



# Cameron Park Community Services District

## Strategic Plan

2021 – 2026

### Our Services

Fire Protection and Advanced Live Support Services  
Community and Neighborhood Parks, Trails & Open Space  
Cameron Park Community Center  
Recreation Programs  
Conditions, Covenants and Restrictions Compliance  
Waste Collection and Recycling  
Lighting and Landscape Districts

### Board of Directors

Eric Aiston, President  
Felicity Carlson, Vice President  
Sidney Bazett, Director  
Monique Scobey, Director  
Ellie Wooten, Director

## Staff Team

Jill Ritzman, General Manager  
Mike Grassle, Park and Facilities Superintendent  
Whitney Kahn, Recreation Supervisor  
Jim Mog, CC&R Compliance Manager

## Consultant

Brent H. Ives, BHI Management Consulting



## Contributors

- ✓ CAL FIRE
- ✓ El Dorado Disposal
- ✓ Rescue Unified School District
- ✓ Commission on Aging
- ✓ Cameron Park Community Foundation
- ✓ District employees (all levels)
- ✓ Cameron Park Fire Safe Council
- ✓ Ponderosa Little League
- ✓ Individual Community Leaders and Residents
- ✓ Prospector Soccer
- ✓ Cameron Park-Shingle Springs Rotary
- ✓ Architecture Review Committee members
- ✓ CC&R Committee community members
- ✓ Cameron Park Library
- ✓ Sierra Sharks Swim Team
- ✓ AquaSol Swim Team
- ✓ Former Board Members
- ✓ Cameron Park-Shingle Springs Chamber of Commerce

An on-line community survey was conducted soliciting input from community members; a total of 228 people responded.

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- Summary of Stakeholder Input; February 4, 2021
- Strategic Plan Community Survey Report, January 14, 2021 and February 18, 2021

## A. Introduction

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A Strategic Plan (Plan) is a top-level planning document for an organization to set clear direction over focused areas in support of its mission. The Cameron Park Community Service District has a strong planning culture that looks ahead for opportunities and mitigates risks allowing comprehensive planning for the future. Planning for the best possible future outcome is the intention of this 5-year Strategic Plan.

This Plan is a disciplined effort to outline fundamental decisions and direction that shapes what a District plans to accomplish by selecting a rational course of action. This Plan has incorporated an assessment of the present state of District operations; gathered perspectives from residents and community organizations; and includes the specific inputs and directions for setting goals from the Board of Directors. Time has been taken to establish a Vision for the District and the implementation that will be necessary to support that Vision. The Plan seeks to strengthen and build upon opportunities while addressing areas of concern with preparedness.

This update identifies actions, activities, initiatives and planning efforts that are currently active and needed for continued success in operations and management of the District, and provides for periodic reviews and updates.

### A.1 Plan Development, Maintenance and Management

In late 2020, the District asked BHI to assist with a strategic planning effort. BHI met with senior employees and the Board President, integrated inputs from the community and important groups, and then conducted a series of public Board workshops in early 2021 on January 13, January 20 and February 24. Senior District staff members were specifically invited to attend the workshops as well. The following plan elements outline the workshop activities:

- ✓ Consider refresh the District Mission statement
- ✓ Review the state of the District in early 2021 and what that status may have on the future
- ✓ Discuss and endorse Board Values

- ✓ Complete Strategic Focus Areas and develop goals to support each for the 5-year planning term

After the workshops, the General Manager and senior staff worked with BHI to complete the list of goals organized by Strategic Focus Areas and establish a plan for implementation. This Plan was refined through the staff and Board process over the next weeks to reach final Board approval.

The Plan was developed during the COVID pandemic of 2020 and 2021, to provide a solid foundation for the District to successfully emerge from the pandemic. Annual review, update and maintenance will occur, to review the District's progress and refine the objectives and work tasks outlined in Section E and on Table 1. Reviews will be documented and followed up with either a plan supplement or an updated plan. A 5-year planning horizon should be maintained. This Plan serves this purpose for the Fiscal Year 2021-2022 timeframe and will be revisited prior to District budgeting process each year thereafter.

## B. Methodology

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### B.1 Planning Considerations

The planning effort focused on a number of existing conditions as identified by the Board of Directors and staff:

- Place high value on the work of all District employees, recognizing that capable employees are the District's greatest assets.
- Collaborative clarity in fire safety with our partner agencies is imminent and critical.
- Long-term financial stability is critical for continuing operations into the future, recognizing and working within the limited available resources.
- The Board dynamics and performance has a great effect on the District's ability to properly serve the community and govern the District.
- Based on community survey results, many residents did not feel a strong sense of community.
- Proactive preventative maintenance and healthy reserves are important to maintaining District assets.
- The challenge of deliberately adding back employees and programs as the region and community emerge from the COVID-19 pandemic conditions.
- Consider District impacts on the environment with practical actions.

### B.2 Definitions

Mission Statement: A declaration of an organization's purpose. Ideally, all activities, decisions regarding facilities and finances of the District are in alignment with the Mission Statement. A District's Mission rarely changes.

Core Values: These are the Board of Directors value terms which they are fiercely dedicated. They are anchored in their understanding and representation of the community values. Values are used by the Directors as decision filters for the myriad of decisions in the future.

Vision Statement: Vision outlines the high aspirations of the Board that will be achieved by the Plan. The Vision creates and drives strategy, tactics, actions and goals to achieve results within the five-year timeframe. The Vision Statement may be reviewed often may change as time goes by depending on leadership of the District.

Strategic Focus Areas: These are the broad, primary areas of District operations, programs, planning, and management that may to be addressed and supported by Strategic Goals to ensure optimum progress.

Strategic Goals: Strategic Goals outline specific actions over the five-years that achieve each Vision and particular Focus Area.

## C. Mission Statement and Core Values

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### C.1 Mission

Our Mission Statement defines why we exist as a public agency. It is the foundational statement for the District and all that we do connects in some way with this statement.

*Enrich our community's quality of life for  
the health, safety and wellbeing of Cameron Park residents.*

### C.2 Core Values

Values are words that reflect the Board of Directors dedication. Board members use these as decision filters for each decision before them. These Values were endorsed at the 2021 Board planning workshop, presented below in no particular order.

#### We Value

*Stable and sustainable finances  
Responsible stewardship of District assets  
Creating community identity and pride  
Environmental sustainability  
Respectful and collaborative leadership  
Serving the diverse makeup of our community  
Professional, skilled employees  
Engagement with community members, service organizations and our partners*

## D. Vision

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This Vision outlines our focus and establishes focused strategic priorities for the next five years. The Vision statements are present in no particular order.

- **Be Financially Stable and Adaptable**
  - Annual budgets are operationally balanced
  - Reserves are funded to sustain assets
  - Maximize revenue enhancement opportunities
  
- **Become a Firewise Community**
  - Reduce the risk of wildfire through community involvement
  - Build community and citizen pride as results are achieved
  - Provide high quality fire protection and advanced life support services
  
- **Enhance the Sense of Community**
  - Community feedback and ideas are valued
  - Reach under-served areas of the community
  - Provide caring service delivery, effective communications, engaging recreation programs, a robust park system and well-maintained community center
  - Active education and engagement to achieve residential compliance with Conditions, Covenants and Restrictions (CC&Rs)
  - Explore opportunities for community awareness and appreciation for our unique natural environment and history.
  
- **Govern Effectively**
  - Nurture unity of purpose after respectful deliberation of varied opinions
  - Be accountable for actions and decisions
  - Maintain a high level of ethics and integrity
  - Have personal resiliency and development
  - Demonstrate strategic leadership and sense of team
  - Plan for staff succession and professional development

- **Take Steps for Environmental Sustainability**
  - Impacts to the environment are considered when making strategic and operational decisions
  - Create opportunities for re-use and recycling
  - Meet new waste collection and recycling mandates

## E. Strategic Focus Areas

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Strategic Focus Areas represent the identified areas of strategic action over the next five years. The Focus Areas are derived from the Board of Directors' work regarding the District's Vision. Each Focus Area is intended to meet a specific objective within the next five years. That objective is supported with a strategy and an implementation plan that is proposed by District staff and endorsed by the Board of Directors. The Strategic Goals, along with action dates within the planning period, are also presented in tabular form in Table 1 below.

### E.1 Financial Stability

Element Objective and Strategy: Our objective in the area of finance is to ensure the long-term fiscal health of the District. To do this, our strategy is to utilize best accounting practices and tools, conduct practical and realistic financial forecasting, seek optimal revenue sources, and acknowledge available financial resources to support the District vision and services.

**E.1.a** Develop and implement an annual budget that is operationally balanced and allocates appropriate funds to preserve and improve the District's assets.

**E.1.b** Annually update a 5-year budget projection.

**E.1.c** Develop a funding plan for capital asset reserves and long term obligations.

**E.1.d** Seek new revenue enhancement opportunities, such as expanded service fees and grants, for all District functions.

**E.1.e** Implement a Solar Energy project to save utility costs.

**E.1.f/g** Pursue annexation of properties within the Sphere of Influence

**E.1.h** Actively manage Lighting and Landscape District budgets and fund balances to address excessive or insufficient fund balances; engage residents of LLADs for transparency.

## E.2 Firewise Community

Our objective is to create a Firewise Community and to provide a high level of fire protection and advanced live support services to the residents. Our strategy is to educate property owners, seek community involvement, and actively implement the District's Weed and Rubbish Abatement Ordinance to reduce fire fuels in the community.

**E.2.a** Complete the education and fuels reduction projects funded by the California Climate Investment Grant, which includes working with the El Dorado County Department of Transportation, to establish clearance along major roadways.

**E.2.b** Complete construction of a Fire Training Tower at Station 89. This training facility will enable firefighters to continue to provide safe and effective fire and emergency response to the community.

**E.2.c** Work on the expansion and improvement of Fire Station 88, for the wellbeing of fire station personnel.

**E.2.d** Achieve national recognition as a Firewise Community which enables benefits to residents with homeowner insurance policies

**E.2.e** Seek grants that will support fire protection and advanced life support services, and fuels reduction efforts.

**E.2.f** Continue to implement the District's Weed and Rubbish Abatement Ordinance to reduce the wildfire risk in the community.

### E.3 Create Community

Our objective is to provide positive, memorable experiences and establish strong relationships with residents. Our strategy is to create a feeling of community through caring service delivery and programs that meet the changing needs of the community.

**E.3.a** Secure funding and implement priority projects outlined in the 2020 Park Improvement Plan and a park sign program.

**E.3.b** Enhance communications to community organizations and residents regarding the District's services, including print, in-person, website and social media; explore opportunities to more actively engage on Next Door platform.

**E.3.c** Seek feedback, especially reaching out to under-served areas of the community, to assess effectiveness of District services and plan for improvements. Look for process efficiencies with technology.

**E.3.d** Build strong relationships with service clubs and community organizations expanding the District's ability to provide programs and services.

**E.3.e** Examine benefits/constraints of charging entry fees at Cameron Park Lake

**E.3.f** To maintain an attractive, welcoming community, the CC&R office will update its processes and services in alignment with industry standards, and focus on education and engagement with residents to achieve residential compliance.

**E.3.g** To improve messaging regarding CC&Rs in Cameron Park, staff will present a study of the pros/cons and process of consolidating CC&Rs into one or fewer documents to CC&R Committee

## E.4 Good Governance

Our objective is for the Board of Directors to be a cohesive and effective governing board. Our strategy is to engage in continued special district education, adhere to District Board policies, follow good governance practices, and strengthen the workforce to achieve the District's Vision

**E.4.a** Maintain Special District Leadership Foundation's Transparency Certificate

**E.4.b** Achieve Special District Leadership Foundation's District of Distinction certificate.

**E.4.c** Provide education opportunities for board members, appointed community members, residents and management staff regarding the value and role of special districts, services provided by the District, functions of the Board of Directors and good governance practices.

**E.4.d** Provide professional development opportunities for all employees.

**E.4.e** Review and initiate appropriate changes in the staff organizational chart to provide advancement within organization.

## E.5 Environmental Sustainability

Our objective is to contribute to the overall environmental health of our community. Our strategy is to consider environmental impacts when making decisions regarding the District's services and operations.

**E.5.a** Approve a policy to guide the Board and staff in making environmentally sustainable decisions.

**E.5.b** Educate residents about benefits and opportunities for re-use and recycling.

**E.5.c** Implement water conservation strategies in parks and facilities.

**E.5.d** Effectively implement new waste collection and recycling mandates.

**Table 1 – Strategy Overview**

Strategic Focus Area	Strategic Goal	Timeframe (tentative)
E.1 Financial Stability	a. Balanced Annual Budget	August 2021 and thereafter
	b. 5 Year Budget Projection	Update Dec 2021/Jan 2022
	c. Funding Plan for Capital Assets & long term obligations	August 2021 and thereafter
	d. Explore Revenue Enhancements, including First Responder Fee evaluation	November 2021
	e. Solar Project Implemented	August 2021
	f. Pursue Annexation of Properties within Sphere of Influence (all services)	Early 2022
	g. Pursue Annexation of Properties within Sphere of Influence (limited srvc)	2023
	h. Implement Plan to address insufficient LLAD fund balances	2022
E.2 Firewise Community	a. Implement CA Climate Investment Grant	Completion April 2022
	b. Fire Training Tower	June 2021
	c. Expansion Fire Station 88	2022
	d. Create Firewise Community	Initiate 2022
	e. Seek grants operations & fuel reduction	Continuous
	f. Implement Weed Abatement Ordinance	Continuous
E.3 Create Community	a. Park Improvement Plan and park sign plan	Splash & Spray playground construction tentative early 2022; park signs 2023
	b. Enhance Communications	Summer/Fall 2021, continuing
	c. Community Feedback	Continuously seeking feedback
	d. Partner with Community Organizations	Continuously seeking partnerships
	e. Examine benefits/constraints of charging entry fees at Cameron Park Lake	2022
	f. Update CC&R and Architectural Review Committee's hand-book	Fall 2021
	g. Consolidation of CC&Rs	White Paper Fall 2021
E.4 Good Governance	a. Transparency Certificate	September 2021 renewal
	b. District of Distinction	Early 2022
	c. Governance Training	Resume community workshops 2022
	d. Staff professional development	Continuously
	e. Review Organizational Chart	Summer/Fall 2021
E.7 Environmental Sustainability	a. Approve a policy to guide the Board with environmentally sustainable decisions.	Early 2022
	b. Educate about Recycling, Re-use	Continuously
	c. Implement water conservation strategies	Continuously
	c. Waste Collection, Recycling Mandates	SB1383 2022 Implementation

