

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



CAMBRIA COMMUNITY SERVICES DISTRICT

I, Donn Howell, President of the Cambria Community Services District Board of Directors, hereby call a Special Meeting of the Board of Directors pursuant to California Government Code Section 54956. The Special Meeting will be held: **Monday, January 24, 2022, 9:00 AM**. The purpose of the Special Meeting is to discuss or transact the following business:

AGENDA

SPECIAL MEETING OF THE CAMBRIA COMMUNITY SERVICES DISTRICT BOARD OF DIRECTORS

Monday, January 24, 2022, 9:00 AM

Please click the link below to join the webinar:

<https://us06web.zoom.us/j/89710200785?pwd=TM1DbTdHK3lrTVA0WGgzZmp0MFdzUT09>

Passcode: 002285

Or One tap mobile:

US: +16699006833,,89710200785# or +13462487799,,89710200785#

Or Telephone:

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

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

Webinar ID: 897 1020 0785

International numbers available: <https://us06web.zoom.us/j/89710200785?pwd=TM1DbTdHK3lrTVA0WGgzZmp0MFdzUT09>

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

TUESDAY, JANUARY 25, 2022, 8:30 a.m.

Please use the telephone link below to listed to the meeting:

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

Meeting ID: 749 015 0502

Passcode: 4449519

1. OPENING

A. Call to Order

B. Pledge of Allegiance

C. Establishment of Quorum

2. PUBLIC COMMENT ON AGENDA ITEMS

3. REGULAR BUSINESS

- A.** Discussion and Consideration of Strategic Plan Status Report and Update
- B.** Receive Community Input for Strategic Plan
- C.** On Tuesday, January 25, 2022 the Board of Directors will Hold an Adjourned Special Meeting to Facilitate a Workshop for Development of the District's Strategic Plan
- D.** Discussion and Consideration to Set a Date for the Next Strategic Planning Workshop

4. ADJOURN

CAMBRIA COMMUNITY SERVICES DISTRICT

TO: Board of Directors

AGENDA NO. **3.A.**

FROM: John F. Weigold IV, General Manager

Meeting Date: January 24, 2022Subject: Discussion and Consideration of
Strategic Plan Status Report and
Update

RECOMMENDATIONS:

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

FISCAL IMPACT:

There is no fiscal impact associated with this item.

DISCUSSION:

The Board held a special meeting on July 30, 2021 and adjourned to August 3, 2021 to update the strategic plan. This included a review and update of the goals for the next three years and underlying objectives to be accomplished over the next six months.

Staff recommends that the Board review, discuss, and consider the Strategic Plan status report. The Board will utilize this report as it considers an update to the Strategic Plan as part of its meeting today, Monday, January 24, 2022 and on Tuesday, January 25, 2022.

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

Attachments:

1. 2021 Strategic Plan and Board Goals and Objectives
2. Social Media Policy
3. Finance Ad Hoc Report – Underfunded, Under-Resourced and Under-staffed Services, attached table, and CIP list

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

2 August 2021 – 24 January 2022

THREE-YEAR GOAL: INCREASE AND IMPROVE COMMUNICATION WITH THE PUBLIC						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the August 12, 2021 Board meeting	GM John Weigold IV	Present to the Board for consideration a policy regarding CCSD communications with the public through social media.	X			Adopted by CCSD Board at its 9/16 meeting.
2. By Feb 15, 2022	GM John Weigold IV	Develop a public outreach program, including a proactive communications plan and administrative procedure to ensure all news and updates are written with a consistent voice and format.			X	In progress following Board approval of the CCSD Social Media Policy on 9/16. Draft policy under review by GM.

THREE-YEAR GOAL: ACHIEVE AND SUSTAIN ADEQUATE FINANCIAL RESOURCES TO FULFILL THE MISSION						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By Jan. 20, 2022	GM John Weigold IV and Finance Manager Pamela Duffield (co-leads), working with the Finance Committee	Identify potential funding resources to address underfunded, under-resourced and understaffed services/support needs and present to the Board of Directors for discussion and possible consideration.	X			Finance ad hoc committee provided draft final report to the Finance Committee at its 9/28 meeting which was approved to present as a final report at the 11/10 Board meeting. Finance Committee re-reviewed on 12/14 and submit to the Board at 1/20/22 meeting.
2. By June 30, 2022	GM John Weigold IV and Finance Manager Pamela Duffield	Complete the Tyler Financial System Implementation.			X	In progress. Completion approximately June 30, 2022.
3. By Mar. 15, 2022	GM John Weigold IV and Finance Manager Pamela Duffield (co-leads), working with the Finance Committee	Identify potential structural changes to address underfunded, under-resourced and understaffed services/support needs and present to the Board of Directors for discussion and possible consideration.		X		Finance ad hoc committee was formed at the 10/26 Finance Committee meeting. Confirmed 3-member committee at 12/14 FC meeting (added third member). Initial work started.

THREE-YEAR GOAL: ACHIEVE A BALANCED POLICY FOR GROWTH AND RESOURCES						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. October 2021	Directors Farmer and Gray	Establish an ad hoc committee whose charge would be to develop a strategy to get community input regarding achieving a balanced policy for growth and resources, including natural resources.	X			Directors Farmer and Gray met on 10/22/21. Director Farmer to provide summary regarding Forest management to Board. Director Gray to set up a forest management structure.
2. June 30, 2022	Utilities Dept. Manager Ray Dienzo - lead, working with Staff & Board ad hoc (Donn Howell & Cindy Steidel)	Present to the Board of Directors a process to address policy recommendations for accessory dwelling units (ADU) and affordable housing.			X	Staff coordinating with the County. A long-term policy recommendation may be delayed until the end of the year. Discussion regarding an interim policy may be appropriate.

THREE-YEAR GOAL: DEVELOP AND IMPLEMENT A LONG-TERM INFRASTRUCTURE AND RESOURCES PLAN						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. February 17, 2022	CCSD Dir. Karen Dean and Utilities Dept. Manager Ray Dienzo (co-leads), working with GM John Weigold IV and the R & I Committee	Prioritize short term infrastructure requirements for future resourcing and present to the Board of Directors for review and possible consideration.			X	R&I Committee formed two ad hoc committees (Enterprise and Admin fund ad hocs) at their 9/13 meeting and both ad hocs met on Oct 7. Additional meetings were held on 10/26 and 10/29 to prioritize the WWTP CIP list and reordered the ECMs. Next step is to continue with Water and WRF CIP lists. No meetings held on November due to CCSD trial. Admin ad hoc work complete. Enterprise ad hoc work to be completed by 2/7.
2. TBD Contingent upon completion of financing package and analysis.	Utilities Dept. Manager Ray Dienzo, working with the R&I Committee	Prioritize the remaining non-funded Utility Department SST/IGA projects' requirements for future resourcing.			X	R&I Committee formed ad hoc committees at their 9/13 meeting and met on Oct 14. Next meeting is scheduled for Oct 20. Further work on this item is pending SST financing.

3. May 19, 2022	CCSD Dir. Karen Dean, working with the R&I Committee	Coordinate and review the asset management for all CCSD departments. (Action and Timing Dependent upon implementation of applicable elements of the Tyler System).			X	Ad hoc formed by R&I and will coordinate with Utilities Department. Start in 1 st quarter 2022. *Revisit during workshop to address output
4. TBD	CCSD Dir. Karen Dean, working with the R&I Committee	Prioritize long term infrastructure requirements for future resourcing				Contingent upon completion of financing package and analysis.

THREE-YEAR GOAL: ACHIEVE COMMUNITY PREPAREDNESS FOR WILDFIRES AND OTHER EMERGENCIES						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. March 17, 2022	Fire Chief William Hollingsworth	Meet and confer to review and update the adopted Multi-Jurisdictional Hazard Mitigation Plan for Cambria, and report results to the CCSD Board.			X	Initial planning meeting scheduled for 11/4 to assign job responsibilities for members of CCHD and CCSD. Draft complete.
2. TBD	Facilities and Resource Manager Carlos Mendoza, working with Executive Dir. of the Friends of the Fiscalini Ranch	Look at options to update the Forest Management Plan for the Fiscalini Ranch and present the options to the Board of Directors of the Friends of the Fiscalini Ranch (FFRP), who will discuss funding at a future meeting.			X	At its 9/16 meeting the Board set aside this objective until other related strategic plan actions are more mature, resolved and a resolution relative to the Forest ad hoc committee is established.
3. April 21, 2022	Establish Board Ad Hoc Committee comprised of Directors Tom Gray and Karen Dean as lead, working with Dave Pierson, the Fire Safe Focus Group, and Chief Hollingsworth.	Identify potential additional evacuation routes and capabilities, supporting relevant grant applications and report results to the CCSD Board		X		Ad hoc committee met on 11/4 and outlined assignments. Met 12/2 and 12/15. Cal Poly working on report due to be completed by early Feb. Creating pamphlet for Cambria visitors.

<p>4. July 15, 2022</p>	<p>Fire Chief William Hollingsworth working with Dave Pierson and District Counsel</p>	<p>Research and develop a Defensible Space Ordinance for the community of Cambria and present it to the Board for consideration.</p>				<p>Held at least two meetings in the past year for fact-finding. Start estimated April 2022.</p>
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POLICY TITLE: Social Media Policy
POLICY NUMBER: 2415

2415.1 Purpose:

The policy outlines the protocol and procedures for use of social media to publicize Cambria Community Services District (“District”) services, news, announcements and events. In addition, this policy addresses the responsibilities of District employees and District officials, as well as consultants and contractors performing work on behalf of the District, with regard to social media and the use of District resources (time/equipment), as well as responsibilities related to the public records and open meeting laws.

2415.2 Definitions:

- a) Social Media: Various forms of discussions and information-sharing, including social networks, blogs, video sharing, podcasts, wikis, message boards, and online forums. Technologies include: picture-sharing, wall-postings, fan pages, email, instant messaging and music-sharing. Examples of social media applications include but are not limited to Google and Yahoo Groups, (reference, social networking), Wikipedia (reference), NextDoor (social networking), Facebook (social networking), YouTube (social networking and video sharing), Flickr, (photo sharing), Twitter (social networking and microblogging), LinkedIn (business networking), and news media comment sharing/blogging.
- b) Social Networking: The practice of expanding business and/or social contacts by making connections through web-based applications. This policy focuses on social networking as it relates to the Internet to promote such connections for District business and for employees, elected and appointed officials who are using this medium in the conduct of official District business.
- c) “Posts” or “postings” means information, articles, pictures, videos, or any other form of communication posted on a District social media site.

Policy:

2415.3 No District social media site may be created without the prior written approval of the General Manager or his or her designee. All District social media sites created on behalf of the District, by its employees on District time, or using other District resources are the property of the District and shall be administered and regularly monitored by the General Manager or his/her designee. These social media sites shall be used to help inform the public about District business, services, news and events. Individual departments may have their own pages/sites, subject to General Manager approval. Individual departments wishing to add content to District social media sites shall submit a request to the General Manager. The District’s website, www.cambriacsd.org, will remain the location for content regarding District business, services and events. Whenever possible, links within social media formats should direct users to the District website for more information, forms, documents, or online services necessary to conduct business with the District. District social media sites shall clearly state that such sites are maintained by the District and that the sites comply with this Social Media Policy.



2415.4 District employees and appointed and elected officials shall not disclose information about confidential District business on the District's social media sites, personal social media sites, or otherwise.

In addition, all use of social media sites by elected and appointed officials shall be in *compliance with California's Brown Act*, which prohibits serial meetings of a majority of the Board or another legislative body of the District via email or other electronic means. In this regard, reference is made to Government Code section 54952.2, which has been amended and clarifies that a member of a legislative body may communicate on social media platforms to answer questions, provide information to the public or to solicit information from the public regarding a matter within the legislative body's subject matter jurisdiction. But those communications are only allowed if members of the same legislative body do not use a social media platform to discuss official business among themselves. "Discuss among themselves" means making posts, commenting, and even using digital icons that express reactions to communications (i.e., emojis) made by other members of the legislative body.

Government Code Section 54952.2(b) ¹ (3) also prohibits a member of a legislative body from responding "directly to any communication on an Internet-based social media platform regarding a matter that is within the subject matter jurisdiction of the legislative body that is made, posted, or shared by any other member of

¹ (b) (1) A majority of the members of a legislative body shall not, outside a meeting authorized by this chapter, use a series of communications of any kind, directly or through intermediaries, to discuss, deliberate, or take action on any item of business that is within the subject matter jurisdiction of the legislative body.

(2) Paragraph (1) shall not be construed as preventing an employee or official of a local agency, from engaging in separate conversations or communications outside of a meeting authorized by this chapter with members of a legislative body in order to answer questions or provide information regarding a matter that is within the subject matter jurisdiction of the local agency, if that person does not communicate to members of the legislative body the comments or position of any other member or members of the legislative body.

(3) (A) Paragraph (1) shall not be construed as preventing a member of the legislative body from engaging in separate conversations or communications on an internet-based social media platform to answer questions, provide information to the public, or to solicit information from the public regarding a matter that is within the subject matter jurisdiction of the legislative body provided that a majority of the members of the legislative body do not use the internet-based social media platform to discuss among themselves business of a specific nature that is within the subject matter jurisdiction of the legislative body. A member of the legislative body shall not respond directly to any communication on an internet-based social media platform regarding a matter that is within the subject matter jurisdiction of the legislative body that is made, posted, or shared by any other member of the legislative body.

(B) For purposes of this paragraph, all of the following definitions shall apply:

(i) "Discuss among themselves" means communications made, posted, or shared on an internet-based social media platform between members of a legislative body, including comments or use of digital icons that express reactions to communications made by other members of the legislative body.

(ii) "Internet-based social media platform" means an online service that is open and accessible to the public.

(iii) "Open and accessible to the public" means that members of the general public have the ability to access and participate, free of charge, in the social media platform without the approval by the social media platform or a person or entity other than the social media platform, including any forum and chatroom, and cannot be blocked from doing so, except when the internet-based social media platform determines that an individual violated its protocols or rules.



the legislative body.” Therefore, if one Board or Committee or Commission Member posted a comment in response to another Member’s social media post about a District issue, it would be a Brown Act violation.

Employees and elected or appointed officials’ posts to non-District social media sites are a reflection of their own views and not necessarily those of the District and should not suggest otherwise.

2415.5 Posting/Commenting Guidelines:

- a) Postings made by the District to social media sites should contain information and content that has already been published or broadcast by the District. The District will not comment on other social media member’s sites. All official social media postings by the District will be done solely on the District’s social media sites. Officers, employees and agents of the District representing it on District social media sites shall conduct themselves professionally and in accordance with all District policies. All District social media sites shall use authorized District contact information for account set-up, monitoring and access. Personal email accounts or phone numbers may not be used to set up, monitor, or post to a District social media platform.
- b) The District reserves the right to remove from its social media sites content that it finds to violate this policy or applicable law. Any participants on the District’s social media sites who are in continual violation of the postings/commenting guidelines may be barred from further use of the District’s site. The District will only post photos for which it has copyright or the owner’s permission.
- c) District social media platforms are subject to the California Public Records Act. Any content maintained on a District social media site that is related to District business, including a list of subscribers, posted communication, and communication submitted for posting, may be considered a public record and subject to public disclosure. All postings on District social media sites shall be sent to a District email account and maintained consistently with the Public Records Act, provided, however, that any material removed from a District social media site consistently with this policy shall be considered a preliminary draft, note or memorandum not retained by the District in the ordinary course of business and shall not constitute a public record of the District required to be retained consistently with the District’s records retention schedules.
- d) Chat functions in any social media sites should not be used.
- e) Links to all social media networks to which the District belongs will be listed on the District’s website. Interested parties wishing to interact with these sites will be directed to visit the District’s website for more information on how to participate.
- f) The District reserves the right to terminate any District social media site without notice or to temporarily or permanently suspend access to District social media as to some or all persons at any time. The District reserves the right to implement or remove any functionality of its social media platforms, in the discretion of the General Manager or his or her designee. This includes, but is not limited to, information, articles, pictures, videos, or any other form of communication that can be posted on a District social media platform
- g) District social media sites may contain content, including but not limited to, advertisements or hyperlinks over which the District has no control. The District does not endorse any hyperlink or advertisement placed on District social media sites by the social media site’s owners, vendors, or partners.



- h) Any person authorized to post items on any of the District's social media platforms shall review, be familiar with, and comply with this Policy and each social media platform's terms and conditions of use.
- i) Any person authorized to post items on behalf of the District to any of the District's social media platforms shall not express personal views or concerns through such postings. Instead, postings on any of the District's social media platforms on behalf of the District shall only reflect the views of the District.
- j) Posts must contain information that is freely available to the public and not be confidential as defined by any District policy or county, state or federal law.
- k) Posts may NOT contain any personal information, except for the names of persons being available for contact by the public as representatives of the District. Posts to District social media sites shall NOT contain any of the following:
- 1) Comments that are not topically related to the information commented upon;
 - 2) Comments in support of, or opposition to, political campaigns, candidates or ballot measures;
 - 3) Profane language or content;
 - 4) Content that promotes, fosters, or perpetuates discrimination on the basis of race, creed, color, age, religion, gender, marital status, or status with regard to public assistance, national origin, physical or mental disability or sexual orientation, or any other category protected by federal, State, or local law;
 - 5) Sexual content or links to sexual content;
 - 6) Solicitations of commerce;
 - 7) Conduct or encouragement of illegal activity;
 - 8) Information that may tend to compromise the safety or security of the public or public systems;
 - 9) Content that violates a legal ownership interest of any other party;
 - 10) Comments that are abusive, hateful, or intended to defame anyone or any organization;
 - 11) Comments with violent or threatening content; or
 - 12) Content advocating for alteration of hours, wages, and terms and conditions of employment (applies to District employees only).

Procedures:

- 2415.6 The General Manager or his designee will be responsible for responding to comments and messages as appropriate. The District will direct users to the District's website for more information, forms, documents or online services necessary to conduct business with the District.
- 2415.7 The District may invite others to participate in its social media sites. Such invitations will be based upon the best interest of the District as determined by the General Manager or his or her designee.

Responsibilities:

- 2415.8 It is the responsibility of employees and appointed and elected officials to understand the procedures as outlined in this policy.
- 2415.9 Employees who are not designated by the General Manager to access social media sites for District business are prohibited from accessing social media sites utilizing the District computer



equipment and/ or the District's web access. While at work, employees who are not granted access via District systems and computing equipment may use personal computing devices and personal web accounts to access social media sites only during non-working hours such as lunch periods and breaks. State law provides that more than occasional or incidental personal use of District resources is a crime.

- 2415.10 The General Manager will determine if a requested use of District social media sites or other District resources is appropriate and complies with this policy.
- 2415.11 All content on District social media sites must comply with District web standards, the rules and regulation of the social media site provider, including privacy policies, and applicable law. Employee or District confidentiality shall be maintained in accordance with all applicable laws and District policies. If a question arises regarding the use or posting of confidential information on a social media site, the matter shall be referred to the General Manager. The information in question shall not be posted, or if already posted, shall be removed until an opinion is rendered by General Manager or, at his or her request, Legal Counsel. Notwithstanding the opinion of the District counsel, the General Manager reserves the right to restrict or remove District information from a District social media site if the General Manager concludes the information does not serve the best interest of the District.
- 2415.12 All social media-based services to be developed, designed, managed by or purchased from any third-party source for District use requires appropriate budget authority and approval from the Board of Directors, in accordance with the District's Purchasing Policy.
- 2415.13 The CCSD Board of Directors reserves the right to change, modify, or amend all or part of this policy at any time.

CCSD Finance Committee Ad Hoc Subcommittee Report on Potential Funding Resources for Unfunded/Underfunded/Understaffed activities.

On February 11, 2021, the CCSD Board of Directors adopted a strategic plan goal to “achieve and sustain adequate financial resources to sustain the mission.” The Finance Committee has been directed to address two objectives related to that goal. The following is the first of two reports related to that strategic plan goal.

The first of these objectives is to “identify potential funding resources to address underfunded, under-resourced and understaffed services/support needs and present to the Board of Directors for discussion and possible consideration.” To carry out this task, the Committee named an ad hoc subcommittee made up of Committee members Marvin Corne, Dewayne Lee and Mary Maher. The following report was prepared by the ad hoc subcommittee and was approved by the full Committee on Sept. 28, 2021, for referral to the CCSD Board.

The second objective assigned to the Committee is to “identify structural changes to address underfunded, under-resourced and understaffed services/support needs and present to the Board of Directors for discussion and possible consideration.” The Committee will be appointing a new ad hoc subcommittee for that task.

Summary of Recommendations:

- Hold a roundtable with community leaders to discuss district financial situation to get their input on alternate ways to achieve results.
- Identify and apply for grants in each area of responsibility. Report out to the CCSD general manager and/or the finance committee.
- Consider merging the fire department with another such as SLO County Fire or CalFire.
- Share existing training facilities with other fire departments in the area.
- Finance top priority expenditures instead of buying outright.
- Share resources across departments or hire temporary workers instead of hiring additional full-time employees.
- Discourage establishment of homeless encampments. Seek state/county reimbursement for homeless encampment expenses.
- Seek state/county reimbursement for storm damage expenses.
- With the assistance and cooperation of other civic and community groups, establish an independent 501(c)(3) entity to conduct fund-raising for the Vets Hall repairs and assume the management and maintenance of the facility.
- Review all fees relative to the use of the Veterans Hall for opportunities to increase revenue.

- Meet with the senior management of Friends of the Fiscalini Ranch Preserve to reach agreement on an ongoing maintenance and funding plan.
- Pursue reimbursement for services provided on property owned by SLO county.
- Work with the county to ensure that CCSD receives a portion of the SLO County Transient Occupancy Tax (TOT).
- Identify savings through efficiency and elimination of waste in each department and consider outsourcing appropriate tasks.

Report Preparation and General Recommendations:

Each CCSD Department Manager submitted a list of his/her department's needs that fell into the category of unfunded, under-funded, or understaffed. These needs were then prioritized as

1. Needed now or within next 6 months
2. Needed within 6-12 months
3. Beyond 12 months

The items were further identified as "one-time only" or "ongoing" (See attached list).

Once the funding gaps were identified, the committee was to seek possible solutions which might include cost savings, new sources of revenue or the development of new or enhanced public-private partnerships. An ad hoc subcommittee of the Finance committee was formed to work with the CCSD Finance Manager in the pursuit of this goal.

The decision was made that this group should narrow its focus to concentrate on the General Fund areas -- specifically Fire Dept., Facilities & Resources and Parks, Recreation & Open Spaces.

As the group began its analysis of the issues, it became apparent that there is insufficient revenue for the District to provide the same or expanded services at the level desired by the CCSD department managers.

The first recommendation is that a roundtable meeting be held with a group of the most influential members of the community (i.e., leaders of the major civic organizations, FFRP, Chamber of Commerce, Lions Club, Greenspace, American Legion, etc.). The participants should be made aware of CCSD's financial challenges, and their assistance sought to identify possible courses of action.

Obviously, every possible grant opportunity for each of the various areas should be explored.

Recommendations for Departmental Priorities:

Fire Department

Priority 1

A grant for the additional 3 firefighters has been approved, providing a short-term solution for three years. Grants for some of the other needs may also be available. However, for the long-term, the Board of Directors must decide to what level they wish to staff and equip the fire department. The only viable and sustainable source of additional revenue is an increase to property taxes.

Priority 2

Many, if not most of the priority 2 items can be funded in the normal budgeting process with exception of the addition of clerical staff. Perhaps the need for a clerical staff addition can be met by sharing resources with other departments.

The department should investigate the sharing of an existing training facility with other fire departments in the area rather than invest in creating its own.

The new fire engine, if needed, may be financed.

Priority 3

The further addition of staff falls into the same scenario as in Priority 1, requiring fire benefit assessment increases.

Financing of the generator might be obtained.

The water tender is far enough in the future that a dedicated reserve may be created to prepare for the purchase.

As for the expansion of the fire station, without a windfall grant of some kind it is unlikely that funds will be available for this project in the foreseeable future.

As a strategic alternative, the board should consider merging the fire department with another such as SLO County Fire or CalFire.

Facilities and Resources

Priority 1

Consider adding the additional maintenance worker at a lower job grade to reduce the initial expense or utilize part-time or temporary help.

Seek grants to assist with the weed abatement and tree removal

Continue to pursue county, state and federal assistance with the storm damage expenses

Vets Hall: The combined priority 1,2 and 3 Vets Hall repair projects total \$375,000. This is a result of deferring needed maintenance over a long period of time. CCSD should consider enlisting the help of other civic organizations or citizens groups to form an independent 501(c)3 foundation to “save the hall.” The foundation could then launch a community fund-raising effort to make the necessary repairs and assume the management and maintenance responsibility going forward. An alternative short-term solution might be to attempt to secure a loan on the building to fund the repairs. In the meantime, CCSD staff should review all fees relative to the use of the Veterans Hall for opportunities to increase revenue.

Homeless Encampment: Every effort should be made to discourage these encampments. Seek grants or other financial assistance from the county and state to defray the expense associated with these encampments.

Fiscalini Ranch Preserve: It is recognized that Fiscalini Ranch Preserve is a treasure for Cambrians and visitors alike and every effort must be made to maintain and preserve it. The combined Priority 1 and 2 needs on the list total \$1.5 million. CCSD alone does not have the ability to acquire this amount. It must rely on grants or financial assistance from other entities. Senior Management of CCSD should meet with the Senior Management of Friends of Fiscalini Ranch Preserve to review and, if necessary, update the Ranch Management Plan that was implemented in 2003. The objective of the meeting would be to reach agreement on a realistic maintenance and funding plan.

Vacant lots owned by CCSD: Attempt to divest as many of these lots as possible. Seek volunteer labor in the maintenance of these properties (i.e., an “adopt a lot” program). No additional real estate should be accepted by CCSD without guaranteed funding for its maintenance.

Other: CCSD personnel perform a considerable amount of maintenance and service on property owned by SLO County or other agencies. Efforts should be made to ensure that the District is reimbursed for those services or stop performing them and deploy resources elsewhere.

PROS

Parks, recreation, and open-space projects on the list are all very desirable but, without major grant opportunities, funds to execute these projects are unlikely to become available in the foreseeable future.

One possible revenue source, albeit a small one, might be to seek a share of the SLO County Transient Occupancy Tax (TOT). The county collects a 12.5% lodging tax of which 1.5% is used to promote tourism. The PROS resources and activities support tourism; therefore CCSD should be entitled to a portion of the tax revenue. SLO County says the remainder of the TOT goes for other public services. Again, CCSD performs some of those services and should be compensated accordingly.

Administration

Most of the Administration needs can be funded through the normal budgeting process except for an Administration Office Building. A specific reserve should be established to begin accumulating funds for this purpose.

Conclusion

As an unincorporated community services district, CCSD is limited in its ability to raise revenue. As in the private sector, the first step toward achieving and maintaining financial stability is to look for savings through efficiency and eliminating waste. Since Cambria is a no-growth community and, in fact, has lost population in the last decade, there should be an opportunity to reduce rather than increase personnel.

The implementation of new technologies should enable additional efficiencies.

Wherever practical, outsourcing should be considered as a means to reduce headcount. An additional benefit from outsourcing is the elimination of the need to purchase and maintain equipment.

District staff is encouraged to examine every activity for possible cost savings. Cross-training of employees and sharing of vehicles and equipment between departments is a good starting point.

Cambridia Community Services District
Strategic Plan - Achieve and Sustain Adequate Financial Resources to Fulfill the Mission
Task #1 - Identify Underfunded, Under-resourced and Under-staffed Services
Due Date - April 1, 2021, Updated July 27, 2021

Fund	Department	Source	Priority	Budget Item Request Description	Line Item Request Amount	FY 2021/2022		Ongoing Expense (Y/N)
						FY 2021/22 Funded Amount	FY 2021/22 Unfunded Amount	
General	Fire	Budget Funded	1	Radio System Upgrade (Grant Failed with County OES)	30,000	30,000	-	N
General	Fire	Budget Unfunded	1	Addition of 3 Firefighters (Step E Salary & Benefits) 3 Staff - Replaces the reserve firefighter program and provides 3 staff on engine at one time. (current is 2 FTE and 1 reserve firefighters)	361,200	-	361,200	Y
General	Fire	Budget Unfunded	1	Zoll X Series EKG (Grant Offset)	40,000	40,000	-	N
General	Fire	Budget Unfunded	1	Station Security Upgrade - Phase I of III	80,000	20,000	60,000	Y
Priority 1 Sub-Total					511,200	90,000	421,200	
General	Fire	Budget Unfunded	2	Fuel Station Computer Replacement (Delayed in FY 19/20)	14,000	14,000	-	N
General	Fire	Budget Unfunded	2	Addition of Clerical Assistant	74,799	-	74,799	Y
General	Fire	Under Funded	2	2021 Storm Damage	42,975	12,000	30,975	N
General	Fire	Under Funded	2	Hose Replacement - Per NFPA Guidelines (current 30+ yrs)	30,000	-	30,000	N
General	Fire	Under Funded	2	2nd Set of Turnout Uniforms for FF - Per NFPA (13 sets)	26,000	-	26,000	N
General	Fire	Under Funded	2	Training Facility for Firefighters	50,000	-	50,000	N
General	Fire	Under Funded	2	Unimproved Property for Training Facility	50,000	-	50,000	N
General	Fire	Under Funded	2	Fire Station Painting Exterior & Garages	20,000	-	20,000	N
General	Fire	Under Funded	2	Fire Engine Type 3 (FY 2022/2023)	400,000	-	400,000	N
General	Fire	Under Funded	2	Truck - Utility with Buildout (Loan Offset)	50,000	50,000	-	N
Priority 2 Sub-Total					757,774	76,000	681,774	
General	Fire	Budget Unfunded	3	CERT (New GL Acct Fmly 6220A)	5,500	3,605	1,895	Y
General	Fire	Under Funded	3	Fire Prevention Officer (Paramedic/Captain)	168,000	-	168,000	Y
General	Fire	Under Funded	3	Additional Storage Shed & Foundation	8,000	8,000	-	N
General	Fire	Under Funded	3	Fire Station Addition for Residential Wing/Admin Office	3,000,000	-	3,000,000	Y
General	Fire	Under Funded	3	Water Tender (FY 2031/2032)	250,000	-	250,000	N
General	Fire	Under Funded	3	Vehicle Equipment Reserve - Annual	50,000	-	50,000	Y
General	Fire	Under Funded	3	Emergency Generator Replacement	100,000	-	100,000	N
General	Fire	Under Staffed	3	Addition of 3 Firefighters (Step E Salary & Benefits) 4 Staff - Replaces the reserve firefighter program and provides 4 staff on engine at one time. (current is 2 FTE and 1 reserve firefighters)	361,200	-	361,200	Y
Priority 3 Sub-Total					3,942,700	11,605	3,931,095	
Fire Department - Sub-Total					5,211,674	177,605	5,034,069	
General	Fac & Res	Budget Unfunded	1	Addition of Maintenance Worker (Step E & Benefits)	92,603	-	92,603	Y

Cambridria Community Services District
Strategic Plan - Achieve and Sustain Adequate Financial Resources to Fulfill the Mission
Task #1 - Identify Underfunded, Under-resourced and Under-staffed Services
Due Date - April 1, 2021, Updated July 27, 2021

Fund	Department	Source	Priority	Budget Item Request Description	Line Item Request Amount	FY 2021/2022		Ongoing Expense (Y/N)
						FY 2021/22 Funded Amount	FY 2021/22 Unfunded Amount	
General	Fac & Res	Budget Unfunded	1	Buildings & Grounds Increase for weed abatement & tree removal	120,000	-	120,000	Y
General	Fac & Res	Budgeted	1	Temporary Services (6 mos)	24,000	8,000	16,000	Y
General	Fac & Res	Under Funded	1	2021 Storm Damage	269,750	48,500	221,250	N
General	Fac & Res	Under Funded	1	Vets Hall - Priority 1 Projects	116,500	15,000	101,500	Y
General	Fac & Res	Under Funded	1	Rodeo Grounds Shop Building - Annual CIP Budget	30,000	-	30,000	Y
General	Fac & Res	Under Fund/Res/Staff	1	Homeless Encampment	150,000	60,000	90,000	Y
General	Fac & Res	Under Fund/Res/Staff	1	Vacant Lot Maintenance (450 +/- Lots)	80,973	80,973	-	Y
Priority 1 Sub-Total					883,826	212,473	671,353	
General	Fac & Res	Under Funded	2	Vets Hall - Priority 2 Projects	112,500	-	112,500	Y
General	Fac & Res	Under Funded	2	Community Park/Dog Park Maintenance	14,100	14,100	-	Y
General	Fac & Res	Under Fund/Res/Staff	2	Ranch Staffing/Maintenance	500,000	-	500,000	Y
General	Fac & Res	Under Fund/Res/Staff	2	Public Restrooms (Monthly cleaning, supplies, repairs, staffing)	36,336	36,336	-	Y
Priority 2 Sub-Total					662,936	50,436	612,500	
General	Fac & Res	Under Funded	3	Street Lighting - Annual Electricity, Maintenance	16,200	16,200	-	Y
General	Fac & Res	Under Funded	3	Vets Hall - Priority 3 Projects	145,500	-	145,500	Y
General	Fac & Res	Under Funded	3	Public Restroom & Parking Lot - Annual CIP Budget	5,000	-	5,000	Y
General	Fac & Res	Under Funded	3	Cross Town Trail, Santa Rosa Creek Trail Systems	6,375	6,375	-	Y
General	Fac & Res	Under Funded	3	Cross Town Trail, Santa Rosa Creek Trail Systems- Asphalt Maint	50,000	-	50,000	Y
General	Fac & Res	Under Funded	3	Pocket Parks Maintenance - Moonstone Beach & Bridge/Center	1,000	1,000	-	Y
General	Fac & Res	Under Funded	3	Banner Program for Non-Profits	1,000	-	1,000	Y
General	Fac & Res	Under Funded	3	Trash Enclosures - Decorative Planters Annual Replacement	35,000	-	35,000	Y
General	Fac & Res	Under Fund/Res/Staff	3	Ranch Mgmt Plan Projects, Forest Mgmt & Restoration	1,000,000	-	1,000,000	N
Priority 3 Sub-Total					1,260,075	23,575	1,236,500	
Facilities & Resources Department Sub-Total					2,806,837	286,484	2,520,353	
General	PROS	Budget Unfunded	3	Community Park Phase II - Design	10,000	-	10,000	N
General	PROS	Under Funded	3	Skatepark - CIP for Construction	350,000	7,215	342,785	N
General	PROS	Under Funded	3	Fiscalini Ranch Restroom - CIP for Construction	220,000	14,925	205,075	N
General	PROS	Under Funded	3	Community Park Plan- CIP for Construction	3,000,000	-	3,000,000	N
General	PROS	Under Funded	3	Community Park Plan- CIP for Construction (Land Only)	1,000,000	-	1,000,000	N

Cambria Community Services District
Strategic Plan - Achieve and Sustain Adequate Financial Resources to Fulfill the Mission
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Due Date - April 1, 2021, Updated July 27, 2021

Fund	Department	Source	Priority	Budget Item Request Description	Line Item Request Amount	FY 2021/2022		Ongoing Expense (Y/N)
						FY 2021/22 Funded Amount	FY 2021/22 Unfunded Amount	
Priority 3 Sub-Total					4,580,000	22,140	4,557,860	
PROS Department Sub-Total					4,580,000	22,140	4,557,860	
General	Admin	Under Funded	1	Consultant Services for Redistricting	3,600	3,600	-	N
Priority 1 Sub-Total					3,600	3,600	-	
General	Admin		2		-	-	-	N
Priority 2 Sub-Total					-	-	-	
General	Admin	Budget Unfunded	3	Clerical Assistant Part-Time to Full Time (Step E & Benefits)	44,879	-	44,879	Y
General	Admin	Under Funded	3	Replace District Car (FY 2022 or 2023)	30,000	-	30,000	N
General	Admin	Under Funded	3	Administrative Office Building	400,000	-	400,000	N
General	Admin	Under Funded	3	Administrative Office - Leased Space Carpet	25,000	-	25,000	N
Priority 3 Sub-Total					499,879	-	499,879	
Administrative Department Sub-Total					503,479	3,600	499,879	
Total General Fund					13,101,991	489,829	12,612,161	
Water	Water	Under Funded	1	CIP Priority 1 Projects	1,570,527	579,649	990,878	Y
Priority 1 Sub-Total					1,570,527	579,649	990,878	
Water	Water	Under Funded	2	CIP Priority 2 Projects	633,000	-	633,000	Y
Water	Water	Under Funded	2	Cover for Sheltering of Equipment at Plant (50%)	15,000	15,000	-	N
Water	Water	Under Funded	2	AWIA (American Water Infrastructure Act) Vulnerability Assessment	5,000	5,000	-	N
Water	Water	Under Funded	2	TCP (Trichloropropane) Monitoring	5,000	5,000	-	Y
Water	Water	Under Funded	2	Modular Office Building @ Plant	10,000	10,000	-	N
Water	Water	Under Funded	2	2021 Storm Damage	47,000	-	47,000	N
Water	Water	Under Resourced	2	Lease w/CUHS for Well Site (annual cost w/annual CPI incr)	42,000	42,000	-	Y
Priority 2 Sub-Total					757,000	77,000	680,000	
Water	Water	Under Funded	3	CIP Priority 3 Projects	1,181,000	-	1,181,000	Y
Water	Water	Under Funded	3	Van Gordon Site - Modular Office Building	100,000	-	100,000	N
Water	Water	Under Funded	4	CIP Priority 4 Projects	100,000	-	100,000	Y

Cambria Community Services District
Strategic Plan - Achieve and Sustain Adequate Financial Resources to Fulfill the Mission
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Fund	Department	Source	Priority	Budget Item Request Description	Line Item Request Amount	FY 2021/2022		Ongoing Expense (Y/N)
						FY 2021/22 Funded Amount	FY 2021/22 Unfunded Amount	
Priority 3 & 4 Sub-Total					1,381,000	-	1,381,000	
Water Department Sub-Total					3,708,527	656,649	3,051,878	
Water	WRF-Ops/Cap	Under Funded	1	CIP Priority 1 Projects	200,000	200,000	-	Y
Priority 1 Sub-Total					200,000	200,000	-	
Water	WRF-Ops/Cap	Under Funded	2	CIP Priority 2 Projects	260,000		260,000	Y
Water	WRF-Ops/Cap	Under Funded	2	2021 Storm Damage	51,000	-	51,000	N
Priority 2 Sub-Total					311,000	-	311,000	
Water	WRF-Ops/Cap	Under Funded	3	CIP Priority 3 Projects	410,000		410,000	Y
Priority 3 Sub-Total					410,000	-	410,000	
WRF Department Sub-Total					921,000	200,000	721,000	
Wastewater	Wastewater	Budget Unfunded	1	Replace John Deere Tractor	70,000	70,000	-	N
Wastewater	Wastewater	Budget Unfunded	1	Replace Van - Transport of Video Camera System	55,000	55,000	-	N
Wastewater	Wastewater	Under Funded	1	CIP Priority 1 Projects	1,520,000	135,125	1,384,875	Y
Wastewater	Wastewater	Under Funded	1	CIP Priority SST Projects	10,416,852	489,894	9,926,958	Y
Priority 1 Sub-Total					12,061,852	750,019	11,311,833	
Wastewater	Wastewater	Under Funded	2	CIP Priority 2 Projects	80,000	-	80,000	Y
Wastewater	Wastewater	Under Funded	2	2021 Storm Damage	2,269	2,269	-	N
Wastewater	Wastewater	Under Funded	2	PFAS (Per-and polyfluoroalkyl substance) Monitoring	5,000	2,000	3,000	Y
Wastewater	Wastewater	Under Funded	2	PFAS (Per-and polyfluoroalkyl substance) Treatment	100,000	10,000	90,000	Y
Wastewater	Wastewater	Under Funded	2	Cover for Sheltering of Equipment at Plant (50%)	15,000	-	15,000	N
Priority 2 Sub-Total					202,269	14,269	188,000	
Wastewater	Wastewater	Under Funded	3	CIP Priority 3 Projects	695,000	-	695,000	Y
Priority 3 Sub-Total					695,000	-	695,000	
Wastewater Department Sub-Total					12,959,121	764,288	12,194,833	
Total Enterprise Funds					17,588,648	1,620,937	15,967,711	

	B	C	D	E	F	G
1	General Fund CIP (Revised 5/6/2021)					
2	General Fund Projects		Ranking	FY Project Cost	10-Yr Cost	Notes
3	Administration Department Projects					
4	Tyler Incode	1	\$ -	\$ 76,050		
5	Replace District Car	3	\$ -	\$ 30,000		
6						
7		Subtotal	\$ -	\$ 106,050		
8	Facilities & Resources/PROS Projects					
9	F350 Truck - Replace 1999 F150 Truck	1	\$ -	\$ 40,000		
10	Electric Vehicle Charging Station (Vets Hall)	1	\$ -	\$ 22,272		
11	Electric Vehicle Charging Station (East Village Parking Lot)	1	\$ -	\$ 17,000		
12	Skate Park Improvements	1	\$ -	\$ -		
13	Restroom Facilities @ Fiscalini Ranch Preserve	1	\$ -	\$ 20,000		
14	Vets Hall Sewer Line	1	\$ -	\$ 40,000		
15	Vets Hall Electrical Emergency (Generator & Equipment)	1	\$ -	\$ 80,000		
16	Re-Roof Entire Vets Hall Building & American Legion Kitchen Area	1	\$ -	\$ 55,000		
17	Vets Hall Water Line	2	\$ -	\$ 10,000		
18	Vets Hall Kitchen Improvements (Replace cabinets, countertops, sinks)	3	\$ -	\$ 20,000		
19	Vets Hall Restroom Improvements (Replace particians, countertops, sinks & flooring)	3	\$ -	\$ 17,500		
20		Subtotal	\$ -	\$ 321,772		
21	Fire Department Projects					
22	Radio System Upgrade Phase 2	1	\$ -	\$ 40,729		
23	Fire Department Station Security	2	\$ -	\$ 80,000		
24	Zoll X Series EKG	2	\$ -	\$ 40,000		
25	Extrication Tool	2	\$ -	\$ 60,000		
26	Utility Truck	2	\$ -	\$ 50,000		
27	Fuel Station Computer Replacement	3	\$ -	\$ 14,000		50% cost paid by CCHD
28	Replace Fire Truck - Engine Type 1	3	\$ -	\$ 700,000		FY 2027
29	Purchase New Fire Truck - Engine Type 3	3	\$ -	\$ 400,000		FY 2022
30	Replace Water Tender	3	\$ -	\$ 250,000		FY 2024
31	Facility Training Center (Sea Train Container)	3	\$ -	\$ 100,000		
32	Fire Station Expansion	3	\$ -	\$ 3,000,000		Includes Admin Office
33		Subtotal	\$ -	\$ 4,734,729		
34			GRAND TOTAL	\$ 5,162,551		
35			Priority 1 Total	\$ 391,051		
36			Priority 2 Total	\$ 240,000		
37			Priority 3 Total	\$ 4,531,500		
38			Priority 4 Total	\$ -		
39				\$ -		

	A	C	D	E	F	G
1	Water CIP (Revised 5/6/2021)					
2		Ranking	FY Project Cost	10-Yr Cost		Notes
3	Water Distribution System Projects					
4	Pressure Zone 2 to Zone 7 transmission main replacement @ SR Creek pedestrian bridge	1	\$ -	\$ 215,527		
5	Water Meter Replacements & Upgrades (phased)	1	\$ -	\$ 1,050,000		
6	Piney Way erosion control inspection report and follow-up protection efforts for existing pipeline	1	\$ -	\$ 10,000		
7	SS2 Electrical Panel Upgrade	1	\$ -	\$ 15,000		
8	Subzone metering of distribution system	2	\$ -	\$ 150,000		
9	Cover for Sheltering of Equipment @ Plant (50%)	2	\$ -	\$ 15,000		
10	Modular Office Building @ Plant	2	\$ -	\$ 10,000		
11	Replacement of problematic service lines within Leimert	3	\$ -	\$ 130,000		
12	Water Master Plan Amendment (revised fire flow modeling/tank sizing check)	3	\$ -	\$ 35,000		
13	Inspection & spot repair to water transmission main under S. Parks wetlands area; or lining of transmission main plus study & pre-design	4	\$ -	\$ 80,000		
14	Pine Knolls - Iva Court zone 1 pipeline expansion	4	\$ -	\$ 165,000		
15		Subtotal	\$ -	\$ 1,875,527		
16	Tank & Booster Pump Station Projects					
17	SCADA System - Phased Upgrades (Adding historian, reporting, etc)	1	\$ -	\$ 250,000		
18	Stuart Street Tank Rehabilitation	1	\$ -	\$ 458,000		
19	Electrical transfer switch and conduit to well SS-3	2	\$ -	\$ 25,000		
20	Rodeo Grounds Pump Station Replacement (aka Zone 2 Booster pump station)	3	\$ -	\$ 1,016,000		
21		Subtotal	\$ -	\$ 1,749,000		
22	Vehicles and Trailer-Mounted Equipment					
23	Replacement 2005 F-150 Truck with F-250 (for towing Ditch Witch)	1	\$ -	\$ 35,000		
24		Subtotal	\$ -	\$ 35,000		
25	Water conservation					
26	Database for water conservation program/tracking with parcel links & APN file conversion	1	\$ -	\$ 10,000		
27		Subtotal	\$ -	\$ 10,000		
29			GRAND TOTAL	\$ 3,669,527		
31			Priority 1 Total	\$ 2,043,527		
32			Priority 2 Total	\$ 200,000		
33			Priority 3 Total	\$ 1,181,000		
34			Priority 4 Total	\$ 245,000		
36	Completed Projects					
37	Vehicles and Trailer-Mounted Equipment					
38	Replacement Dump Truck	1	\$ -	\$ 74,871	\$ 74,871	
39	Trailer-Mounted Air Compressor	2	\$ -	\$ 22,557	\$ 22,557	
40	Trailer-Mounted Vacuum Extractor	2	\$ -	\$ 46,169	\$ 46,169	
41	Tank & Booster Pump Station Projects					
42	San Simeon well field generator replacement	2	\$ -	\$ 50,449	\$ 50,449	
44				194,046	194,046	
47	WRF CIP (Revised 5/6/2021)					
48		Ranking	FY Project Cost	10 yr Cost		Notes
49	Permitting & Planning					
50	Urban Water Management Plan - CDP Portion	1	\$ -	\$ 20,463		
51	Groundwater modeling/piezometer installation/monitoring	1	\$ -	\$ 75,758		
52	EIR consulting (follow up agency discussions to support the WRF's Regular CDP)	1	\$ -	\$ 28,609		
53	Section 7 ESA consulting, annual AMP report, & AMP update	1	\$ -	\$ 100,000		
54		Subtotal	\$ -	\$ 128,609		
55	Interim, short-term SWF Modifications					
56	Brine Tank Secondary Containment, Grading, Rock	1	\$ -	\$ 20,000		
57		Subtotal	\$ -	\$ 20,000		
58	Advanced Water Treatment Plant					
59	Miscellaneous instrumentation / monitoring upgrades	2	\$ -	\$ 10,000		
60		Subtotal	\$ -	\$ 10,000		
61	Long-Term Improvement Modifications					
62	Consulting assistance for coordination with Army Corps on WRDA grant (meetings, redefine work plan, & update scope of work)	1	\$ -	\$ 40,000		
63	Future permanent mods at WRF for trailer fill station [transfer tanks, piping, & spill containment/loading pad] (1,2)	2	\$ -	\$ 200,000		
64	AWTP pull-barn style covers for outdoor equipment & control panels (1,2)	2	\$ -	\$ 50,000		
65	Sems, Hach WIMS, or custom programmer for logging/reporting software and tablets	3	\$ -	\$ 25,000		
66	Installation of remote sensing instrumentation at SS creek (needs ROE agreement with State Parks)	3	\$ -	\$ 10,000		
67	Solar Array System (1,2)	3	\$ -	\$ 375,000		
68		Subtotal	\$ -	\$ 700,000		
70			GRAND TOTAL	\$ 858,609		
72			Priority 1 Total	\$ 188,609		
73			Priority 2 Total	\$ 260,000		
74			Priority 3 Total	\$ 410,000		
75			Priority 4 Total	-		
77	Completed Projects					
78	Advanced Water Treatment Plant					
79	Filters / membrane replacements and build reserves for future	2	\$ -	\$ 59,639	\$ 59,639	
80	Interim, short-term SWF Modifications					
81	Short-term flood damage mitigation	1	\$ -	\$ 12,566	\$ 12,566	
82	Hauling of last 18" of water and cleaning impoundment	1	\$ -	\$ 94,515	\$ 94,515	
84				166,720	166,720	

	B	C	D	E	F	G	
1	Wastewater CIP (Revised 5/6/2021)						
2	Wastewater Projects		Ranking	FY Project Cost	10-Yr Cost	Notes	
3	Treatment Plant Projects in SST (All SST Cost Estimates Current as of 6/2/2020)						
4	Investment Grade Audit (30% Design for all ECMs)	SST	\$ -	\$ 688,404			
5	Electrical Upgrades (ECM 7) - Conduits between PG&E transformer and service witchboard, switchboard, connections to existing switchboard, connections to generator)	SST	\$ -	\$ 337,963			
6	Secondary Water System (3W) Improvements (ECM 10) - Submersible pumps, hydrpneumatic tank, demo, electrical/I&C	SST	\$ -	\$ 218,985			
7	Sewer Lift Stations (ECM 12) - Lift Station B1, Lift Station B4, Lift Station 4: Electrical/I&C	SST	\$ -	\$ 2,739,235			
8	Influent Lift Station Modifications (ECM 2) - Bypassing; VFDs; Equipment & Material Demo; Pumps, guiderails, valves, and piping installation; upper concrete wet well deck & hatches (installation); electrical/I&C; new concrete and repair coatings	SST	\$ -	\$ 1,025,772			
9	Modified Ludzak-Ettinger Process Upgrade (ECM 3) - MLE conversion based on Carollo 2015 Study minus VFD costs; header repair	SST	\$ -	\$ 1,012,326			
10	Influent Flow Equalization (ECM 1) - New or refurbished EQ tanks based on Carollo 10% design	SST	\$ -	\$ 922,043			
11	Effluent Pump Station Improvements (ECM 11) - Demo; surge tank replacement; instrumentation; replace air release valves; pipeline cleaning and flushing; electrical/I&C	SST	\$ -	\$ 374,580			
12	RAS and WAS Pumping Improvements (ECM 5) - RAS pumping system; WAS pumping system; scum pumps replacement; skimming troughs replacement; electrical/I&C	SST	\$ -	\$ 733,792			
13	SCADA System (ECM 9) - New SCADA system based on Carolla 10% Design	SST	\$ -	\$ 455,259			
14	Backup Power (ECM 8) - 365 kW NG Generator; Demo; Propane backup	SST	\$ -	\$ 479,327			
15	Blower System Improvements (ECM 4) - Replace 2 blowers; duct replacement	SST	\$ -	\$ 457,179			
16	Sludge Thickening (ECM 6) - Rehabilitate rotary drum thickener and screw press; new transfer pumps; stabilization tanks; aeration system and control valve; demo of clarifiers; rolloff area with roof; electrical/I&C	SST	\$ -	\$ 971,987			
17		Subtotal	\$ -	\$ 10,416,852			
18	Treatment Plant Projects Not in SST						
19	Security Improvements	1	\$ -	\$ 15,000			
20	Replace Tractor	1	\$ -	\$ 40,000			
21	Replace Van - Transport of Sewer Video Camera System	1	\$ -	\$ 55,000			
22	Replace F150	1	\$ -	\$ 30,000			
23	Walkway Grating on Digester Tanks		\$ -	\$ 20,000			
24	Clarifier Improvements						
25	Eastern clarifier - Replace chain drive	1	\$ -	\$ 40,000			
26	Eastern clarifier - Replace drive unit's metallic hubs with non-corrosive hubs	1	\$ -	\$ 35,000			
27	Eastern clarifier - Replace clarifier chain, wear shoes, skid plates, & sprockets	2	\$ -	\$ 40,000			
28	Western clarifier - Replace clarifier chain, wear shoes, skid plates, & sprockets	2	\$ -	\$ 40,000			
29	Cover for Sheltering of Equipment @ Plant (50%)	2	\$ -	\$ 15,000			
30		Subtotal	\$ -	\$ 330,000			
31	Collection System Projects						
32	Lift Station A (Nottingham & Leighton/Park Hill)						
33	New Submersible Pumps, MCC, Bypass Piping, Control Panel at Grade Elevation	1	\$ -	\$ 490,000			
34	Lift Station A-1 (Sherwood & Harvey/Marine Terrace)						
35	New Submersible Pumps, Bypass Piping	1	\$ -	\$ 265,000			
36	Lift Station B - (SR Creek/Behind Park Hill)						
37	New Control Panel, Generator, Wet Well, Submersible Pumps, and Valve Vault	3	\$ -	\$ 435,000			
38	Lift Station B-2 (Wood Dr./E. Lodge Hill)						
39	New Control Panel at Grade Elevation	1	\$ -	\$ 425,000			
40	Lift Station B-3 (Green St./W. Lodge Hill)						
41	New Control Panel	1	\$ -	\$ 250,000			
42	New Submersible Pumps, MCC, Bypass Piping	3	\$ -	\$ 250,000			
43	Collection System Assessment software (E.g, t4 Spatial or other)	3	\$ -	\$ 10,000			
44		Subtotal	\$ -	\$ 2,125,000			
46		GRAND TOTAL		\$ 12,871,852			
48			Priority 1 Total	\$ 1,665,000			
49			Priority 2 Total	\$ 95,000			
50			Priority 3 Total	\$ 695,000			
51			Priority 4 Total	-			
52			SST Total	\$ 10,416,852	\$ -		
54	Completed Projects		Ranking	FY Project Cost	10-Yr Cost	Actual Cost	Notes
55	Vehicles and Trailer- Mounted Equipment						
56	Pearpoint or equal TV inspection camera (removed cost from mid year total to meet reduced funding balance, 11/20/2018.)	1	\$ -	\$ 75,000	\$ 75,000		
57	F-350 Service Truck with Crane Body	1	\$ -	\$ 57,040	\$ 56,540		
58	Vactor truck - replace with new \$430K truck that meets emssion requirements (7 yr loan @ 4.5%)	1		\$ 518,000	\$ 402,435		
59	Replacement Rack Truck (F-150)	-	\$ -	\$ 24,193	\$ 24,193		
60	Treatment Plant Projects Not in SST						
61	Influent screen, support platform design, & installation	1	\$ -	\$ 164,509	\$ 156,675		

	B	C	D	E	F	G
1	Wastewater CIP (Revised 5/6/2021)					
2	Wastewater Projects	Ranking	FY Project Cost	10-Yr Cost	Notes	
62	<i>Collection System Projects</i>					
63	Lift Station A-1 MCC, SCADA Improvements	1	\$ -	\$ 45,000	\$ 50,835	
65	GRAND TOTAL				\$ 765,678	
68						

CAMBRIA COMMUNITY SERVICES DISTRICT

TO: Board of Directors

AGENDA NO. **3.B.**

FROM: John F. Weigold IV, General Manager

Meeting Date: January 24, 2022

Subject:

Receive Community Input For Strategic Plan

RECOMMENDATIONS:

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

FISCAL IMPACT:

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

DISCUSSION:**OVERVIEW**

The Board of Directors approved an Agreement for Consultant Services between CCSD and Snider and Associates for Strategic Planning Consulting Services on May 21, 2020, the agreement was amended on January 25, 2021, to provide for modified payment terms and the agreement expired on June 30, 2021. The CCSD and Snider and Associates desired to revive, extend and further amend the agreement. The agreement was revived and extended to June 30, 2022, effective as of July 1, 2021. This Special Board Meeting will be held over two days in order to update the Strategic Plan for the District; the first day will be a Zoom webinar on Monday, January 24, 2022 to solicit community input and comments focusing on three key areas: District strengths, District weaknesses, and District goals, as well as any other issues related to the development of the District Strategic Plan. The second day of the Special Board Meeting will be held on Tuesday, January 25, 2022, as a daylong Board workshop facilitated by Snider and Associates via Zoom, which the community will be able to observe telephonically only due to Zoom application limitations.

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

PURPOSE

The Board of Directors will solicit community input focusing on three key areas: District strengths, District weaknesses, District goals, as well as any other issues related to the District Strategic Plan. The Board of Directors will utilize this community input in the development of the District's Strategic Plan goals and objectives, which was last updated in the facilitated workshop on August 3, 2021.

PROCESS

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

COMMUNITY INPUT

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

1. District strengths

What are the Cambria Community Services District's Strengths and Accomplishments since the August 3, 2021 Strategic Planning Workshop?

2. District Weaknesses

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

3. District Goals

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

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

Attachment:

1. Strategic Planning Elements

STRATEGIC PLANNING ELEMENTS

Marilyn Snider, Strategic Planning Facilitator—Snider and Associates

S.W.O.T. ANALYSIS

INTERNAL:

+Strengths
--Weaknesses

EXTERNAL:

+Opportunities
-- Threats

MISSION/PURPOSE STATEMENT

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

VISION STATEMENT

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

CORE VALUES

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

GOALS

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

OBJECTIVES

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

FOLLOW-UP PROCESS

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

CAMBRIA COMMUNITY SERVICES DISTRICT

TO: Board of Directors

AGENDA NO. **3.C.**

FROM: John F. Weigold IV, General Manager

Meeting Date: January 24, 2022 Subject: On Tuesday, January 25, 2022 the Board of Directors Will Hold an Adjourned Special Meeting to Facilitate a Workshop to Update the Cambria Community Services District's (CCSD) Strategic Plan Update

RECOMMENDATIONS:

Staff recommends the Board of Directors discuss the Adjourned Special Board meeting to facilitate a workshop to update the District's Strategic Plan.

FISCAL IMPACT:

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

DISCUSSION:**OVERVIEW**

The Board of Directors approved an Agreement for Consultant Services between CCSD and Snider and Associates for Strategic Planning Consulting Services on May 21, 2020, the agreement was amended on January 25, 2021, to provide for modified payment terms and the agreement expired on June 30, 2021. The CCSD and Snider and Associates desired to revive, extend and further amend the agreement. The agreement was revived and extended to June 30, 2022, effective as of July 1, 2021. This Special Board Meeting will be held over two days in order to update the Strategic Plan for the District; the first day will be a Zoom webinar on Monday, January 24, 2022 to solicit community input and comments focusing on three key areas: District strengths, District weaknesses, and District goals, as well as any other issues related to the development of the District Strategic Plan. The second day of the Special Board Meeting will be held on Tuesday, January 25, 2022, as a daylong Board workshop facilitated by Snider and Associates via Zoom, which the community will be able to observe telephonically only due to Zoom application limitations.

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

PURPOSE

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

PROCESS

The Workshop participants will reconvene the Special Board meeting at 8:30am on January 25, 2022 and follow the agenda outlined in Attachment B. Snider and Associates will lead and serve as facilitator for the Workshop, including all group and breakout sessions. At the conclusion of the Workshop, the Board will consider establishing a date in approximately six months to review and update the Strategic Plan. The Board will also review and consider formal adoption of the Strategic Plan as part of an upcoming regular Board meeting.

PUBLIC OBSERVATION

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

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

Meeting ID: 749 015 0502

Passcode: 4449519

Note: Snider and Associates will lead the Workshop via Zoom; however, due to Zoom application limitations, particularly for breakout sessions, the public will only be able to telephonically observe the Workshop. Additionally, the public may be computer-assigned to the breakout sessions due to Zoom application limitations, which are in compliance with the Governor's Executive Order N-29-20, as this Zoom meeting will be accessible telephonically to the public seeking to observe the meeting.

Attachments: A - Strategic Planning Elements
 B – Workshop Meeting Agenda for January 25, 2022
 C - CCSD Strategic Planning Workshop Questionnaire

STRATEGIC PLANNING ELEMENTS

Marilyn Snider, Strategic Planning Facilitator—Snider and Associates

S.W.O.T. ANALYSIS

INTERNAL:

+Strengths
--Weaknesses

EXTERNAL:

+Opportunities
-- Threats

MISSION/PURPOSE STATEMENT

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

VISION STATEMENT

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

CORE VALUES

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

GOALS

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

OBJECTIVES

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

FOLLOW-UP PROCESS

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

**SPECIAL BOARD MEETING/
CAMBRIA COMMUNITY SERVICES DISTRICT
STRATEGIC PLANNING WORKSHOP
Tuesday, January 25, 2022 on Zoom**

8:30 Welcome – Donn Howell, Board President

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

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

Introductions of the Group

Cambria Community Services District;

- **Mission Statement**
- **Core Values**
- **Three-Year Goals (2020-2023)**

What Are the Strengths and Accomplishments of the Cambria Community Services District Since the August 3, 2021 Strategic Planning Workshop?

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

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

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

Develop a Mission Statement (one sentence that states why Cambria Community Services District exists and for whom)

Review and Revise, if Needed, the Three-Year Goals (what the Cambria Community Services District needs to accomplish)

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

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

Summary of the Workshop

Closing Remarks

3:30 Adjourn

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

Please COMPLETE and SEND to hdodson@CambriacsD.org by Monday, January 17, 2022

Please give 3 or 4 brief answers using phrases, rather than sentences or paragraphs, for each question.

What are the Cambria Community Services District’s Strengths and Accomplishments Since the August 3, 2021 Strategic Planning Workshop?

-
-
-
-

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

-
-
-
-

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

-
-
-
-

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

-
-
-
-

Thank you. This is an anonymous questionnaire; please do not sign your name. Please send to hdodson@CambriacsD.org by Monday, January 17, 2022. Questionnaires, that are returned late, will not be able to be included in the collated answers on the video screen at the strategic planning workshop.

CAMBRIA COMMUNITY SERVICES DISTRICT

TO: Board of Directors

AGENDA NO. **3.D.**

FROM: John F. Weigold IV, General Manager

Meeting Date: January 24, 2022	Subject: Discussion and Consideration to Set a Date for the Next Strategic Planning Workshop
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RECOMMENDATIONS:

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

FISCAL IMPACT:

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

DISCUSSION:

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