

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

The following are combined input from the workshop participants.

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

- WWTP Contract
- Continued progress on WRF CDP
- New Fire Chief
- Securing \$12.1 million financing for wastewater treatment plant projects
- Successful recruiting and hiring of new fire chief
- Strong operational competence in water, sewer & fire, as shown in response to storm event
- Communication with public continues to improve
- Employment of our new Fire Chief
- Increase of information readily available on District website
- Continued use of Zoom to increase access to meetings
- Finalization of COP funding for SST projects
- Our outstanding staff and employees
- Increased social media presence
- Hiring a Fire Chief who is truly dedicated to the safety and well-being of the community
- Securing funding for upgrades to the Waste Water Treatment Plant
- Substantially improved communications recently with the community
- Resumption of in-person meetings along with continuing zoom participation
- election of two new Board member
- funding obtained for much needed wastewater infrastructure improvements
- hiring of new Fire Chief
- favorable decisions in law suits
- Wastewater infrastructure upgrades moving forward to construction phase
- Continued positive response to water conservation
- Continued improved reputation with regulatory agencies
- Hired a fire chief
- Presented the Board a review and consideration the agreement with PGE to move forward with the work on the wastewater treatment system.
- Completed the financing package for the wastewater treatment system's PGE/IGA projects and presented the results to the Board for consideration
- Requested the Board to appoint a Cambria Veterans' Memorial Hall ad hoc committee.
- Financing for much needed WW repair has been secured
- New Board members with some new ideas have been elected
- Potential for a "better" GM is possible
- Committed staff and Board members for improving the future for CCSD
- Wasn't at that meeting, can't reference that
- But less planning and more working is always a recommendation of mine
- Yearly goals can be a misplaced tool of importance to give credence to one's efforts
- Get done with the year...turn around and name your accomplishments, if you can't, probably doesn't make a difference what your goals were.
- Goals should be simple sentences not complexed paragraphs

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

- Lack of revenue in the General Fund
- Drain of resources by Fiscalini Ranch
- Lack of progress on recreation – East Ranch
- Unresolved administrative staff issues
- Inadequate evaluation & goal-setting process for general manager
- Major challenge ahead in recruiting & establishing productive relationship with new GM
- General Fund revenue possibly inadequate to meet needs of Fire Department
- Staff vacancies
- Constant Negative criticism towards staff and Board from public
- Challenges finding a new permanent General Manager
- Lack of adequate engagement and positive input from public
- Lack of adequate budgeting for fire department needs
- Lack of a systematic decision-making process designed to yield high quality decisions
- After a decade with General Managers who were not good fits within our community, several staffing challenges
- Aging infrastructure, especially within the wastewater gathering system
- Lack of water storage to weather extended periods of drought
- Lack of clarity regarding the conditions necessary to attain a regular CDP for the WRF
- \$659,000 annual debt payments for the WRF, with no benefit to the community
- Lack of long-term thinking, as indicated by this strategic planning process that focuses primarily on the coming year
- unsettled circumstances regarding administrative personnel
- hiring a new General Manager
- lack of clarity regarding ongoing WRF CDP application
- funding and installing permanent main water pipe
- Drain on staff time with Committee and Ad-hoc meetings
- Heavily weighting negative community opinions
- Misinformation and controversy relating to the Water Reclamation Facility
- Innovative opportunities are hampered
- Budget policy that allows for an arbitrary allocation of property tax funding.
- Inflated administration department, with unfilled positions and others that need to be consolidated for cost savings.
- Allocated administrative department overhead is way too high for General Fund departments, \$1,042,546 increase in the administrative budget since fiscal year 2016/2017.
- Lack of a General Manager to provide guidance to staff and to facilitate important policy revisions.
- There is an Acting GM who may not continue on to be the permanent GM which causes doubt in the staff
- Unfilled staff positions
- Lack of trust for the Board and staff within some of the community members
- Ongoing (delayed?) WRF permitting process
- It's tough for us to get the correct GM
- Don't live on the inside, so tough for me to tell but...if the employee trend is the same inside as out side???
- Ouch
- Quiet quitting, reduced production, it's tough to get max production out of your employee base

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?

- Final approval of federal funding of Tank repairs
- End of drought
- Additional grant funding
- Lower projected costs due to apparent easing of inflation
- Possible reduction in borrowing costs, leading to opportunities for project financing/refinancing
- Possible state approval of direct potable reuse, leading to significant increase in water production
- Grants/government funds for District needs
- Continued rains to help alleviate ongoing droughts
- Community involvement on East Ranch plans/projects
- Completion of CDP for WRF
- Increase in public awareness and participation in meetings
- Board and public focus on present and future issues
- Parking meters along downtown Cambria roads
- After the wettest rain season in my memory, our groundwater basins are full
- Potential grant funding to enable completion of underfunded projects
- At least a small proportion of the community is very engaged in district decision making
- Bruce Gibson remains District 2 Supervisor
- sufficient rainfall to lessen drought conditions
- ongoing donations for skate park construction
- potential for zero liquid discharge for WRF brine waste
- Develop long term project plan that follows the strategic plan and Board priorities
- Continued support for water and wastewater infrastructure improvements
- Property values have risen and remain high, bringing in stable property tax
- The pandemic is winding down, calming many of its negative impacts.
- The pandemic forced the District to embrace technology, allowing administrative employees the capability to keep the District operational through remote work if necessary.
- Heavy rains have allowed for additional water resources, as we come out of several drought years.
- Recent rainfall which may lead to less concern about this year's water supply
- Community seems to be hopeful with the opportunity to be involved in hiring of new GM
- New Zero Waste Technology Pilot Project at no cost to CCSD
- Hardworking and committed staff and Board members
- Well, it rained so that helps
- Maybe God or the State will figure out if He/They want us to continue down the desal road...it's very confusing
- Frisbee Golf (Trademark infraction)
- Unload the Vet's Hall...Hmm?
- Charge to use the restrooms and Fiscalini Ranch

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?

- Lack of volunteers for Standing Committees
- Challenges in hiring & retention due to a continued tight labor market
- Possible inflation upturn and/or recession, both impacting CCSD costs and/or revenue
- Lack of regulatory clarity on environmental impact of CCSD water production
- Continued Covid
- Misinformation and negativity on social media
- Wildfire danger
- Continued focus on past actions of previous boards
- Negativity by public towards CCSD efforts with regulatory agencies
- Staff turnover
- Harassment or negativity by public towards staff
- Lack of trust from a significant proportion of the community
- Only a small proportion of the community is engaged in district decision making.
- Increasingly extreme drought/ rainfall variations due to global warming will challenge our ability to reliably deliver water
- Ever-present risk of wildfires in the dry season compounded by limited evacuation routes.
- unpredictable increasing financial costs for needed improvements
- ongoing drought conditions (despite current appearances)
- fewer long term rentals available in our community
- Climate unpredictability
- Economic stress – costs for infrastructure continues to rise
- Staff uncertainties – including recruiting a general manager
- Lack of consensus on responsible growth
- Rising cost of living will make it more difficult to recruit lower paid District positions all the way out to Cambria.
- Global warming will continue to elevate the fire risk in the community, necessitating more fire prevention and wildfire fighting capability from the fire department
- Grant funding coming closer to an end for fire department staffing, increasing the difficulty to recruit for the positions as well as rely on the positions to meet the community's minimum safety needs.
- Extreme weather behavior has already and will continue to affect all departments, as they strive to provide basic services and emergency services to the District residents.
- Inflation
- Outdated machinery and need for expensive upgrades
- Some of the Community doesn't trust "CCSD"
- Recent rate hikes and how the solid waste rate hike was handled
- People getting lazier and suing more...
- Leashing dogs on FFRP will drive away Pit Bull owner