling a pilot program based on alternatives analysis for the Zero Liquid Discharge Program.
↻ Board approval of Zero Liquid Discharge pilot testing program.	General Manager	6/8/2023	Not established	Second Quarter 2025	Pilot testing program update to Finance & R&I Committees before Board approval.
<b>Complete the Instream Flow Study Task 1 &amp; 2 to Include Van Gordon Creek</b>	Utilities Manager	6/28/2022	12/8/2022	8/24/2024	Completed.
↻ Add additional scope to Instream Flow Study to include Van Gordon Creek.		7/13/2023	Fourth Quarter of 2023	9/14/2023	Completed.
↻ Report results to the Board.		6/28/2022	12/8/2022	October 10, 2024	Completed.
<b>Complete the CDP Application</b>	Utilities Manager	6/28/2022	December 2022	Second Quarter 2025	
↻ Revisit the CDP project description to our CDP application.		1/31/2023	Second Quarter of 2023	8/24/2024	Completed.
↻ <b>Submit the completed CDP application to the County, including the addendum to the SEIR and additional scope.</b>		6/28/2022	December 2022	Second Quarter 2025	

**CORE AREA: Wastewater Services**

**STRATEGIC GOAL: Execute Phased Repairs and Upgrades  
for the Wastewater Treatment System**

<b>WHAT (Objectives &amp; Supporting Actions)</b>	<b>WHO (Responsible Party)</b>	<b>DATE ADDED TO PLAN</b>	<b>ORIGINAL TARGET COMPLETION DATE</b>	<b>UPDATED TARGET COMPLETION DATE</b>	<b>COMMENTS</b>
<b>Monitor project expenditures and performance during the construction phase</b>	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.
<b>Revise any District Policies or Procedures to incorporate findings, as appropriate based on learnings from tracking project</b>	General Manager, Finance Manager & Wastewater Superintendent	11/17/2022	Jan 2023		Future objective.
<b>Establish priorities and an implementation plan for CIP wastewater projects not in the SST.</b>	Utilities Manager	6/28/2022	Not established	Second Quarter 2024	<b>Completed.</b>
<b>Define the extent of repairs needed to reduce the inflow and infiltration.</b>	Utilities Manager	3/4/2024	Second Quarter 2025	<b>Fourth Quarter 2025</b>	<b>RFP for a consultant from an engineering firm to evaluate the current wastewater distribution collection system.</b>

**CORE AREA: Fire Protection and Emergency Services**

**STRATEGIC GOAL: Provide Optimal Fire Protection, Water Rescue,  
and Emergency Medical Services on a 24/7 Basis**

WHAT (Objectives & Supporting Actions)	WHO (Responsible Party)	DATE ADDED TO PLAN	ORIGINAL TARGET COMPLETION DATE	UPDATED TARGET COMPLETION DATE	COMMENTS
<b>Update the CCSD Board to all changes to evacuation planning within the District.</b>	Director Dean, President Gray, working with Fire Chief and Fire Safe Focus Group coordinator	1/31/2023	Quarterly Report	Fourth Quarter 2025	Ongoing.
↪ Report on development of procedures for evacuation of residents needing extra help.		6/28/2022	1/12/2023	July 2024	Completed.
↪ Report on development of evacuation routes.		6/28/2022	1/12/2023	Fourth Quarter 2024	Completed.
↪ Report on progress of safe refuge locations.		6/28/2022	1/12/2023	Fourth Quarter 2025	Ongoing. Safe refuge locations are being updated to reflect a temporary status instead of a safe refuge.
↪ Engage County, CAL FIRE, and County OES to update Cambria Fire preplanning and evacuation planning.	General Manager, Fire Chief, and Fire Safe Focus Group coordinator.	3/4/2024	Third Quarter 2024	Fourth Quarter 2025	Ongoing.
<b>Prepare and provide a Risk Reduction/Hazard Mitigation Plan for Board consideration.</b>	Fire Chief, working with General Manager, District Counsel & Fire Safe Focus Group	1/31/2023	Third Quarter of 2023	Second Quarter 2025	
↪ Provide defensible space ordinance.		6/28/2022	12/8/2022	Second Quarter 2025	
↪ Provide budget and funding alternatives for the plan.		1/31/2023	Third Quarter of 2023	Second Quarter 2025	
<b>Identifying training resources needed to meet State &amp; Federal mandates for emergency personnel.</b>	General Manager, Fire Chief & Finance Manager	3/4/2024	Second Quarter 2024	First Quarter 2025	
↪ Present a report to the Board of Directors.	General Manager, Fire Chief & Finance Manager	3/4/2024	Second Quarter 2024	First Quarter 2025	

**CORE AREA: Facilities and Resources**

**STRATEGIC GOAL: Manage and Provide Stewardship of District Assets,  
Parks, Recreation, and Open Space 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
<b>Define future use and funding for the Veterans' Hall</b>	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	Second Quarter 2025	Working with 501c3 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 501c3
↳ Review of rental rates.		1/31/2023	Second Quarter of 2023	Fourth Quarter 2025	Staff is working with Bartle Wells on updating the CCSD Fee Schedule, which will include reviewing and updating the rental rates.
<b>Complete Skatepark project</b>	Utilities Manager	1/31/2023	Not established	Fourth Quarter 2025	
↳ 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 2025	We've presented the final construction estimates to the Ad Hoc Committee.
↳ Receive update on status of grant	General Manager	7/13/2023	11/10/2022	First Quarter 2024	The Land and Water Conservation Fund grant application was submitted on 6/1/2023. Grant awards are expected in late 2025. On December 4, 2023, the CCSD was selected as one of the sixteen projects to proceed with post-selection federal requirements to create a new skatepark facility. The \$600,000 will be used to create a new skatepark facility with a seating section, shade structure, landscaping, parking lot, and restroom stall.

WHAT (Objectives & Supporting Actions)	WHO (Responsible Party)	DATE ADDED TO PLAN	ORIGINAL TARGET COMPLETION DATE	UPDATED TARGET COMPLETION DATE	COMMENTS
<b>Complete the East Ranch Restroom project</b>	Utilities Manager	1/31/2023	Not established	February 26, 2025	Completed.
↳ Obtain construction permit and present to the Board for consideration the construction RFP for the East Ranch restrooms.		6/28/2022	11/10/2022	Second Quarter 2024	Completed.
↳ Construct the restroom.		1/31/2023	Not established	February 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.
<b>Present updated Community Park Plan to the Board of Directors</b>	PROS Committee	3/4/2024	Fourth Quarter 2024	First Quarter 2025	
<b>Develop a Management Plan for CCSD-owned undeveloped parcels</b>	General Manager, Fire Chief, Facilities & Resources Manager, Fire Safe Focus Group & PROS Committee	3/4/2024	Fourth Quarter 2024	Fourth Quarter 2025	The future management of the CCSD-owned undeveloped parcels is pending until discussions with the project manager on the Forest Health Grant are held.

## 2025 Strategic Planning Instructions for Board Members

March 2025 Strategic Planning Workshop Participants:

- President Debra Scott
- Vice President Michael Thomas
- Director Harry Farmer
- Director Tom Gray
- Director Karen Dean
- General Manager Matthew McElhenie
- Administrative Department Manager Denise Fritz
- Fire Chief Michael Burkey
- Utilities Department Manager Jim Green
- Program Manager Tristan Reaper
- Facilities & Resources Manager David Aguirre
- Legal Counsel David Hirsch
- Confidential Administrative Assistant Haley Dodson, who will be serving as workshop recorder
- Dick Clark, who will be serving as the workshop facilitator

Please complete the attached document. Since 2025 is our major update, it may be that there are issues that have not been addressed during our previous 3 years that are important to discuss and consider for inclusion in our Strategic Plan. In your opinion, what are those issues? Please be ready to discuss how those issues may or may not be addressed in the Strategic Plan. Please try to limit your responses to 5 in each category and write each of your responses as a single complete sentence.

# Strategic Planning Workshop Questionnaire

## Step 1: Assess the **current state**.

**Accomplishments:** What are the Cambria Community Services District’s most significant accomplishments since the March 4, 2024 Strategic Planning Workshop?

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**Internal Strengths:** What are the Cambria Community Services District’s current internal strengths?

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**Internal Weaknesses/Challenges:** What are the Cambria Community Services District’s current internal weaknesses/challenges?

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**Positive External Factors:** 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?

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**Negative External Factors:** What are the external factors/trends (e.g., economic, health, technological, political, and environmental) that will/might have a negative impact on the Cambria Community Services District?

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**Step 2: Review the Mission Statement and revise as needed.**

**Mission Statement for Cambria CSD:** *The Cambria Community Services District provides water, wastewater, fire protection and emergency services, parks recreation and open space, and accompanying Community Services to our customers in a safe, cost-effective, and environmentally sensitive manner.*

After reviewing this Mission Statement, choose 1 of the following 3 options:

- A. I think this Mission Statement is just about right!
- B. In my opinion, this Mission Statement is missing the following elements:
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- C. I would like to offer the following Mission Statement for consideration:

**Step 3: Review the Vision Statement and revise as needed.**

**Vision Statement for Cambria CSD:** *Our vision is to serve our community by delivering sustainable, cost-effective services while practicing environmental stewardship and preserving the unique charm and atmosphere that make Cambria special.*

After reviewing this vision statement, choose 1 of the following 3 options:

- D. I think this vision statement is just about right!
- E. In my opinion, this vision statement is missing the following elements:
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- F. I would like to offer the following vision statement for consideration:

**Step 4: Review the Core Values and revise as needed.**

The **Core Values** describe what CCSD values, recognizes, and rewards. The current set of CCSD Core Values are listed below. The question to consider is what refinements are needed to the existing core values, which, if any, should be deleted, and what additional core values should be added.

- **Customer Service:** We provide exemplary services and support with a focus on the needs of our Community.
- **Fiscal Responsibility:** We manage our finances in a prudent manner to sustain and protect the assets of the District, while considering Community needs.
- **Respect:** Our interactions are undertaken ethically, with honesty, integrity and patience.
- **Safety:** We follow strict safety policies, procedures, and regulations to protect our district personnel, our services, and our Community.
- **Teamwork:** We recognize the qualities, abilities, and contributions of others and seek to work collaboratively across departments to carry out the District’s Mission and Strategic Plan.
- **Transparency:** We strive to conduct the business of the District in an open, honest, and direct manner while encouraging input and feedback from our Community.
- **Stewardship:** We strive to leave our infrastructure, community, and environment in better condition for future generations.

**Step 5:** Review the **Core Areas** and revise as needed.

**Core Area: WATER SERVICES - GENERAL**

**Strategic Goal:** MEET THE ONGOING CHALLENGES OF EFFECTIVELY AND RELIABLY MANAGING WATER RESOURCES IN OUR SENSITIVE ECOSYSTEM

**Core Area: WATER SERVICES - WATER RECLAMATION FACILITY**

**Strategic Goal:** ADVANCE COASTAL DEVELOPMENT PERMIT (CDP) TO ACHIEVE COUNTY AND COASTAL COMMISSION APPROVAL

**Core Area: WASTEWATER SERVICES**

**Strategic Goal:** EXECUTE PHASED REPAIRS AND UPGRADES FOR THE WASTEWATER TREATMENT SYSTEM

**Core Area: FIRE PROTECTION AND EMERGENCY SERVICES**

**Strategic Goal:** PROVIDE OPTIMAL FIRE PROTECTION, WATER RESCUE, AND EMERGENCY MEDICAL SERVICES ON A 24/7 BASIS

**Core Area: FACILITIES AND RESOURCES**

**Strategic Goal:** MANAGE AND PROVIDE STEWARDSHIP OF DISTRICT ASSETS, PARKS, RECREATION, AND OPEN SPACE IN A TIMELY, COST- EFFECTIVE, AND ENVIRONMENTALLY SENSITIVE MANNER

## 2025 Strategic Plan Board Member Input

### Accomplishments

- The District has made significant progress—more than in past years—toward a CDP for the WRF (3 Directors)
- Communication efforts have had a positive impact on community relations
- Completing the In-Stream Flow Study has brought clarity to water supply and environmental issues
- Relocation of EV charging station was completed
- Skate Park Grant to be awarded soon
- Progress is being made on SST projects (2 Directors)
- Progress is being made on WRF CDP (2 Directors)
- Improvements in the relationship between the CCSD and other regulatory agencies
- Water meter replacement project is underway, significant progress towards Advanced Metering Infrastructure (AMI Project) (2 Directors)
- Resolution of the lease situation between the CCSD and CSUD (3 Directors)
- Move to new office (2 Directors)
- Successful labor negotiations with employee unions
- District investments generate increased revenue
- 12/9/24 ground breaking on the East Ranch, with Hartzell Construction starting site prep for the Community Park Restroom
- Continuous dissemination of information to the public on several platforms
- Stabilization of leadership personnel and filling vacant staff positions

### Internal Strengths

- The District has a strong management team leading a highly competent Staff, aligned with and responsive to Board policy direction (2 Directors)
- The District Board of Directors works effectively, with a sense of common purpose
- Our water system has some of the most advanced technology (i.e., the WRF) in California
- We have an excellent GM and highly qualified and competent Administrative and Management Staff
- Great working relationship between Board, GM, and Staff, office staff work well together and are supportive of one another
- Continued monthly Meet the GM and Fire Chief improve access to the public for one on one communication
- Commitment by GM and Board to promote transparency
- A Board of Directors that works well together and is committed to the best interested and wellbeing of our community, knowledgeable and supportive (4 Directors)
- Excellent District Legal Counsel (2 Directors)
- Excellent field work done by water and wastewater employees (2 Directors)
- Ability to capably replace retired employees in water and wastewater
- High level of integrity at all levels, transparency, and effective communications with the community
- Strong operational competence in all departments
- Solid finances in both Enterprise Funds, Water and Wastewater

**Internal Weaknesses/Challenges**

- There is a serious long-term imbalance between expected revenues and identified capital needs
- The District defines its Mission too broadly (see revisions below), creating unrealistic expectations
- The no-growth business model for Enterprise Funds puts an increasingly heavy burden on the public (2 Directors)
- The ability to pay market-rate salaries will be increasingly difficult without new revenue sources (2 Directors)
- Limited revenue for General Fund Departments, especially for Facilities & Resources
- Continued mistrust and misinformation from a few community members
- Not enough resources or personnel to maintain the Fiscalini Ranch
- Ongoing difficulty in finding another supplemental source of water in addition to our 2 aquifers
- Lack of funds to keep up with the needs of the Vets Hall building
- Lack of progress in wastewater plant upgrades and improvements (2 Directors)
- Slow progress in rebuilding main water/effluent pipe line/conflict with other agencies
- Despite excellent leadership, loss of long term employees in F&R Dept
- Lack of funding for Cambria Skate Park
- Increasing need for employee onsite water meter reading
- The District remains somewhat hampered by a short term focus. Resolving the major District challenges will require long term thinking and strategic planning
- Lack of process thinking, as evidenced by a lack of a District project management system, and lack of integration between planning, budgeting and capital improvement program planning
- Aging infrastructure, especially within the wastewater gathering system, as evidence by high levels of inflow and infiltration during major storms, will require significant long term investments
- No regular operating permit for the WRF
- After over 2 decades of a drought-induced building moratorium, the District still lacks sufficient sustainable water supply to satisfy existing and future commitments
- Insufficient General Fund revenue to meet the long term facilities, park and recreational needs

**Positive External Factors**

- Dissolution of San Simeon CSD creates potential revenue opportunities
- The WRF has the potential to increase water supply through direct potable reuse
- Cambria might be in a position to benefit from regional water or wastewater projects
- The possibility of direct potable reuse to augment our water supply
- Increased rains to keep our aquifer levels up (2 Directors)
- Continued transparency for improved relationship with the community members (2 Directors)
- Improved relationship with Coastal Commission and County (2 Directors)
- Good relationship with County Supervisor and Congressman
- More State and Federal funding for our infrastructure needs
- Ongoing technological improvements regarding water and wastewater infrastructure
- Potential for ZLD technology may enable the District to operate the WRF to enhance our water supply
- Potential grant funding to enable completion of underfunded projects
- At least a small proportion of the community is very engaged in District decision making
- Continued improvements in information technology will drive increased operational efficiency and effectiveness in all departments, such as AMI
- Beautiful surroundings

**Negative External Factors**

- Misinformation contributes to be a problem at the staff level of the Coastal Commission
- Economic factors out of our control—inflation and interest rates—affect labor and financing costs, limited County funding and support for Cambria, including maintaining our roads, providing safe pedestrian pathways, and recreational opportunities (3 Directors)
- Grant revenue can come and go, based on changes in state and federal budgets
- Lack of affordable housing and its effect on maintaining employees (2 Directors)
- Risk of fire and the lack of evacuation routes
- Climate Change and increased droughts creating unpredictability of adequate water supply, ever increasing frequency and severity of storms and droughts bring challenges on our ability to reliably deliver water, maintain District facilities, and protect the community from natural disasters (4 Directors)
- Public distrust and negativity (3 Directors)
- Difficulty raising rates to cover the costs of maintaining infrastructure
- Increasing costs of major infrastructure projects
- Less governmental funding available for important projects
- Ever-present risk of wildfires in the dry season compounded by limited evacuation routes
- Political instability and uncertainty at the national level, especially regarding regulations and grant funding
- Social Media fake news

**MISSION STATEMENT: The current statement is as follows:**

**The Cambria Community Services District provides water, wastewater, fire protection and emergency services, parks recreation and open space, and accompanying Community Services to our customers in a safe, cost-effective, and environmentally sensitive manner.**

- Suggested change: The CCSD provides water, wastewater, fire protection and other services to our customers in a safe, cost-effective, and environmentally sensitive manner.
- The current Mission Statement works well, is just about right. (3 Directors)

**VISION STATEMENT: The current vision statement is as follows:**

**Our vision is to serve our community by delivering sustainable, cost-effective services while practicing environmental stewardship and preserving the unique charm and atmosphere that make Cambria special.**

- Suggested change: A thriving multigenerational community where all feel welcome and valued. The natural beauty that attracts us all to Cambria is preserved for generations to come. District facilities are well maintained, and the public has confidence in the District to continue providing excellent core services far into the future. Cambrians work together to meet, as much as possible, the diverse needs of those who love Cambria – those who live here, those who work here, those who want to live here, and those who visit here.
- Suggested change: Could we delete “these are the good old days” and just say “District facilities and core services are well maintained and improved in the most responsible and efficient manner possible.”
- Suggested change: A thriving multigenerational, racially integrated community where all feel welcomed and valued. The precious beauty of the natural world that nourished our soul and spirit that makes Cambria so special continues to be preserved for generations to come. District facilities and core

services are well maintained and improved such that future generations appreciate and admire decision makers and Cambria residents who came before them, and wish to emulate the essential integrity of the best Cambria has to offer.

- I think the Vision Statement is just about right. (3 Directors)

**CORE VALUES: The current core values are as follows:**

**Customer Service: We provide exemplary services and support with a focus on the needs of our Community.**

Suggested change: Customer Service: We provide exemplary services and support, always putting the needs of our Community first.

**Fiscal Responsibility: We manage our finances in a prudent manner to sustain and protect the assets of the District, while considering Community needs.**

Suggested change: We manage our finances prudently to meet the needs of the Community and avoid undue economic burdens on current and future Cambrians.

**Respect: Our interactions are undertaken ethically, with honesty, integrity and patience.**

Suggested change: In all our interactions with each other and with members of the public, we act with civility, integrity, honesty and patience.

**Safety: We follow strict safety policies, procedures, and regulations to protect our district personnel, our services, and our Community.**

Suggested change: We follow the highest level of safety policies, procedures and regulations to protect our District personnel, our facilities and our Community.

**Teamwork: We recognize the qualities, abilities, and contributions of others and seek to work collaboratively across departments to carry out the District's Mission and Strategic Plan.**

**Transparency: We strive to conduct the business of the District in an open, honest, and direct manner while encouraging input and feedback from our Community.**

**Stewardship: We strive to leave our infrastructure, community, and environment in better condition for future generations.**

- "I think the Core Values are fine." (3 Directors)

**CORE AREAS. The current Core Areas are as follows:**

**Core Area: WATER SERVICES – GENERAL**

**Strategic Goal: MEET THE ONGOING CHALLENGES OF EFFECTIVELY AND RELIABLY MANAGING WATER RESOURCES IN OUR SENSITIVE ECOSYSTEM**

Change the Strategic Goal under Water Services – General to:

PROVIDE AN ADEQUATE AND RELIABLE SUPPLY OF POTABLE WATER TO MEET ALL COMMUNITY NEEDS, INCLUDING ANTICIPATED FUTURE NEEDS.

**Core Area: WATER SERVICES – WATER RECLAMATION FACILITY**

**Strategic Goal: ADVANCE COASTAL DEVELOPMENT PERMIT (CDP) TO ACHIEVE COUNTY AND COASTAL COMMISSION APPROVAL**

Change the Strategic Goal to OBTAIN WRF PERMITTING THAT ALLOWS USE OF THE FACILITY TO ITS FULL POTENTIAL, BOTH TO PROTECT THE ENVIRONMENT AND TO ENSURE AN ADEQUATE WATER SUPPLY FOR CAMBRIA

**Core Area: WASTEWATER SERVICES**

**Strategic Goal: EXECUTE PHASED REPAIRS AND UPGRADES FOR THE WASTEWATER TREATMENT SYSTEM**

Change the Strategic Goal to CONTINUE CARRYING OUT REPAIRS AND UPGRADES TO ENSURE RELIABLE PERFORMANCE OF THE WASTEWATER TREATMENT SYSTEM FOR DECADES TO COME

**Core Area: FIRE PROTECTION AND EMERGENCY SERVICES**

**Strategic Goal: PROVIDE OPTIMAL FIRE PROTECTION, WATER RESCUE, AND EMERGENCY MEDICAL SERVICES ON A 24/7 BASIS**

Change the Strategic Goal to CONTINUE PROVIDING OPTIMAL FIRE PROTECTION AND OTHER EMERGENCY RESPONSE WHILE EXPANDING PUBLIC SAFETY THROUGH EVACUATION PLANNING, DEFENSIBLE SPACE ENFORCEMENT AND OTHER MEASURES

**Core Area: FACILITIES AND RESOURCES**

**Strategic Goal: MANAGE AND PROVIDE STEWARDSHIP OF DISTRICT ASSETS, PARKS, RECREATION, AND OPEN SPACE IN A TIMELY, COST-EFFECTIVE, AND ENVIRONMENTALLY SENSITIVE MANNER**

Change Strategic Goal to PRIORITIZE MAINTENANCE OF IMPORTANT DISTRICT FACILITIES SUCH AS THE VETERANS' HALL; TRANSITION PARTS & RECREATION RESPONSIBILITIES TO OTHER ENTITIES (E.G. PRIVATE ORGANIZATIONS OR COUNTY)

**OVERALL SUGGESTED CHANGES:**

1. Change the order of the Core Areas so the following order is adopted:
  - a. Finance
  - b. Water Services – General
  - c. Water Services – WRF
  - d. Wastewater Services
  - e. Fire Protection and Emergency Services
  - f. Facilities and Resources
  
2. Add a new Core Area: FINANCE (as Core Area #1) (2 Directors)

**Strategic Goal: DEVELOP A CREDIBLE LONG-TERM FINANCIAL PLAN – BASED ON REALISTIC REVENUE ASSUMPTIONS AND SENSITIVE TO BURDENS PLACED ON RATEPAYERS/TAXPAYERS – TO FUND EXECUTION OF THE LISTED STRATEGIC GOALS**

3. What is missing? Lack of integration/District level Goals: Each of the Goals and Supporting Objectives & Actions are owned by separate departments. It's easy to see that this is leading to silos. There are no Goals or Objectives to create incentive for departments to coordinate and integrate for the greater good. There is no Goal and no Objectives at the CCSD overall level for integration and/or fiscal stewardship. The former 2021-2024 Strategic Plan had, as a Strategic Goal, *Achieve and sustain adequate financial resources to fulfill the mission*. The 2022-2025 strategic plan, adopted 8/11/22, turned the focus 100% to functional departments. In doing so, the District moved away from overall integrative goals that drive collaboration. The functional department goals really are excellent, and all still relevant, but the fiscal and integration needs cut across departments.

**Strategic Goal: ESTABLISH SYSTEMS AND SUPPORTING PROCESSES IN KEY AREAS THAT LEAD TO BETTER INTEGRATION OS ALL THE DEPARTMENTS IN MEETING THE CCSD MISSION, VISION, AND VALUES. Strategic Objectives:**

1. **Develop and deploy a District-wide Project Management System** which includes clearly defined project development stages, starting with a project scope and objectives, and maturing project definition, cost estimate and schedule.
2. **Establish an Integrated Planning Process** that links and aligns strategic planning, budgeting and capital improvement program planning.
3. **Strategic Goal: Resolve the chronic underfunding in the departments dependent upon the General Fund, especially Facilities & Resources**

No changes suggested by 2 Directors.



## **2025 Strategic Planning Instructions for CCSD Staff**

March 2025 Strategic Planning Workshop Participants:

- President Debra Scott
- Vice President Michael Thomas
- Director Harry Farmer
- Director Tom Gray
- Director Karen Dean
- General Manager Matthew McElhenie
- Administrative Department Manager Denise Fritz
- Fire Chief Michael Burkey
- Utilities Department Manager Jim Green
- Program Manager Tristan Reaper
- Facilities & Resources Manager David Aguirre
- Legal Counsel David Hirsch
- Confidential Administrative Assistant Haley Dodson, who will be serving as workshop recorder
- Dick Clark, who will be serving as the workshop facilitator

Please complete the attached document. Since 2025 is our major update, it may be that there are issues that have not been addressed during our previous 3 years that are important to discuss and consider for inclusion in our Strategic Plan. In your opinion, what are those issues? Please be ready to discuss how those issues may or may not be addressed in the Strategic Plan. Please try to limit your responses to 5 in each category and write each of your responses as a single complete sentence.

# Strategic Planning Workshop Questionnaire

## Step 1: Assess the **current state**.

**Accomplishments:** What are the Cambria Community Services District’s most significant accomplishments since the March 4, 2024 Strategic Planning Workshop?

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**Internal Strengths:** What are the Cambria Community Services District’s current internal strengths?

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**Internal Weaknesses/Challenges:** What are the Cambria Community Services District’s current internal weaknesses/challenges?

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**Positive External Factors:** 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?

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**Negative External Factors:** What are the external factors/trends (e.g., economic, health, technological, political, and environmental) that will/might have a negative impact on the Cambria Community Services District?

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**Step 2: Review the Mission Statement and revise as needed.**

**Mission Statement for Cambria CSD:** *The Cambria Community Services District provides water, wastewater, fire protection and emergency services, parks recreation and open space, and accompanying Community Services to our customers in a safe, cost-effective, and environmentally sensitive manner.*

After reviewing this Mission Statement, choose 1 of the following 3 options:

- A. I think this Mission Statement is just about right!
- B. In my opinion, this Mission Statement is missing the following elements:
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- C. I would like to offer the following Mission Statement for consideration:

**Step 3: Review the Vision Statement and revise as needed.**

**Vision Statement for Cambria CSD:** *Our vision is to serve our community by delivering sustainable, cost-effective services while practicing environmental stewardship and preserving the unique charm and atmosphere that make Cambria special.*

After reviewing this vision statement, choose 1 of the following 3 options:

- D. I think this vision statement is just about right!
- E. In my opinion, this vision statement is missing the following elements:
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- F. I would like to offer the following vision statement for consideration:

**Step 4: Review the Core Values and revise as needed.**

The **Core Values** describe what CCSD values, recognizes, and rewards. The current set of CCSD Core Values are listed below. The question to consider is what refinements are needed to the existing core values, which, if any, should be deleted, and what additional core values should be added.

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- **Safety:** We follow strict safety policies, procedures, and regulations to protect our district personnel, our services, and our Community.
- **Teamwork:** We recognize the qualities, abilities, and contributions of others and seek to work collaboratively across departments to carry out the District’s Mission and Strategic Plan.
- **Transparency:** We strive to conduct the business of the District in an open, honest, and direct manner while encouraging input and feedback from our Community.
- **Stewardship:** We strive to leave our infrastructure, community, and environment in better condition for future generations.

**Step 5:** Review the **Core Areas** and revise as needed.

**Core Area: WATER SERVICES - GENERAL**

**Strategic Goal:** MEET THE ONGOING CHALLENGES OF EFFECTIVELY AND RELIABLY MANAGING WATER RESOURCES IN OUR SENSITIVE ECOSYSTEM

**Core Area: WATER SERVICES - WATER RECLAMATION FACILITY**

**Strategic Goal:** ADVANCE COASTAL DEVELOPMENT PERMIT (CDP) TO ACHIEVE COUNTY AND COASTAL COMMISSION APPROVAL

**Core Area: WASTEWATER SERVICES**

**Strategic Goal:** EXECUTE PHASED REPAIRS AND UPGRADES FOR THE WASTEWATER TREATMENT SYSTEM

**Core Area: FIRE PROTECTION AND EMERGENCY SERVICES**

**Strategic Goal:** PROVIDE OPTIMAL FIRE PROTECTION, WATER RESCUE, AND EMERGENCY MEDICAL SERVICES ON A 24/7 BASIS

**Core Area: FACILITIES AND RESOURCES**

**Strategic Goal:** MANAGE AND PROVIDE STEWARDSHIP OF DISTRICT ASSETS, PARKS, RECREATION, AND OPEN SPACE IN A TIMELY, COST- EFFECTIVE, AND ENVIRONMENTALLY SENSITIVE MANNER

## 2025 Strategic Plan CCSD Staff Input

### Accomplishments

- Initiation of the AMI Water Meter Replacement Program
- In-Stream-Flow Study for San Simeon Completion
- WRF CDP Progress
- East Ranch Restroom Completion
- Initiation of SST WW Project
- Advanced the CDP for the WRF
- East Ranch Restroom is fully permitted for construction, and construction is about 50% complete.
- Planned, purchased, and implemented AMI installation, which is already almost 10% complete.
- Obtained a Minor Use Permit for the Skatepark and are 80% through construction permitting.
- Completed 90% design for the Stuart St Tanks, submitted the CDP application.
- Bathroom installation at the dog park.
- Procurement of AMI meter parts and RFP for installation.
- Overcame daily challenges and we continue (Pine Knolls Hill repair and contractors breaking water main) to serve the community.
- Contracting out less overall, David's department working with Water & WasteWater Dept for restrooms.
- The district began to focus on enhancing community resilience through comprehensive wildfire preparedness and emergency response initiatives, including the creation of a Fire Protection Committee.
- The district has made substantial progress on critical infrastructure projects aimed at improving water and wastewater services.
- Demonstrating a commitment to sustainability, the district introduced its first electric vehicle, a Ford F150 Lightning, into its fleet.
- In August 2024, the Special District Leadership Foundation awarded the district the District Transparency Certificate of Excellence.
- For the first time in district history, (that I'm aware of) the district sought internal feedback from current employees through a SWOT analysis.
- Demonstrating a commitment to environmental responsibility, the district introduced its first electric vehicle, a Ford F150 Lightning, marking a step toward sustainable operations.
- General Manager McElhenie's continued leadership has fostered a positive work environment where staff feel supported and empowered to perform their duties effectively.
- The CCSD has maintained fiscal responsibility, providing clear and accessible financial reports that reflect the district's health and expenditures, fostering trust within the community.
- Regular updates from CCSD leadership have provided the community with more insight into district operations, challenges, and progress.
- General Manager McElhenie led discussions with Management & Confidential Employees (MCE), SEIU, and IAFF union representatives to assess the district's strengths, weaknesses, opportunities, and threats.
- Implementation of Utility Billing Customer Portal and accepting debit/credit card payments.
- The General Manager successfully negotiated and moved the CCSD administrative office from a deteriorating building to a new, safe, and welcoming space for employees while also reducing costs.
- Environmental Initiatives:
  - Submission of the Coastal Development Permit application for the Water Reclamation Facility is a significant step toward securing sustainable water resources for Cambria.

- The District's first electric vehicle, a Ford F-150 Lightning, was introduced for use in water and wastewater operations, reflecting a commitment to sustainability and operational efficiency.
- Community Engagement and Outreach:
  - Development of clear and consistent communication updates to keep the community informed about the district's progress, including accomplishments in infrastructure, financial management, and service delivery.
  - Hosting public forums to engage residents in discussions on important initiatives, such as water resource management and skate park improvements.
- Infrastructure Improvements:
  - Ongoing efforts to modernize and maintain water and wastewater systems to meet current and future demands.
- Financial Responsibility:
  - Streamlined financial reporting and tracking systems for long-term projects, ensuring transparent and responsible fiscal management for the district's initiatives.
- Strategic Vision:
  - Progress on long-term strategic goals outlined in the March workshop, focusing on sustainability, infrastructure resilience, and enhanced service delivery.

### **Internal Strengths**

- Competent Ability to Coordinate and complete projects
- Well Trained and experienced staff
- Ability to respond quickly to emergencies and execute resolve
- Long range Utility Improvement upgrade plan
- Community outreach from District Administration
- Staff dedication to the service of the public, support of each other, and the mission of the CCSD
- Recordkeeping
- Balanced enterprise operational (water, wastewater, WRF) budgets
- Staff knowledge
- Customer Service, ability for customers to reach staff and talk, be heard.
- Swapping failing water meter transmitters to AMI
- A team of dedicated staff
- Targeting known areas of bad infrastructure.
- The board of directors continues to be responsive and sympathetic to the issues of the community, district, and Fire Department.
- The General Manager continues to be responsive and sympathetic to the issues of the community, district, and Fire Department.
- Our administrative staff continues to be efficient, advantageous, and responsive in regard to our budget, public relations, and overall district.
- Our Fire personnel continue to report a great improvement in morale and are expressing excitement about our direction as an agency.
- The cohesive work environment that has been created throughout the district over the last couple of years continues to build and serve our personnel well when working in stressful and demanding environments.
- The district benefits from an experienced and capable General Manager who provides clear direction and strategic oversight.
- CCSD is supported by a team of knowledgeable, hardworking, and committed employees who prioritize the community's needs.

- Long-standing staff members and leadership ensure continuity, expertise, and historical understanding of district operations.
- There is a strong sense of collaboration among departments and a shared focus on achieving the district's goals, which promotes efficiency and effective problem-solving.
- Dedicated and Skilled Workforce
  - A team of highly trained professionals across various departments, including fire services, water, wastewater, and administration, who are committed to serving the community.
  - Ongoing support for employee development through training programs.
- Strong Leadership and Governance
  - A forward-thinking Board of Directors and management team that prioritizes strategic planning, sustainability, and community engagement.
  - Clear vision and goal-setting processes were established during strategic planning workshops.
- Commitment to Sustainability
  - There is a strong focus on environmentally sustainable practices, such as the Water Reclamation Facility project and the integration of electric vehicles into the district's fleet.
  - Initiatives to address long-term resource challenges, particularly water and wastewater management.
- Community-Centric Approach
  - Proactive communication and outreach efforts to engage with residents and address community needs.
  - Programs and services that prioritize the well-being and safety of the Cambria community.
- Financial Management
  - Responsible fiscal oversight, including careful budgeting for significant infrastructure projects and operational needs.
  - Development of long-term financial frameworks, such as the skate park maintenance funding strategy, to ensure sustainability.
- Proven Resilience
  - Ability to adapt to challenges, such as addressing staff wellness concerns or responding to environmental and regulatory changes.
  - Despite external pressures, drought conditions, and regulatory hurdles, continued operations and service delivery.
- Infrastructure and Operational Excellence
  - Well-maintained infrastructure and facilities that meet the needs of the community.
  - Ongoing investments in modernizing water and wastewater systems to improve efficiency and reliability.
- Innovative Problem-Solving
  - A willingness to explore and implement innovative solutions, such as new technology for operations and creative funding approaches for community projects.
  - Proactive strategies to anticipate and address future challenges.

### **Internal Weaknesses/Challenges**

- Inability to perform timely emergency projects
- Challenging Environmental Permitting for Projects
- Economic Model
- High Operating Costs for Utility Departments
- Insufficient revenue for F&R, Fire, and Wastewater capital improvement program
- Aging mechanical infrastructure (wastewater lift stations, water booster stations, WWTP)
- Staff overload/stretched too thin

- Weak employee training program for gaining skills beyond the basics required for the job.
- Water resource constraints: no water source other than small and shallow aquifers.
- Aging infrastructure underground and above ground.
- Lack of communication between departments.
- Finding funding to keep operations seamless.
- Lack of storage space for departments.
- The district is disproportionately focused on parks, recreation, and open space while neglecting the very real and urgent threats of wildfire danger and inadequate emergency response. This misplaced priority puts our community at risk. We cannot afford to divert critical resources away from fire prevention and emergency preparedness when lives and property are on the line.
- Fire Department personnel continue to be underpaid by a significant margin.
- Upgrades to the Fire Department facility infrastructure are required to meet mandatory OSHA requirements that are constantly increasing.
- Fire Department Apparatus is well past its service date and needs immediate attention.
- Parks and Recreation continues to drain and distract the district from critical needs regarding Facility and Resource Department time and effort.
- CCSD staff serve a highly engaged retirement community where many residents apparently have extensive experience in various professional fields. As a result, staff frequently interact with individuals who offer “expert” opinions and insights on district operations, leading to increased scrutiny and challenges in decision-making.
- Increasing spread of negative information and misinformation about CCSD on social media. These issues present challenges in maintaining public trust, ensuring accurate information is communicated, and mitigating the impact of false narratives on district operations and staff morale.
- The district appears to be prioritizing parks, recreation, and open space at the expense of addressing the real and pressing threats posed by wildfire danger and emergency response preparedness. While recreational opportunities are valuable, our community's safety must come first, and more attention and resources should be directed toward wildfire mitigation and emergency services.
- The Board of Directors is too involved in day-to-day operations, creating inefficiencies and potential conflicts with staff responsibilities. This overreach can hinder effective management and decision-making.
- Community engagement, while important, is often highly contentious and counterproductive, with a small but vocal group of individuals undermining progress through misinformation, personal attacks, and resistance to necessary changes.
- The Board and community pressures can slow down or complicate critical decisions, preventing timely action on urgent district needs, such as fire safety and infrastructure improvements.
- Responsibility for public restrooms is not feasible. Managing these facilities places a significant burden on district resources, diverting time, funding, and personnel away from more critical services, particularly fire protection, emergency response, water, and wastewater management.
- Ongoing public scrutiny, board micromanagement, and community hostility can lead to low staff morale, burnout, and difficulty retaining qualified personnel.
- A disproportionate focus on parks, recreation, and open space sometimes comes at the expense of more pressing issues, such as wildfire preparedness and emergency response.
- Staffing and Workforce Limitations
  - Difficulty in recruiting and retaining qualified personnel, especially in specialized fields such as water and wastewater management and emergency services.
  - Potential burnout or morale issues among staff due to high workloads or limited resources to support critical operations.



- Challenges in addressing mental health concerns within the workforce, such as PTSD in emergency service staff.
- Aging Infrastructure
  - Aging water, wastewater, and other utility systems require significant investment and maintenance to ensure reliability and efficiency.
  - Limited resources for deferred maintenance may lead to higher long-term costs and operational disruptions.
- Financial Constraints
  - Reliance on limited revenue streams, making it challenging to fund large-scale capital projects and ongoing operational needs.
  - Balancing the need for fiscal responsibility with the rising costs of essential services, regulatory compliance, and infrastructure improvements.
- Regulatory Pressures
  - Navigating complex and often time-consuming regulatory requirements, particularly for projects like the Water Reclamation Facility.
  - Meeting state and federal mandates for sustainability and environmental compliance while managing limited resources.
- Community Expectations
  - High community expectations for services and transparency can create pressure to address multiple priorities simultaneously.
  - Challenges in effectively communicating complex issues to the public, such as water scarcity, infrastructure needs, and financial limitations.
- Limited Technological Integration
  - Potential gaps in modern technology or digital systems that could improve operational efficiency, data tracking, and public communication.
  - Limited use of technology to enhance community engagement or streamline service delivery.
- Sustainability Challenges
  - Ensuring long-term water availability amid ongoing drought conditions and climate change impacts.
  - Balancing sustainable practices with the need for immediate solutions to pressing issues.
- Internal Communication and Coordination
  - Potential silos between departments, which can slow decision-making and the implementation of cross-functional projects.
  - Challenges in maintaining consistent internal communication about priorities, progress, and expectations.
- Unpredictable External Factors
  - Vulnerability to external factors such as economic downturns, natural disasters, or state or federal funding shifts.
  - Need to remain adaptable in the face of evolving challenges, such as changes in legislation or environmental conditions.

### **Positive External Factors**

- Welcoming climate and safe environment
- Charming and usually supportive community
- Strong Support from Environmental Advocacy Groups
- Good relations with Regulatory Agencies
- Beautiful location
- Public awareness of the need for infrastructure maintenance and upgrades increasing

- Positive relationships with regulatory agencies
- Partnerships and cooperation with outside agencies
- Potential for Satellite Based Leak Detection to establish a baseline of the Distribution System.
- Potential for EV Tractor
- Electric chargers for on-call vehicles
- Increased funding and collaboration on wildfire mitigation strategies could help protect Cambria’s infrastructure and natural landscape.
- Government initiatives for wildfire prevention, water conservation, and renewable energy could align with the district’s goal and provide additional funding.
- Strong civic engagement could lead to more proactive planning, funding, and implementation of projects beneficial to residents.
- Rising interest in nature-based tourism and sustainable living could boost the economy and support conservation efforts.
- Advances in telemedicine and community health programs could support Cambria’s aging population and emergency medical services.
- Economic Trends
  - Increased Grant and Funding Opportunities: Federal and state funding programs for infrastructure, sustainability, and community resilience projects, such as water and wastewater systems, can provide significant financial support.
  - Tourism Growth in the Region: An uptick in tourism in Cambria and the Central Coast region can boost the local economy, indirectly supporting district revenue and community-based projects.
  - Green Infrastructure Investments: Growing public and private investments in renewable energy and environmentally friendly infrastructure could provide resources for projects like the Water Reclamation Facility or EV fleet expansion.
- Political and Legislative Trends
  - State and Federal Support for Sustainability: California’s strong emphasis on climate change mitigation and sustainability aligns with CCSD initiatives, potentially leading to more support for renewable energy, water conservation, and wastewater projects.
  - Incentives for Electric Vehicles: Federal and state programs supporting electric vehicle adoption can reduce costs for transitioning the CCSD’s fleet to EVs, promoting operational efficiency and sustainability.
  - Policy Alignment with Community Needs: Legislative focus on rural infrastructure development and small-town resilience offers opportunities for targeted support for CCSD's priorities.
- Technological Advancements
  - Smart Water and Wastewater Systems: Emerging technologies for monitoring and managing water and wastewater systems can improve efficiency, reduce costs, and ensure compliance with regulatory requirements.
  - Digital Communication Tools: Advances in digital platforms and tools can enhance community engagement, improve transparency, and streamline service delivery.
  - Renewable Energy Technology: Continued development of affordable solar, wind, and battery storage technology can reduce CCSD's energy costs and dependence on non-renewable resources.
- Environmental Trends
  - Climate Change Funding: State and federal initiatives addressing climate change can provide funding and resources for local projects, including water security and renewable energy programs.

- Drought Mitigation Efforts: As drought conditions persist in California, there is increased public and governmental support for water conservation and reclamation projects, aligning with CCSD's water sustainability goals.
- Focus on Wildfire Resilience: Enhanced support for wildfire prevention and management can bolster CCSD's fire services and community resilience programs.
- Social and Demographic Trends
  - Community Support for Sustainability: Growing residents' awareness of the importance of sustainable practices can increase public buy-in for CCSD initiatives, including water reclamation and renewable energy projects.
  - Engaged Local Population: High levels of community engagement in Cambria can lead to increased support for CCSD initiatives and volunteerism for district programs.

### **Negative External Factors**

- A vocal minority that expresses dishonest sentiments that damage character and obstruct District development.
- Rising Costs
- Increasing Regulatory Requirements
- Drought/ Extreme Seasonal Climate Events
- Difficulty in retaining/ recruiting for key operational positions
- Instability in the federal government affecting future potential and already allocated federal grant funds.
- California budget cuts affecting sources of potential state-level grant funds.
- Permitting constraints and red tape associated with the CCSD's geographic location.
- Costs of construction and infrastructure upgrades
- Natural disasters (wildfire, earthquake, drought, flood, tsunami)
- Years of inflation and cost of housing and lack of housing for staff.
- Unknowns of Stuart St. Tank funding from past administration.
- Year-Round fire risk
- San Luis Obispo County continues to enjoy Cambria's tourist industry TOT without adequate compensation to our community services or funding.
- Lack of funding from zero growth, etc. continues to be an area that warrants a discussion and continued evaluation.
- Community and Board involvement in operational matters that should be managed by the General Manager. While transparency and engagement are valued, excessive involvement at the operational level can create inefficiencies and hinder staff's ability to carry out their responsibilities effectively. Clearer distinctions between governance and management roles may help streamline operations and enhance overall district efficiency.
- Public opposition to the district's decisions—whether about water rates, fire prevention plans, or parks and recreation projects—could create tensions between the community and the district. The district may face misinformation, public protests, or hostile feedback, making it difficult to gain community buy-in or implement necessary policies.
- Overall, Cambria is still more expensive than any city/town/area in San Luis Obispo. Additionally, San Luis Obispo continues to be one of the most expensive counties in California.
- The community and Board of Directors should prioritize wildfire preparedness and support for the Cambria Fire Department over non-essential projects like restrooms, skateparks, and parks, recreation, and open space. Ensuring the safety and emergency readiness of Cambria should take precedence over secondary amenities.
- Reduction in grants and funding for infrastructure, emergency preparedness, or environmental protection could limit the district's ability to implement necessary projects.

- Inflation and increasing costs of materials and labor could strain the district’s budget for water, wastewater, and emergency services.
- Ongoing economic uncertainty or downturns could reduce available funding for district projects, services, or emergency response efforts. Limited resources may also affect the district’s ability to meet future infrastructure needs or invest in new technologies.
- Increasing costs of labor, materials, and services could strain budgets, especially in areas like infrastructure maintenance and emergency services, where cost increases may outpace available revenue.
- Negative community members.
- The public is not engaging with the Board meetings, which requires staff to attend outside group meetings to ensure that district business is being communicated and discussed. This not only diverts valuable staff time away from their primary responsibilities but also diminishes the overall effectiveness of our operations. The lack of participation in Board meetings is concerning, as it’s critical that the community actively engage with CCSD business and participate in meaningful discussions about the district’s priorities and decisions. Furthermore, the pervasive negativity on social media only adds to misinformation and undermines progress. The community needs to move beyond online criticisms and start engaging in the decision-making process that affects everyone. It is essential that we have constructive dialogue to move forward as a community.
- The increasing threat of wildfires in the region may demand additional resources for fire protection and emergency services, potentially straining CCSD’s budgets and personnel. This could also involve significant investments in fire mitigation infrastructure, like fire breaks, suppression systems, and community education.
- Community members may have divergent interests when it comes to balancing recreational services with fire prevention or other priorities. This can result in heated debates and resistance to compromise, potentially hindering the district’s ability to move forward with strategic initiatives.
- Economic Factors
  - Rising Costs of Goods and Services: Inflation and supply chain disruptions could increase the costs of infrastructure projects, maintenance, and day-to-day operations, straining CCSD’s budget.
  - Limited State and Federal Funding: Competition for grants and funding among agencies across California could limit the resources available for CCSD projects.
  - Economic Downturns: Recessions or economic slowdowns may reduce property taxes and other revenue sources, impacting the district’s ability to fund critical initiatives.
- Political and Legislative Factors
  - Unfunded Mandates: State or federal legislation requiring compliance with new regulations without providing financial support could place additional financial burdens on the district.
  - Regulatory Delays: Lengthy regulatory approval processes, especially for projects like the Water Reclamation Facility, could delay progress and increase costs.
  - Policy Changes: Shifts in state or federal priorities away from rural infrastructure and sustainability could reduce support for CCSD initiatives.
- Technological Factors
  - Cost of Technological Upgrades: The expense of implementing advanced technologies, such as smart water systems or digital communication platforms, could strain CCSD’s limited budget.
  - Cybersecurity Risks: Increased reliance on digital systems could expose the district to cybersecurity threats, potentially disrupting operations or compromising sensitive data.
  - Technological Obsolescence: Rapidly evolving technologies may render current systems outdated, requiring frequent updates or replacements that are costly to implement.
- Environmental Factors

- Drought Conditions: Persistent or worsening droughts could exacerbate water scarcity issues, making water management and conservation even more challenging.
- Climate Change Impacts: Increased frequency and severity of natural disasters, such as wildfires, flooding, or sea-level rise, could strain CCSD's emergency services and infrastructure.
- Regulatory Challenges for Environmental Compliance: Stringent environmental regulations could increase project costs and require significant operational changes.
- Social and Demographic Factors
  - Population Changes: A declining or aging population may reduce the tax base, while seasonal tourism growth could increase demand for services without a corresponding increase in revenue.
  - Community Opposition: Resistance from community members to initiatives such as rate increases, new developments, or infrastructure projects could slow progress.
- Workforce Challenges
  - Competition for Talent: A competitive job market, especially in specialized fields like water and wastewater management, could make attracting and retaining skilled staff difficult.
  - Burnout in Emergency Services: Increased demands on fire and emergency medical personnel could lead to higher turnover or reduced morale.

**MISSION STATEMENT: The current statement is as follows:**

**The Cambria Community Services District provides water, wastewater, fire protection and emergency services, parks recreation and open space, and accompanying Community Services to our customers in a safe, cost-effective, and environmentally sensitive manner.**

Suggested changes:

- Enhancing Cambria by providing access to safe, clean, and affordable utility services and infrastructure.
- The Cambria Community Services District prioritizes unwavering emergency services, including fire protection, disaster response, and public safety, above all else, ensuring rapid, effective action at any cost while continuing to provide essential water, wastewater, and community services with resilience and efficiency.
- The Cambria Community Services District provides water, wastewater, fire protection, and emergency services, as well as parks, recreation, and open space. We are committed to ensuring the safety and well-being of our community through effective fire prevention, emergency response, and responsible financial and administrative management. Our services are delivered in a safe, cost-effective, and environmentally responsible manner to meet the present and future needs of Cambria.
- The Cambria Community Services District is committed to safeguarding the well-being of our community by providing exceptional emergency response, fire protection, public safety services, management of essential community services, including water, wastewater, and parks, ensuring a resilient and sustainable future for all. Guided by integrity, preparedness, and a commitment to excellence, CCSD stands ready to serve and protect our residents and visitors every day.

The current Mission Statement works well, is just about right. (3 employees)

**VISION STATEMENT: The current vision statement is as follows:**

**Our vision is to serve our community by delivering sustainable, cost-effective services while practicing environmental stewardship and preserving the unique charm and atmosphere that make Cambria special.**

Suggested changes:

- Welcome to our vibrant multigenerational community, where each person is treasured and embraced! We celebrate Cambria's breathtaking natural beauty for generations to come. Our well-maintained facilities and services shine brightly as we collaborate to fulfill the diverse needs of everyone who loves this wonderful place, residents, workers, future neighbors, and visitors alike!
- An inclusive and flourishing multigenerational community, Cambria is a place where everyone is not just welcomed but deeply valued. Our commitment extends beyond the present, aiming to preserve the natural beauty that draws us all to this unique locale while promoting a resilient, safe, and thriving community by balancing emergency preparedness with environmental stewardship. We strive to protect and enhance the natural beauty of Cambria while ensuring the safety and well-being of our residents through proactive wildfire mitigation, water resource management, and sustainable infrastructure. By embracing innovation, transparency, and community collaboration, we work to preserve Cambria's unique coastal environment and quality of life for generations to come.
- A resilient, safe, and sustainable community where fire protection and emergency services are prioritized to safeguard residents and visitors. The natural beauty that defines Cambria is preserved for future generations, and district facilities and core services are continuously improved to meet evolving needs. Together, we ensure that Cambria remains a secure and thriving place for all who live, work, and visit here, with a strong commitment to public safety, emergency preparedness, and community well-being.
- Add: The Cambria Community Services District envisions a community where fire protection and emergency response set the standard for excellence, ensuring the safety and resilience of our residents, businesses, and natural surroundings. Through innovation, preparedness, and a highly trained fire department, we strive to protect lives and property while fostering a culture of safety, prevention, and rapid response. Our commitment to proactive fire protection, community education, and emergency readiness positions Cambria as a leader in safeguarding both people and the environment. Together, we build a safer, stronger, and more resilient future for generations to come.

I think the Vision Statement is just about right. (3 Employees)

**CORE VALUES: The current core values are as follows:**

**Customer Service: We provide exemplary services and support with a focus on the needs of our Community.**

**Suggested change:** We provide exemplary services and support with a focus on the needs of our Community.

**Fiscal Responsibility: We manage our finances prudently to sustain and protect the district's assets while considering Community needs.**

**Suggested change:** We manage our finances in a prudent manner to sustain and protect the assets of the District, while considering Community needs.

**Respect: Our interactions are undertaken ethically, with honesty, integrity and patience.**

**Safety: We follow strict safety policies, procedures, and regulations to protect our district personnel, our services, and our Community.**

**Teamwork: We recognize the qualities, abilities, and contributions of others and seek to work collaboratively across departments to carry out the District's Mission and Strategic Plan.**

**Transparency: We strive to conduct the business of the District in an open, honest, and direct manner while encouraging input and feedback from our Community.**

**Stewardship: We strive to leave our infrastructure, community, and environment in better condition for future generations.**

The staff suggest the following:

- **Prepare:** We are committed to proactive emergency preparedness, comprehensive community education, and optimized personnel training to promote resilience, collaboration, and the protection of Cambria’s people, homes, businesses, and natural beauty.

“I think the Core Values are fine.” (1 employee)

**CORE AREAS. The current Core Areas are as follows:**

**Core Area: WATER SERVICES - GENERAL**

**Strategic Goal: MEET THE ONGOING CHALLENGES OF EFFECTIVELY AND RELIABLY MANAGING WATER RESOURCES IN OUR SENSITIVE ECOSYSTEM**

**Suggested change:** MEET THE ONGOING CHALLENGES OF EFFECTIVELY AND RELIABLY MANAGING WATER RESOURCES IN OUR SENSITIVE ECOSYSTEM AND EXECUTE PHASED REPAIRS OF THE WATER TREATMENT AND DISTRIBUTION SYSTEM TO DELIVER WATER TO THE COMMUNITY RELIABLY.

**Core Area: WATER SERVICES - WATER RECLAMATION FACILITY**

**Strategic Goal: ADVANCE COASTAL DEVELOPMENT PERMIT (CDP) TO ACHIEVE COUNTY AND COASTAL COMMISSION APPROVAL**

**Core Area: WASTEWATER SERVICES**

**Strategic Goal: EXECUTE PHASED REPAIRS AND UPGRADES FOR THE WASTEWATER TREATMENT SYSTEM**

**Core Area: FIRE PROTECTION AND EMERGENCY SERVICES**

**Strategic Goal: PROVIDE OPTIMAL FIRE PROTECTION, WATER RESCUE, AND EMERGENCY MEDICAL SERVICES ON A 24/7 BASIS**

**Suggested change:** ENHANCE EMERGENCY PREPAREDNESS AND COMMUNITY EDUCATION WHILE PROVIDING OPTIMAL AND ADAPTIVE ALL-HAZARD RESPONSE.

**Core Area: FACILITIES AND RESOURCES**

**Strategic Goal: MANAGE AND PROVIDE STEWARDSHIP OF DISTRICT ASSETS, PARKS, RECREATION, AND OPEN SPACE IN A TIMELY, COST- EFFECTIVE, AND ENVIRONMENTALLY SENSITIVE MANNER**

## 2025 Strategic Plan Public Input

### Review the Mission Statement and revise as needed.

- Sounds good to me, thorough!
- What if you added, "... and accompanying Community Services to our customers in a safe, cost-effective, equitable, and environmentally sensitive manner" so that you all are making an effort to serve the wide variety of different populations in Cambria, which would also tie in to your vision statement.
- Proposed Mission Statement: Mission Statement for Cambria CSD: The Cambria Community Services District's mission is to provide a resilient and reliable system of water supply and delivery, wastewater management, fire protection and emergency services, parks, recreation and open space, and accompanying Community Services to our customers, in a safe, cost-effective, sustainable, and environmentally sensitive manner.

### Review the Vision Statement and revise as needed.

- Quite beautiful!
- Perhaps adding a line, " and being open to change as that what will make Cambria better for all" so we don't get stuck in the same ways as you have always done.
- Proposed Vision Statement: Vision Statement for Cambria CSD: Our vision is of a thriving, multigenerational, and diverse community where all feel welcome and valued, and where the natural beauty that attracts us all to Cambria is preserved for generations to come. We see a District wherein all facilities and core services are well maintained and staffed, and continuous improvement is a reality. We see a Cambria where future generations work together to balance the many and diverse needs of those who love Cambria - those who live here, those who work here, those who want to live here, those who visit here, along with those who represent us at all levels of state and local government.

### Review the Core Values and revise as needed.

- I like the core values. Again, quite thorough!
- The Proposed CCSD Core Values are: • Customer Service: We provide exemplary services and support with a focus on the needs of our Community. • Fiscal Responsibility: We manage our finances in a prudent manner to sustain and protect the assets of the District, while considering Community needs. • Respect: Our interactions are undertaken ethically, with honesty, integrity and patience. • Safety: We follow strict safety policies, procedures, and regulations to protect our district personnel, our services, and our Community. • Teamwork: We recognize the qualities, abilities, and contributions of others and seek to work collaboratively across departments and other agencies, to carry out the District's Mission and Strategic Plan. • Transparency: We strive to conduct the business of the District in an open, honest, and direct manner while encouraging input and feedback from our Community. • Stewardship: We strive to leave our infrastructure, community, and environment in better condition for future generations.

### Review the Core Areas and revise as needed.

- Very concerned about a CDP, which includes the word development! We agreed to stop at the current number of citizens & any water resulting from reclamation is meant to serve these citizens in times of drought, which is now!!
- No feedback
- The Proposed Core Areas are: Core Area: WATER SERVICES - GENERAL Strategic Goal: MEET THE ONGOING CHALLENGES OF SUSTAINABLY, COST-EFFECTIVELY, AND RELIABLY INCREASING CAMBRIA'S WATER SUPPLY RESILIENCE AND DIVERSITY, WHILE EFFICIENTLY MANAGING WATER OPERATIONS AND ENHANCING WATER RESOURCES IN OUR SENSITIVE ECOSYSTEM. Core Area: WATER SERVICES - WATER RECLAMATION



FACILITY Strategic Goal: SECURE COUNTY AND COASTAL COMMISSION APPROVALS AND SECURE THE COASTAL DEVELOPMENT PERMIT (CDP). Core Area: WASTEWATER SERVICES Strategic Goal: PLAN, FUND, AND EXECUTE NEEDED REPAIRS AND UPGRADES FOR THE WASTEWATER TREATMENT SYSTEM Core Area: FIRE PROTECTION AND EMERGENCY SERVICES Strategic Goal: PROVIDE DEDICATED AND ADEQUATE EVACUATION ROUTES AND PROCEDURES, OPTIMAL FIRE PROTECTION SYSTEMS WITH ROBUST WATER STORAGE, SUPPORTING AN APPROPRIATE LEVEL OF FIRE PROTECTION, WATER RESCUE, AND EMERGENCY MEDICAL PERSONNEL AND SERVICES ON A 24/7 BASIS Core Area: FACILITIES AND RESOURCES - GENERAL Strategic Goal: MANAGE AND PROVIDE STEWARDSHIP OF DISTRICT ASSETS, PARKS, RECREATION, AND OPEN SPACE IN A TIMELY, COST- EFFECTIVE, AND ENVIRONMENTALLY SENSITIVE MANNER. Core Area: FACILITIES AND RESOURCES – FLOOD RISK MITIGATION AND MANAGEMENT Strategic Goal: COORDINATE WITH THE SAN LUIS OBISPO COUNTY FLOOD CONTROL & WATER CONSERVATION DISTRICT TO DEVELOP, FUND, AND IMPLEMENT A FLOOD RISK MITIGATION AND MANAGEMENT PLAN FOR THE COMMUNITY OF CAMBRIA.

**If you have any additional comments, concerns, or recommendations, please feel free to share them below.**

- Can you let the community know when the current water treatment debt will be paid off. We have lived in this community for 8 years, and no one has ever been able to explain what the plan is to the community. Debt is everyone's Achilles heel and will hold us all back.
- This concerning weed abatement. We have owned property in Cambria for 60 years and always keep out priority cleared This last year we missed having it cleared. You hired paradise trees service to clean the lot they charge \$3021 in the past we've always had Mike Rice clear the lot. His price was only around \$300. Refill the amount charged by paradise is totally uncalled for. This is an incident your board need to look into.
- Create an evacuation plan. Create additional evacuation routes. Schedule regular practice evacuations using updated plan and routes.
- The land owners on the water permit wait list should not be excluded from the plans of the water reclamation facility Meet the challenges of current and future needs
- Things get done too SLOWLY! Maybe we need a full time manager for our many needs and problems. There's a lot to handle in Cambria!
- Want feedback? Read the comments to the Nextdoor post about the Charlie Grace contract.
- You do cover the areas that you manage. However, this does not mention or propose any central planning or coordination between SLO County service/administration. You both seem to operate oblivious to each other. True, you do permit coordination for facilities but as far as any kind of county planning, financial coordination, control of the roads, parking, etc, Cambria is in its own bubble. The Lords of SLO enter and leave and you do not seem to have any communication that I can see. And you do not have a goal/attempt to do so. City planning and futuring with the County do not seem to exist. The NCAC is a poor vehicle for doing so; they do not seem to have a Community Planning Consciousness either. Other than comments on projects as they roll by, who is trying to conceptualize or state the future and shape of what we want in Cambria?
- I don't know if this belongs in the core areas, but possibly a line somewhere about being strategic and forward thinking to address the changes/severe weather that will impact cambria due to a warming climate.

- Fire Protection Plan must include evacuation of residents. What is being done to increase efficient evacuation (incl.. emergency notification of residents, traffic control, additional routes/emergency roads/conduits to connect to Highway 1)?
- Specialty knowledge areas such as 'forest management' may require expert consultation and/or training of staff. We are not sure if this is being done.
- Far too many important infrastructure projects remain significantly delayed, largely due to the absence of dedicated human resources to professional Project Management. Please include in your strat plans either the hiring of a dedicated, experienced, certified PMP (Project Management Professional), reporting directly to the GM and with oversight of each Department's projects, including timetables, budgets, collaboration with key stakeholders, reporting, and other fundamentals of quality project management. OR...select an existing Staff member and PMP train them for this role, again reporting directly to the GM. No disrespect to existing Staff, but it's very clear the District lacks this essential role at present. It's the Board's responsibility to make it happen, not Staff.
- The "Strategic Goals" are Objectives not goals, they are measures of the actions taken to achieve the overall goals and should be followed by "Actions or Strategies" to achieve stated Objectives. Fire PREVENTION and EVACUATION must be included in your Core Areas
- Cambria doesn't need to dump more money into the East Ranch community park or build a skatepark. Focus on the Cambria Fire Department and provide the first responders with what they need to protect this community in the event of a wildfire.
- I am very concerned about the dry fallen trees and branches on the CCSD property behind my house! Worried about FIRE!
- FIRE THAT CONVICTED FELON THAT BILKED SAN SIMEON THAT YOU JUST HIRED FOR CAMBRIA!!! ARE YOU PEOPLE KIDDING?? DO YOUR DUE DILIGENCE AND FIND A QUALIFIED CANDIDATE THAT IS NOT A THIEF!!! WHEN YOU MAKE A BAD DECISION LIKE THIS IT MAKES US ALL WATCH AND QUESTION WHY YOU HOLD YOUR POSITIONS.
- As a long time part-time resident (since 1990) I feel like your vision and mission statements should be a bit more vibrant. My comments are not meant to be critical, but to help elevate the important work the CSD performs.
- I concur with the items listed here, but would add a couple of things. Essentially, as part of any strategic plan for local services I would submit this it is critical to incorporate a plan to engage and coordinate with community members to augment in times of emergency where available emergency and relief services might either be overwhelmed or unavailable. There is a deep reservoir of willing volunteers in this community with a very diverse range of skill sets that could be useful in maintaining and strengthening the resilience of this community.. We need look no further than the recent examples of Hurricane Helene and the Palisades fire to illustrate the need to incorporate this collective resource into any plans. Two suggested additions to the strategic plan come to mind: 1.) Expand the Cambria CERT team and make explicit plans to incorporate them under specified conditions and a clearly defined and understood scope. Incorporate CERT members into training with CFD, Sheriff Dept., and other first responders to build connections and ensure smooth interoperability. We won't have time to figure it out in a crisis. 2.) Resilient communications--actively invest in and, at the county level advocate for, and expanded network of local HAM radio operators. Experiences in Lahaina, Maui and rural North Carolina, particularly, have demonstrated that the HAM radio net is critically important, operating when cell towers are down or data cables have burned through. The county needs to focus effort on upgrading some of the local infrastructure. Investing in a mobile Starlink platform would also provide resilient broadband data communications for a modest expense. I hope that these suggestions are helpful.
- CCSD needs capital to invest in modernizing and improving water, wastewater, and fire safety/protection infrastructure. Cambria has a large source of unrealized value frozen in the difference between the current value of residential lots with no water meters and the increased expected market

value if those lots had firm commitments for water service. CCSD can raise the needed capital by granting the water wait listed lots firm service commitments and harvesting its share of the gains through updated connection fees, a share of the property tax increase, additional service charges and available special assessments. CCSD can choose a pay-as-you-go program or one in combination with a modest borrowing program to accelerate delivery of the improvements. As we have for many years, the owners of the wait-listed lots stand ready to assist CCSD with facilitating these opportunities. We would welcome an opportunity to meet with staff and present our ideas.

- CORE AREA: ADDITIONAL BUILDING & WATER AVAILABLE UP TO NUMBER 100.
- It's definitely a tricky situation when public comment turns into a platform for misinformation or misleading claims. I think it's important for the Board to balance allowing free expression with maintaining integrity in the discussion. One approach could be for the Board to publicly correct falsehoods during meetings, perhaps with a brief statement of facts, or follow up with written responses to clarify any misunderstandings. This could help maintain trust without stifling voices.
- We need to address the board regarding the situation with the 2024 Fire Fuel Hazard Reduction Program and the extortionist methods employed by Mr. McElhenie to collect the exorbitant and fraudulent bills presented by the Paradise Tree Service by assessing unreasonable fines and late fees. Why is it that the late fees for water and sewer are waived, yet the land owners are extorted to pay unreasonable fines and fees. Our letters, emails, and calls, to Mr. McElehnie and the board of directors expressing our concerns have been ignored. We need answers and we need action to make these wrongs right. The lot owners of Cambria are already contributing to the general funds via the "Waitlist Maintenance" fees. We would like to know what are these fees used for? We are tired of being treated with disrespect and being belittled by the extremist figures in the local government. The public demands a transparent audit of the contractor's invoicing and relationship with Mr. McElehnie.
- The Cambria Community Services District's Three-Year Strategic Goals, along with the accompanying Objectives and Objectives Status Report constitute the entirety of the CCSD Strategic Plan. This public input process has stopped short of giving the public the opportunity to fully address the entire Strategic Plan. Once the Mission Statement, Vision Statement, Core Values, and Core Areas are reviewed, revised, and adopted, the Objectives and associated Action Items will need to be updated (and some re-focused) as well. I trust that the Board will consider all of the input provided by all of us who love Cambria, and act collaboratively, open mindedly, and boldly to seize the opportunities and make the changes needed to address all of the needs of this community. Specifically, the Cambria of today and tomorrow needs to be much more resilient. We must not be limited by the mis-perception that we live in a closed system. Or, that our hands are tied by the resources we have had and the way things were done by previous boards or staff. This Board, General Manager, staff, and committee members have begun taking bold action to realize a more enjoyable, secure, resilient and sustainable future. This Board now has a chance to enhance our Vision, Mission, Values, and Core areas to permit the CDP for the water reclamation facility, build a portfolio of new water resources, repair and upgrade our infrastructure, protect our citizens from fire and flood, protect our sensitive environment, and bring in the funding to make these goals achievable without burdening our existing customers. We need to be open to utilizing more than our own rates and fees to fund this future. The folks who love Cambria, and own a piece of infill property here, are willing to pay their way to become homeowners here. Now is the time for this Board to take the olive branch and begin the conversations and develop a comprehensive plan that will set the stage to bring in the funds, friends, and neighbors this Community needs to achieve our Vision. The state of California (via SB 8, 9, and 10) and the County of San Luis Obispo have made it clear to the CCSD that there is a severe housing crisis in California and this County at all income levels, that infill development is the most environmentally benign way of addressing this crisis, and that Cambria needs to take positive steps to end the moratorium on infill development here. The Los Angeles fires have now further exacerbated this extreme situation. At the same time, this Board can support our entire

community by formalizing the Core Area of Flood Risk Mitigation and Management. No, we are not going to carry the burden of these efforts alone. Following the floods of 1995 and 2001, the SAN LUIS OBISPO COUNTY FLOOD CONTROL AND WATER CONSERVATION DISTRICT GUIDE TO IMPLEMENTING FLOOD CONTROL PROJECTS “Guide”, was forged and released on December 30, 2009, from the San Luis Obispo County Flood Control and Water Conservation District (SLOCFC&WCD). This document is our roadmap for dealing with future flood issues, and the SLOCFC&WCD will guide us and assist in staffing and funding the effort. We need to leverage those resources to protect our community. A detailed look into our path forward can be found in an attachment at the end of the meeting agenda of the November 5, 2024 Resources and Infrastructure Committee Meeting.

- I strongly oppose any attempt or plan to disband or exclude the WWL from the Strategic Plan. The Strategic Plan's goal and its obligation is a commitment to supply sufficient water to not only existing users but equally to the lot owners on the WWL. Lot owners are part of the community. Therefore including the WWL on the same priority level as existing users should not only continue to be part of the Strategic Plan going forward but clearly the right position of the Strategic Plan to uphold.
- Goals and best intentions do not assure a safe and viable community?
- PUBLIC PARTICIPATION: Please revisit the meeting change to a single, six-hour meeting each month. No one is at their best four or five hours into a meeting. The length intimidates Cambrians from participating. The resulting agendas, hundreds of pages, also discourage public participation. While two, shorter meetings a month are inconvenient for General Manager McElhinney in meetings the obligations of his other job, public meetings should accommodate Cambria residents and ratepayers.