

## **SPECIAL PARKS, RECREATION & STREET LIGHTING COMMITTEE MEETING AGENDA**

January 10, 2023 – 4:30 P.M.  
Phelan Community Center  
4128 Warbler Road, Phelan, CA 92371  
& Via Conference Call (see below)

### **THIS MEETING WILL BE CONDUCTED PURSUANT TO THE PROVISIONS OF AB361, WHICH EFFECTIVE OCTOBER 1, 2021, MODIFIED CERTAIN REQUIREMENTS OF THE RALPH M. BROWN ACT WITH RESPECT TO REMOTE TELECONFERENCE BOARD MEETINGS DURING PERIODS OF STATE-DECLARED EMERGENCIES.**

Pursuant to AB361, and as a precaution to our Board of Directors, District staff, and general public as a result of the ongoing COVID-19 pandemic, the Phelan Pinon Hills Community Services District will hold this meeting of its Board of Directors both in-person at the above location and via teleconference or video conference. Members of the public may watch and participate in the meeting by physical attendance or by Zoom or telephone conference via the remote instructions below.

#### **REMOTE PARTICIPATION INFORMATION:**

##### **Dial-in**

(669) 444-9171  
Meeting ID: 819 9607 1365  
Passcode: 892793

##### **Zoom**

<https://us06web.zoom.us/j/81996071365?pwd=WmhWNzc2bUxIVTcrVE9kbXpBNUZiZz09>  
Meeting ID: 819 9607 1365  
Passcode: 892793

##### **One-Tap Mobile**

+16694449171,,81996071365#

#### **Remote Comment Procedure:**

- You will be muted until you are called on during the public comment period.
- You will be recognized by the last 4 digits of your phone number or Zoom ID and asked if you have a comment.
  - If you do not have a comment, state “no comment.”
  - If you do have a comment, please state your name, where you live, and limit your comment to 5 minutes. After 5 minutes you may be muted so that others can comment.
- You may also email your public comment to the Board Secretary at [ksevy@pphcsd.org](mailto:ksevy@pphcsd.org) by the meeting start time listed on this agenda. Your comment will be read into the record by the Board Secretary.

Please check the District website for updates on this meeting. We encourage you to sign up for our email notifications by emailing [ksevy@pphcsd.org](mailto:ksevy@pphcsd.org) or by visiting our website and completing the signup form at [www.pphcsd.org](http://www.pphcsd.org) under the “Agendas and Minutes” tab.



#### **Mission Statement:**

*The Mission of the Phelan Piñon Hills Community Services District is to efficiently provide authorized services and maximize resources for the benefit of the community.*

#### **Authorized Services:**

- Water
- Parks & Recreation
- Street Lighting
- Solid Waste & Recycling

**SPECIAL PARKS, RECREATION & STREET LIGHTING COMMITTEE MEETING – 4:30 P.M.**

**Call to Order** – Pledge of Allegiance

**Roll Call**1) **Approval of Agenda**

2) **Public Comment** – Under this item, any member of the public wishing to directly address the Board on any item of interest that may or may not be within the subject matter jurisdiction of the Board, but not listed on the agenda, may do so at this time. However, the Board is prohibited by law from taking any action on any item not appearing on the agenda unless the action is otherwise authorized by the Brown Act. Any member of the public wishing to directly address the Board on any item listed on the agenda may do so when the item is being considered by the Board. *If you are attending remotely and you wish to address the Board, please do so by the method listed on the first page of this agenda.* Speakers are requested to be brief in their remarks. The Chair may limit each speaker to a comment period of five (5) minutes.

3) **Approval of Minutes**4) **Review of Committee Roles & Responsibilities**5) **Review of Strategic Plan – Parks Components**6) **Review of Parks & Recreation Capital Improvement & Maintenance Plan**7) **Review of Parks Rules & Regulations**8) **Staff Report**9) **Committee Comments**10) **Review of Action Items**

- a) **Prior Meeting**
- b) **Current Meeting**

11) **Set Agenda for Next Meeting** – February 7, 202312) **Adjournment**

*Pursuant to Government Code Section 54954.2(a), any request for a disability-related modification or accommodation, including auxiliary aids or services, that is sought in order to participate in the above-agendized public meeting should be directed to the District's General Manager at (760) 868-1212 at least 24 hours prior to said meeting.*

Agenda materials can be viewed online at [www.pphcsd.org](http://www.pphcsd.org)

## **PARKS COMMITTEE MEETING MINUTES**

October 11, 2022  
Phelan Community Center  
4128 Warbler Road, Phelan, CA 92371  
& Remotely Via Zoom or Conference Call

**Board Members Present:** Rebecca Kujawa, President (Chair)  
Kathy Hoffman, Director

**Board Members Absent:** None

**Staff Present:** Steve Lowrance, Parks Supervisor  
Jennifer Oakes, Executive Management Analyst  
Aimee Williams, Asst. Board Clerk/Administrative Specialist

**Guests/Public:** None

### **Call to Order**

President Kujawa called the meeting to order at 4:30 p.m.

### **Roll Call**

All Committee Members were present at Roll Call.

1) **Approval of Agenda**

Director Hoffman moved to approve the Agenda. President Kujawa seconded the motion. Motion passed unanimously.

2) **Public Comment** – None

3) **Approval of Minutes**

Director Hoffman moved to approve the Minutes. President Kujawa seconded the motion. Motion passed unanimously.

4) **Review & Discussion Regarding Parks & Recreation Events**

Mr. Lowrance reviewed the past and upcoming events. Next year the summer movie events will end during the first week of August before school begins. Fall/winter activities are scheduled for November and December and will include baking classes, painting classes, and the 2<sup>nd</sup> Annual Christmas Tree Lighting event.

5) **Update Regarding Phelan Park Expansion**

Mr. Lowrance reported the District had a meeting with KTUA on 10/5/22, and they are working on the necessary steps for the expansion project.

6) **Update on Phelan Farmers Market**

Mr. Lowrance reported the market is still doing good.

7) **Update on Teaching Garden**

Mr. Lowrance stated that attendance has continued to be around 12 people per class.

8) **Staff Report**

Nothing further.

9) **Committee Comments**

President Kujawa stated that she looked into the previously discussed self-defense/safety awareness classes and there was no availability this year.

The committee discussed the sound and music options for the tree lighting ceremony in December.

10) **Review of Action Items**

a) **Prior Meeting** – None

b) **Current Meeting** – None

11) **Set Agenda for Next Meeting** – January 10, 2023

12) **Adjournment**

With no further business before the Committee, the meeting adjourned at 4:45 p.m.

Agenda materials can be viewed online at [www.pphcsd.org](http://www.pphcsd.org)



# **Parks, Recreation & Street Lighting Committee Roles and Responsibilities**

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The Board of Directors established the Parks, Recreation & Street Lighting Committee as a standing committee with the following roles and responsibilities:

## **History of District Parks & Recreation**

Parks and recreation are vital components to any community. Parks not only add beauty but also provide safe areas for activities for individuals, families, and groups. In addition to parks, the District has two community centers and a senior center. These centers are utilized for a wide range of activities and are available to the community to rent for a small fee. The District currently offers several events and activities to the community, and continues to work on various recreation ideas.

Adjacent to the centers are two parks that have picnic tables and playgrounds. They are available from morning until dusk. The District is looking to develop larger parks that could have athletic fields or other features in addition to standard park integrity. The District owns several parcels throughout the District.

## **Role**

The role of the Committee is to assist District staff with the park, recreation, and street lighting activities and services in the District.

## **Responsibility**

The responsibility of the Committee is to review and work with staff to acquire, construct, improve, maintain and operate street lighting and landscaping on public property, public right-of-way, and public easements, to review quarterly staff reports at the public Committee meetings, and to develop annual and long-term capital and maintenance budgets.

## **Specific Tasks/Goals**

- Represent the Board in an advisory capacity and report to the Board quarterly.
- Work with staff in accordance to the LAFCO report.
- Outreach to the community to promote current activities, programs, and projects, and seek community input through survey and workshops to attain future parks, recreation, and street lighting projects, maintenance ideas, and concepts.
- Develop MOU with Snowline Joint Unified School District to develop mutual use of lands and recreational programs that benefit the community.
- Work with San Bernardino County to develop mutual goals that benefit the community for park and recreation purposes.
- Work with Sheep Creek Water Company to promote park, recreation, and community information.
- Attend training sessions or networking opportunities as they may come available and are pertinent to committee-related concerns.
- Make budget recommendations annually for committee-related activities.



# 2022 Strategic Plan

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Maximizing Resources for the Benefit of the Community

[www.pphcsd.org](http://www.pphcsd.org)

# Introduction

*“A goal without a plan is just a wish.”*

*- Antoine de Saint-Exupery*

A strategic plan is a top-level planning document for an organization to set clear direction over all operational aspects of its mission. It serves as framework for decision making over a five-year-period. It is a disciplined effort to produce fundamental decisions that shape what an agency plans to accomplish by selecting a rational course of action.

In 2016, the Board of Directors of the Phelan Piñon Hills Community Services District (District) retained BHI Management Consulting (BHI) to facilitate and coordinate the initial strategic plan development. Since then, several aspects of District operations have changed. In April 2021, the District began the process of updating the Strategic Plan to address new operational conditions and projects. This plan incorporates an assessment of the present state of District operations by gathering and analyzing information, setting goals, and making decisions for the future. Input has been gathered from various sources to add to the vision and implementation plan presented in this document. The plan seeks to strengthen and build upon opportunities while addressing areas of concern.

The updated plan identifies actions, activities, 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.

## Board of Directors

**Rebecca Kujawa**

*President*

**Deborah Philips**

*Vice President*

**Charlie Johnson**

*Director*

**Kathy Hoffman**

*Director*

**Mark Roberts**

*Director*

## District Staff

**Don Bartz**

*General Manager*

**Lori Lowrance**

*Assistant General Manager/CFO*

**George Cardenas**

*Engineering Manager*

**Kim Ward**

*Human Resources Manager*

**Sean Wright**

*Water Operations Manager*

**Steve Lowrance**

*Parks Supervisor*

The strategic planning effort focuses on several of the following vision areas:

- Future Water Portfolio in the 5-25 year time frame
- Community Relations and Culture, Inclusive Rebranding
- Deliberate collaboration with partner agencies
- The need to address the challenges of providing a balance of community programs and facilities with existing and future limitations
- Valuing District employees now and thoughtful planning for succession

Consultant  
**Brent H. Ives**  
*Managing Consultant*

# Contents

## General Information

### Introduction

**04** SWOT

**06** Definitions

**06** Plan Development

**6-7** Mission/Vision

**07** Plan Management

## Strategic Focus Areas

**08** Water Resources

**12** Phelan Community Park

**16** Senate Bill 1383 Compliance

**20** Financial Efficiency

**24** Strategic Partners and Public Affairs

**26** Personnel Management

## Maps/Tables

**28** Boundary Map

**29** Vision to Action Map

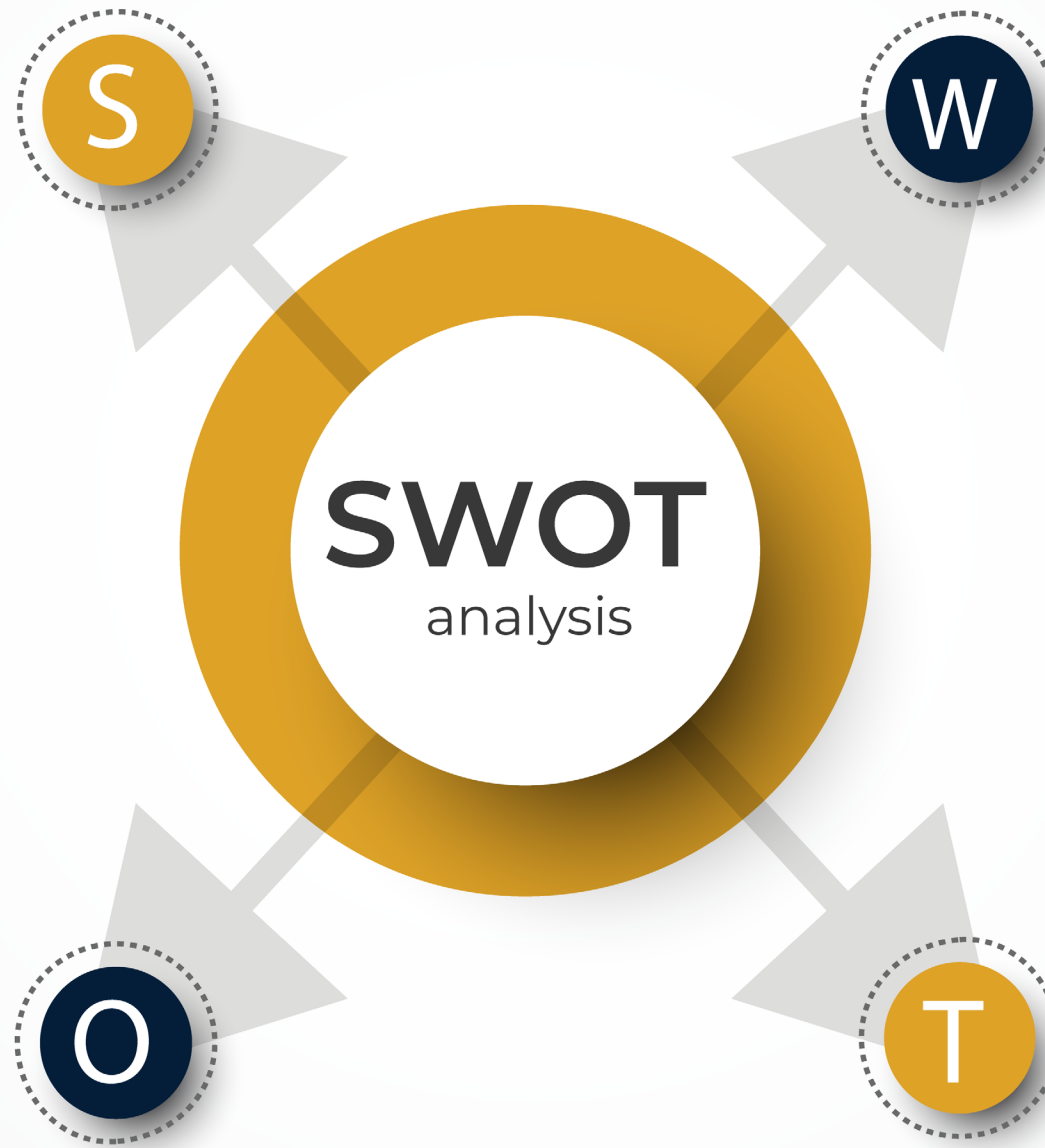


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**STRENGTHS**

- WATER INFRASTRUCTURE
- GREAT MANAGEMENT & EMPLOYEES
- OUR BALANCE SHEET
- OUR CHROMIUM-6 SOLUTION

**PPHCSD**



**WEAKNESSES**

- LACK OF EXISTING PARK SPACE
- AREAS WITH SUB-PAR FIRE FLOW
- COMMUNITY COMMUNICATIONS

**OPPORTUNITIES**

- NEW SERVICE AREAS
- SHEEP CREEK MUTUAL WATER
- OPPORTUNITIES TO COMMUNICATE WITH PARTNERS

**THREATS**

- STATE AND CHROM-6 LIMITS
- STATE \$\$ FOR SHEEP CREEK
- STAFFING CHALLENGES W/ SCMWC

# Plan Development

*Our Services: Water, Parks & Recreation, Solid Waste & Recycling, Street Lighting*

BHI first gathered input from the employees of the District, then interviewed individual Board members to get their one-on-one perspectives. The senior management team also provided input to the preparatory steps of the process. The following items were discussed:

- Mission Statement
- District Strengths, Weaknesses, Opportunities, and Threats (SWOT)
- Important Future Projects

The Board supported this process as a way to allow all to participate in the foundation of the strategic plan. A public Board and key staff workshop was conducted to develop plan elements, capture key areas to focus the plan. Each focus area was extensively discussed at this workshop to provide guidance to staff as they add more detail to the strategic plan.

Key staff worked with BHI to complete the list of strategic goals in support of the vision and focus areas. The plan was refined prior to the initial presentation to the Board so there was a clear understanding of what was being proposed, what components require Board support, and what options exist for the proposed actions. Upon final adjustments and refinements of the plan, it was brought back to the Board in a public meeting for review and approval.

## Mission

*“Our mission is to efficiently provide authorized services and maximize resources for the benefit of the community.”*

## Definitions

**Mission Statement:** A declaration of an organization's purpose; why the organization exists. Ideally, all activities of the District should be in support of the mission statement.

**Vision Statement:** A statement that articulates where the organization would like to be over the term of the strategic plan. It should outline important aspects of the organization as described within the planning term. The visions should create strategies and tactics in order to be met.

**Strategic Focus Areas:** Areas seen as current and future challenges and opportunities for the District that while completed, will fulfill the Mission statement for the community.

**Strategic Goals:** Strategic actions that are specific and measurable activities or targets that address the strategic elements. Day-to-day action and projects which are not covered in detail in the strategic plan, will be designed so the strategic goals are accomplished.



# Plan Management

A key part of the strategic planning process is to conduct an annual review and adjustment of the plan. These reviews allow for maintenance of the plan so it will continually reflect the actual needs and progress of the District strategy. The reviews will be documented and followed up by a plan supplement or an updated plan. A five-year planning horizon will be maintained.

## Vision

In five years, the District would like to say:

- We have completed the Phelan Park expansion
- We continue to meet industry standards and maintain a healthy financial position through sound fiscal policies
- We have increased our proactive relations with both our private and public partnerships
- We remain on-track with the maintenance and replacement of our water infrastructure as necessary
- We have high employee retention and are successfully addressing employee succession
- We have optimized our means and methods of communicating with our community



# 1.0 Water Resources



**Objective:** Our objective is to operate and maintain a safe, reliable, secure, compliant, and superior quality production system that meets water demand requirements of the community.

**Strategy:** We will do this by keeping on-track with the repair and replacement of water delivery infrastructure, safeguarding current source reliability through strategic basin management, and seeking additional water sources as outlined in the District’s Urban Water Management Plan, 10-Year Capital Improvement Plan, and Water Master Plan.

**Measurement:** We will know we have achieved the objective of this element by having a fully-operational water system that meets water demand and is compliant with all state and federal requirements.

## 1.1

### Sheep Creek Mutual Water Company Consolidation

The District believes that a community does not thrive unless all of its members thrive. To that end, the District sees consolidation with Sheep Creek Mutual Water Company (SCMWC) as beneficial to all members of the community as it will provide adequate and reliable source water to District businesses, schools, and residents. The District is currently working with the State Water Resources Control Board (SWRCB), Ardurra, and SCMWC towards consolidation. It is estimated the District and SCMWC will enter into a consolidation agreement in late 2022 contingent upon state funding.

## 1.2

### Chromium-6 Mitigation

Hexavalent Chromium (Chromium-6) mitigation is necessary to meet state requirements and ensure the District can provide clean and safe drinking water to its customers. District staff and the Board are working to mitigate Chromium-6 in a cost-effective manner ahead of the anticipated new state requirements. The District will know we have achieved this objective if our mitigation programs, while meeting regulations, do not significantly impair our production or significantly burden our customers. By utilizing a well profiling method of mitigation, the District will be under the anticipated state requirements. If the state requirements are more burdensome than expected, additional methods for mitigation may need to be implemented.

## 1.3

### Water Conservation

Water conservation plays a key role in ensuring source reliability. To comply with state requirements regarding unbilled water production (water loss), as well as user restrictions, the District will need to designate capital needed to reduce water loss and meet state restrictions. Water loss will need to be addressed by replacing aging infrastructure. District Metered Areas (DMA’s) can help to identify the priority areas of the District that need to be replaced and where loss is occurring. Upcoming restrictions on customer indoor and outdoor water usage will become important as state conservation requirements begin to be implemented. Conservation may have significant costs associated with it as customer education and enforcement will be required.





# 1.4

## Water Resources

The District owns water production rights in two Mojave River basins. As part of the adjudication, the District is only allowed to produce a certain percentage of the water rights it owns; this is known as the District's free production allowance. With the knowledge that the District will face a significant ramp-down of the free production allowance within the next five to seven years it is critical to secure additional water rights, access to imported water (when necessary), and to budget and prepare for paying for a replacement water obligation.

# 1.7

## Emergency Preparedness

The District has an Emergency Response Plan and conducts annual training on the Plan. In order to better prepare for various emergencies, the District has developed the following goals:

- Develop a Continuity of Operations Plan
- Comprehensive IT Assessment & Disaster Plan
- Identify all critical infrastructure vulnerability points and develop action plans for critical infrastructure
- Anticipate and prepare for supply chain disruptions by ensuring adequate inventory
- Update Emergency Response Plan to include a list of equipment and their locations, and identify local residents who could assist in emergencies, such as personnel for SCE or other water districts

# 1.5

## Water Production & Storage

The District is in the process of adding a new production well to the District's system and is working on a plan to add another new well in order to meet the needs of the District and provide increased production to meet future demand.

The District's ability to store water is also important. Storing water allows the District to provide water to customers during periods of high demand. Further, water storage allows the District to pump water during low demand and/or during times when it is less costly to use electricity. This water can then be utilized during high demand periods to ensure adequate supply and fire protection capability.

The District will add storage by constructing a new reservoir and enlarging current reservoirs, if possible, as outlined in the District's Water Master Plan.

# 1.6

## Meter Replacement Program

The District's meter replacement program is seen as one of the primary tools for managing the District's water resources efficiently and effectively. In 2020, the District began to replace meters with Sensus Advance Metering Infrastructure (AMI) meters focusing on over-lifespan, inaccurate, and failing meters, in addition to strategic area replacements. The benefits of the meter replacement program are reduction of District-side water loss, customer-side water usage monitoring, and efficient customer service. Specific goals include:

- Complete customer-side internet meter portal
- Complete Phase 3
- Complete Phase 4
- Complete Phase 5





# 2.0 Phelan Community Park

**Objective:** Our objective is to expand Phelan Community Park and provide additional activities to accommodate the needs and desires of the community as funding sources permit.

**Strategy:** We will do this by completing the expansion of Phelan Park per the plan developed by the District consultant KTUA, depending upon funding sources available to the District.

**Measurement:** We will know we have achieved the objective of this element if, within five years, the Phelan Park expansion is under construction and existing programs are enhanced.

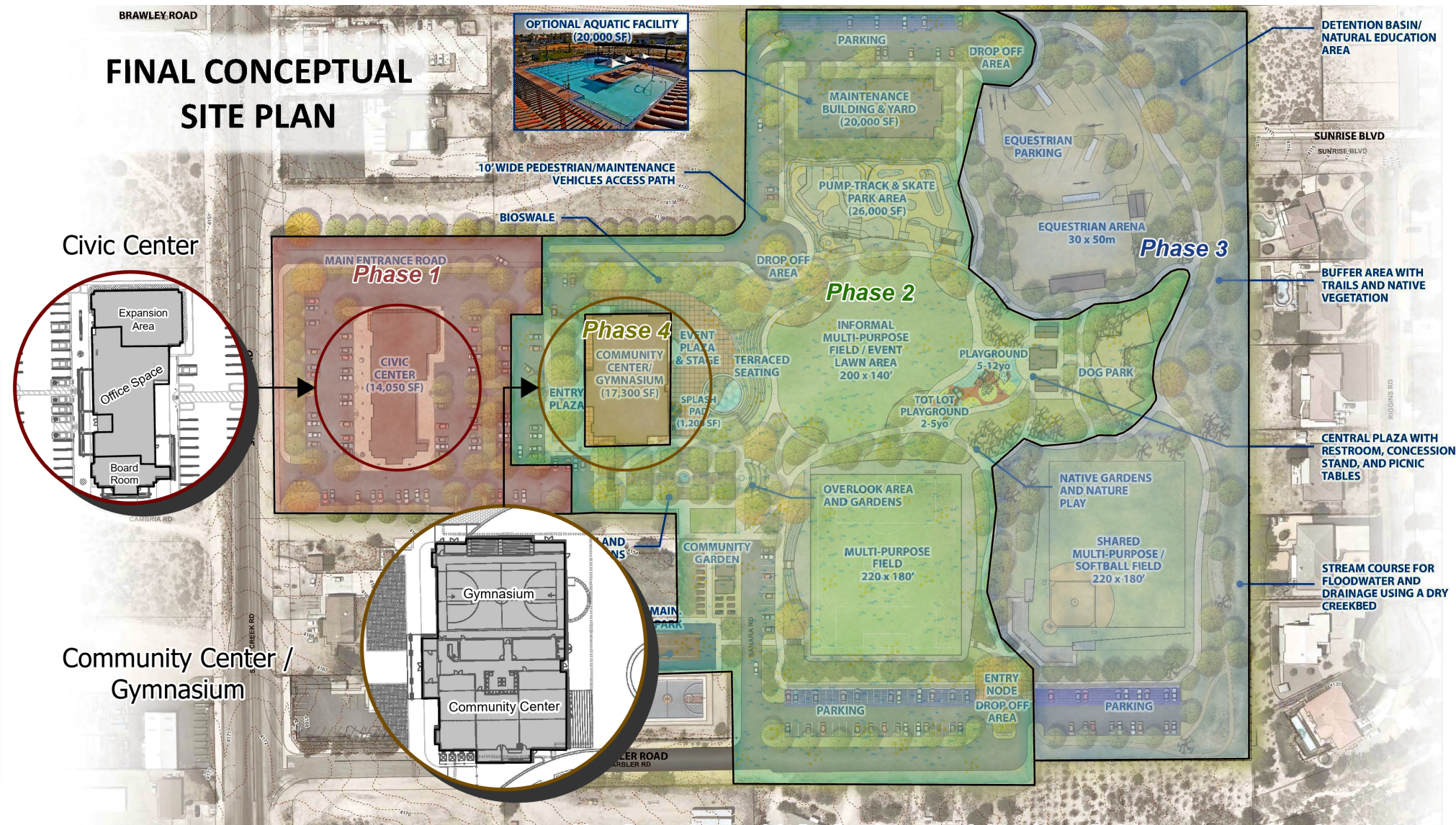


# 2.1

## Phelan Community Park Expansion

Phelan Community Park is the primary park utilized by District residents for a variety of activities, including music in the park, school field trips, and recreational activities such as basketball and walking. Development of the property to expand Phelan Park is in process and will continue until the park expansions are complete and open for public use. This will require project-finance plans to be completed.

The District continues to submit grant applications for parks funding. In addition to potential grant funding, the District will need to seek other funding resources in order to accomplish any park expansion. Depending on the project-finance opportunities, the project may be built in phases or the entire project could be built at one time.







# 2.2

## Parks Master Plan Update

A Parks Master Plan has been prepared that describes existing operations, identifies long-term operations, replacements, repairs, potential expansions of parks and community centers within the District and includes an action plan to be implemented. As Phelan Park and other park facilities are developed, the Parks Master Plan will need to be updated to incorporate new facilities and programs. This will allow the District to make intelligent decisions about these elements.

# 2.3

## Complete Parks Portion of the Civic Center Building

Part of the Civic Center vision includes a multi-purpose building to be utilized for indoor recreation and event purposes. For example, the building could be used for many types of community events and gatherings, both public and private, such as weddings, receptions, seminars, the farmers market, community classes and workshops, fitness activities, etc. Project-finance plans will be required to complete this goal.

# 2.4

## Public & Private Partnerships for Parks and Recreation Programs

The District will continue working with local civic groups and businesses to promote District events and participate in community events. These groups include, but are not limited to, the Phelan and Piñon Hills Chambers of Commerce, Phelan and Piñon Hills Senior Groups, Snowline Joint Unified School District, Kiwanis Club, Mojave Archers, and CR&R.

The District will promote volunteer hosting and co-sponsorship of District classes and programs and consider programs such as "Adopt a Park" or "Park Pals" to encourage businesses and residents to become stewards of public areas.

# 2.5

## Community Recreation Building/Gymnasium

As part of Phase 4 of the Phelan Park expansion, the District will seek funding for construction of a community recreation building and gymnasium. The District has completed the conditional use permit for the building and has designed the basic footprint. Once funding is secured, staff will work with interior designers and architects on the final layout and design of the building in order to maximize use of the space. Once funding is secured, the District will need to issue a Request for Proposal for construction which may be part of the Phelan Community Park expansion construction project depending on funding and phasing.

Additional staffing needs will be analyzed as part of the development and construction process. Engagement with various community organizations to ensure successful programs will be needed.



# 3.0 Senate Bill 1383 Compliance



**Objective:** Senate Bill 1383 (SB 1383) was signed into law in 2016 and requires the state to reduce organic waste disposal by 75% by 2025. The regulations went into effect on January 1, 2022. Our objective is to implement solid waste & recycling programs in order to comply with SB 1383.

**Strategy:** We will do this by enhancing current programs and implementing new services.

**Measurement:** We will know we have achieved the objective of this element by meeting SB 1383 requirements.



“The most patriotic thing you can do is to take care of the environment and try to live sustainably.”

- Robert F. Kennedy, Jr.

## 3.1

### Franchise Amendment

The District's current franchise agreement with CR&R was adopted on July 3, 2019. Since that time, final rule making for SB 1383 was completed and certain regulations went into effect on January 1, 2022. District staff has prepared a timeline as guidance for implementation of SB 1383. One of the initial steps in the process is to amend the District's franchise agreement to include service provisions related to SB 1383.

In order to begin the process to prepare for uniform collection and compliance with SB 1383, CR&R will incur significant capital expenses to add personnel, to purchase trucks and bins, and to help the District educate customers on upcoming requirements.

## 3.2

### Adopt Ordinance for Uniform Residential & Commercial Solid Waste, Recycling, & Organics Collection

The District currently has ordinances for commercial solid waste and commercial recycling collection. These ordinances will be replaced with a single ordinance that also includes provisions for organics collection. Further, the ordinance will include residential collection requirements in order to comply with SB 1383. This will require uniform residential solid waste, recycling, and organics collection in order for the program to be economically feasible and to ensure compliance with SB 1383.

## 3.3

### School Outreach Program

The District already has a school outreach program that utilizes Mr. Eco to educate students on recycling. This program will be modified to educate students on proper disposal of organics. Further, District staff and CR&R will develop and distribute materials to schools, including labels for containers, to help ensure waste is properly sorted and disposed of.

#### Six Main Elements of SB 1383

- + Organics and Recycling Collection
- + Contamination Monitoring
- + Education and Outreach
- + Capacity Planning
- + Procurement
- + Edible Food Recovery





# 3.4

## Procurement Policy

SB 1383 requires the District to adopt a procurement policy that requires the District to purchase a certain amount of organic waste products. Procurement can include compost, mulch, and renewable energy. Further, the District can only purchase paper products that contain postconsumer recycled content.



# 3.5

## Edible Food Recovery Program

To reduce food waste and help address food insecurity, SB 1383 requires that by 2025 California will recover 20 percent of edible food that would otherwise be sent to landfills, to feed people in need. The District is required to:

- Establish food recovery programs and strengthen existing food recovery networks
- Educate food donors to recover the maximum amount of their edible food that would otherwise go to landfills
- Maintain recovery records

District staff will work with CR&R to develop this program and ensure as much edible food as possible is recovered.

# 3.6

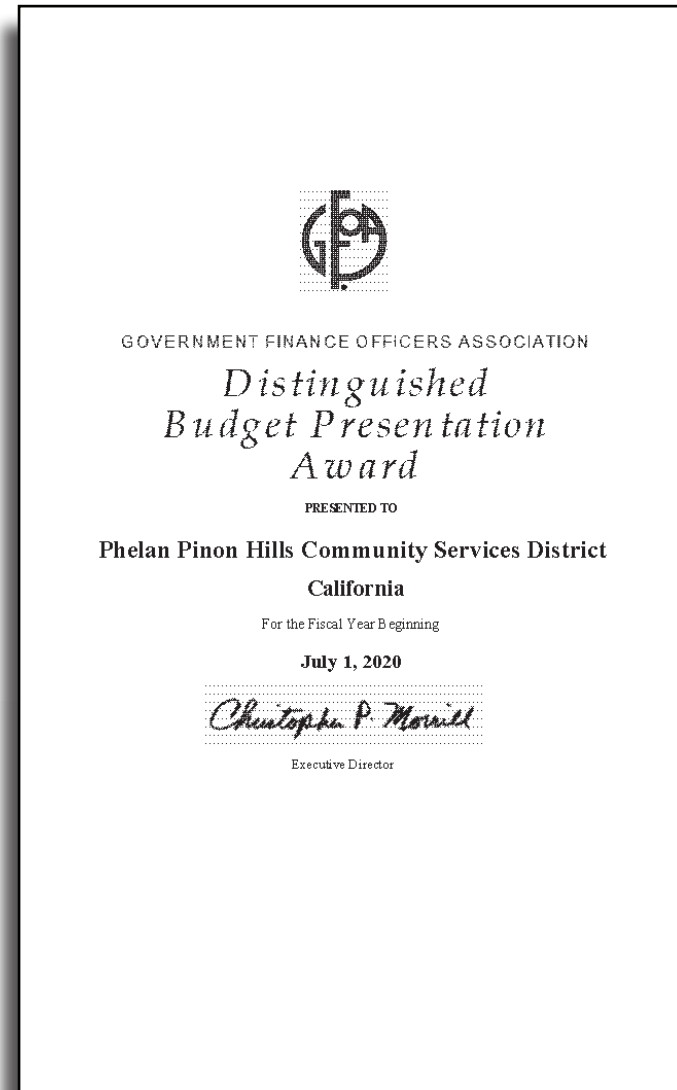
## Outreach & Education

SB 1383 regulations require that jurisdictions conduct education and outreach on organics recycling to all residents, businesses (including those that generate edible food that can be donated), haulers, solid waste facilities, and local food banks and other food recovery organizations. District staff will work with CR&R on outreach regarding SB 1383 requirements, including how to source separate waste.w





# 4.0 Financial Efficiency



**Objective:** Our objective is to manage public funds to provide financial stability, rate equity, prudent fiscal management, and to demonstrate responsible stewardship.

**Strategy:** We will do this by controlling costs, establishing rates that support policy objectives, implementing viable alternative revenue options, and managing risks, investments, and debts in a way that ensures funds are available when needed.

**Measurement:** We will know we have achieved the objective of this element by providing accurate financial information, and developing financial, budget, cost recovery, and rate strategies in support of the District's mission and goals. We will continue to receive awards from GFOA and/or CSMFO for the budget document and the Annual Comprehensive Financial Report (ACFR). We will have sufficient funding mechanisms to support strategic initiatives while maintaining adequate reserves to protect the District.

## 4.1

### Annual Budget Process

The District will continue to promote prudent fiscal management through proper communication of the budget to employees, board members, and the public. The annual budget process will strive for clarity and strategic integration while in compliance with Budget Policy, GFOA and CSMFO standards, Generally Accepted Accounting Principles, Governmental Accounting Auditing and Financial Reporting, and Government Accounting Standards Board.

## 4.3

### Connection Fee Analysis

Connection charges are intended to recover the cost of upgrading and expanding facility capacity to accept and offset the impact of new users on the water system.

Connection charges are the one-time fee charged to connect to the water system. The connection charge for water service is made up of two components: "buy in" cost and capital costs attributable to future users. The buy in component is essentially the fair share cost of buying into the existing system; and the costs attributable to future users is the proportional cost of capital projects that are driven by future demand. The water connection fee is then scaled to the respective water meter size using standard meter ratios, published by the American Water Works Association (AWWA). The last connection fee study was in 2013. A new study is necessary to ensure connection fees are sufficient to offset the impact of new users on the system.

## 4.2

### Periodic Financial Studies

The District will continue to conduct studies every five years, or as often as necessary, to address strategic needs, mandates, and/or other unforeseen circumstances that may arise. Needs analyses, rate studies, and potential subsequent rate changes will be in compliance with Proposition 218 at a minimum and will incorporate additional public outreach in the spirit of transparency and encouragement of public participation.

## 4.4

### Annual Audit

The District will continue to contract with a qualified auditing firm to conduct an annual audit of the District's financial records. The annual audit provides reassurance and transparency of the District's financial management. A CPA firm, selected by the Board of Directors, will conduct the audit and produce the Annual Comprehensive Financial Report (ACFR) in compliance with Generally Accepted Accounting Principles, state and federal standards, including Governmental Accounting Standards Boards and Government Auditing Standards issued by the Comptroller General of the United States. The CPA firm will be reviewed by the Board of Directors to ensure the District is receiving the most cost effective, highest quality, and thorough audit services.





# 4.5

## Fiscal Policies

The District will develop new policies and continue to update existing policies as needed, including: Budget Policy, Purchasing Policy, Investment Policy, Reserves Policy, Revenue Policy, and Cash Handling Policy.

# 4.6

## Financing

The District will continue to seek low interest loans and grants to fund projects. We will continue to develop Budget and Audit documents that meet GFOA and/or CSMFO standards to receive awards which assist with eligibility for loans and grants. The District will continue to be involved and educated by California Debt and Investment Advisory Commission (CDIAC) and other funding and grant agencies.





## 5.0 Strategic Partners and Public Affairs



**Objective:** Our objective is to foster beneficial strategic relationships to accomplish the goals of the District and to ensure a well-informed public regarding District business and planning.

**Strategy:** We will do this by embracing strategic ties with other organizations, working closely with regulators, developing a deliberate legislative and regulatory agenda, and participating in professional associations. We will also proactively communicate the District's business plans to both our staff and the public while being open and transparent in all we do.

**Measurement:** We will know we have achieved the objective of this element by having increased staff and public involvement in District events, increased involvement in, and results from, professional associations, and stronger tie with outside organizations and legislators.

### 5.1

#### Increased Communication to the Public

This goal will be accomplished by utilizing the District's new branding in continuing and increasing District efforts to maintain and enhance a variety of staff and community outreach communications systems. These systems include, but are not limited to: press releases, public bulletin boards, District website, District newsletter, billing inserts, and social media.

### 5.2

#### Community Business & Organization Outreach

District representatives will attend chamber of commerce meetings and other community-related meetings on a regular basis. We will also attend other agency meetings, such as Mojave Water Agency (MWA) meetings, on a regular basis. The District will continue its partnership with Snowline School District to promote District events and activities. We will be prepared to share information about District activities at these meetings and encourage participation by applicable organizations.

### 5.3

#### Involvement in Professional Organizations

Professional organizations, such as CSDA, ASBCSD, AWWA, and ACWA, are valuable sources of information and offer many resources. Staff and the Board will be encouraged to be involved in professional organizations and to seek recognition from these organizations through completion of training programs or through work excellence.

### 5.4

#### Outreach to Legislators and Local Agencies

We will continue outreach and obtain monthly updates from local legislators through the District's Legislative Committee meetings to reflect our legislative agenda. We will provide meeting spaces free of charge for activities that provide a community benefit, such as trainings, meetings, and town halls. We will work with our legislators on legislation that will benefit the District. We will be a partner with public safety to support them where we can such as providing spaces to utilize during emergencies and for training.

# 6.0 Personnel Management

**Objective:** Our objective is to utilize our employees in the most optimal manner, create an equitable and safe work environment, foster employee retention and development, recognize excellence, and plan for the future personnel needs of the District.

**Strategy:** We will do this by continuing our education and training programs, continuing annual performance evaluations, periodically evaluating the organizational structure of the District, developing succession plans for key positions, utilizing sound policies and personnel practices, and working on programs and methods to create a positive environment where employees desire to work.

**Measurement:** We will know we have achieved the objective of this element by having positive employee performance evaluations, more employee involvement in District events, improved employee retention, increased employee participation in the District's education and training programs, and succession plans completed for all key positions.

# 6.1

## Retention & Development

The District desires to have the best possible staff and to retain them. Retaining staff ensures continuity of operations, reduces hiring and training costs, and maintains valuable institutional knowledge. In order to retain and develop staff, the District will continue to conduct annual performance evaluations and use them in a meaningful way to develop and improve staff skills.

The District offers a variety of educational and training opportunities to its employees. Employees are encouraged to enhance their knowledge, skills, and abilities which help the District to succeed. All staff are offered training relevant to their position or career goals. During annual performance reviews, or as needed, training goals are determined and assigned. Employees are also encouraged to request training on their own utilizing the District's training request procedure.



# 6.2

## Internal Communication

This goal will be accomplished by continuing and increasing District efforts to maintain and enhance a variety of staff communication methods. This will include monthly training/updates with all staff, e-mail updates regarding items affecting the District or changes to procedures and policies.

# 6.4

## Succession Planning

A succession plan allows an organization to look into the future to mitigate issues that present potential staffing gaps, analyze pending issues with staffing, as well as identify single point information failures. District staff will analyze the known planned attrition and the organization as it relates to potential upcoming staffing issues. Staff will identify key employees likely to retire in the coming years and identify possible internal replacements, if any.

To prepare for unplanned attrition, staff will identify functional areas to determine if critical information is held by a singular employee and explore methods to share this information, such as cross training, written procedures, delegation of duties, and identifying outside resources for contingencies. Staff will also evaluate means for allowing and promoting the growth of internal staff, when possible, for career progression, development in a planned way as it is currently done through annual performance evaluations. An outside firm may be engaged to assist with this effort.

# 6.3

## Team Building

This will be accomplished by having monthly meetings with the entire staff where team building activities are conducted and office and field staff have an opportunity to interact. During these meetings, the General Manager will address current issues and activities of the District and receive input from employees. This will also provide an opportunity to review policies and procedures with staff and explain their purpose while accepting comments and suggestions for updates, if applicable.

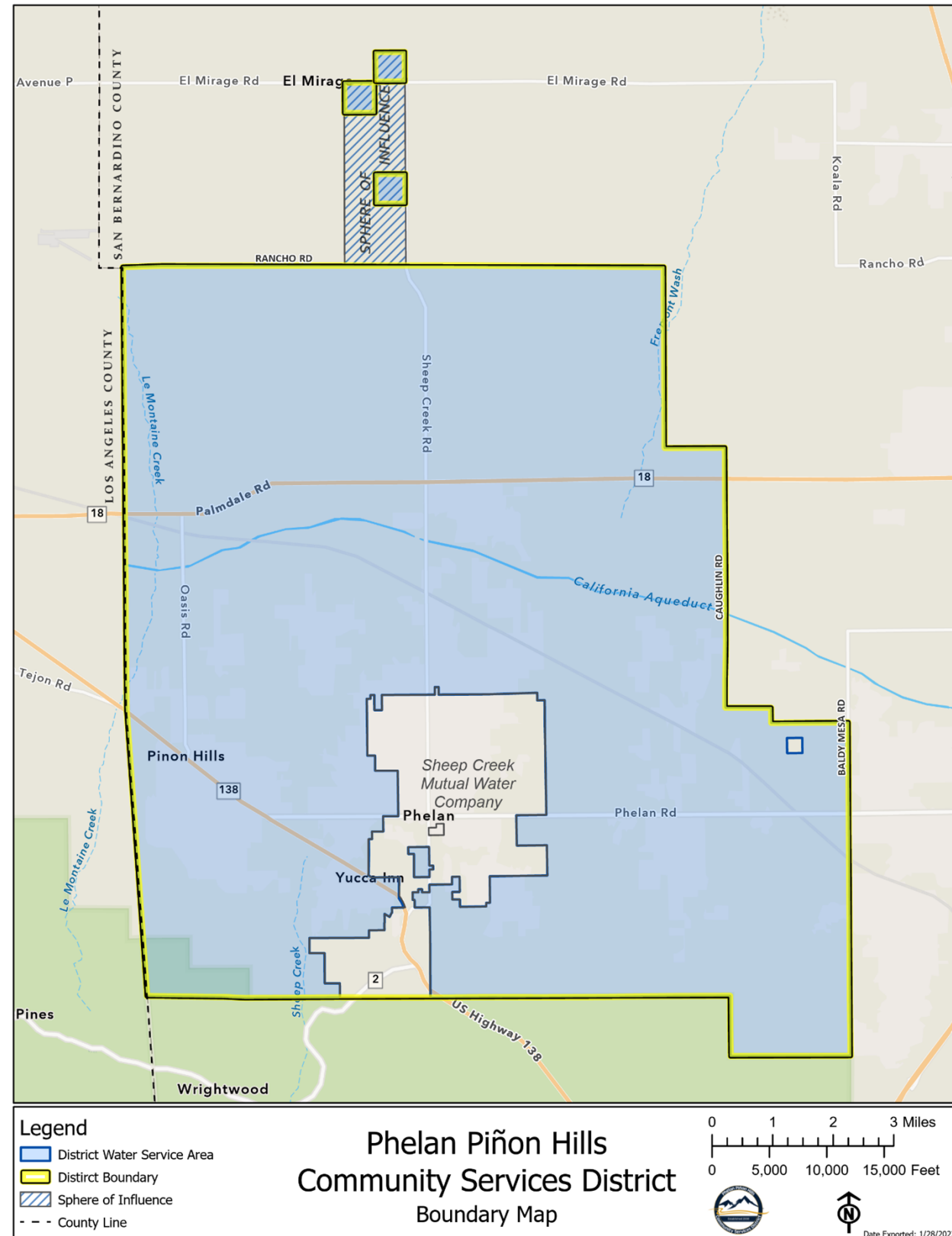
# 6.5

## Personnel Policies

The Personnel Manual is updated as necessary to ensure the Personnel Manual contains policies and procedures that are aligned with current laws and the District's needs. An entirely new manual is being developed. The new manual will promote employee equity and allow management to effectively direct the District's personnel.



# Boundary Map



# Vision to Action Table

Strategic Element	Strategic Goals	Completion Time Frame
1.0 Water Resources	1.1 Sheep Creek Mutual Water Company Consolidation 1.2 Chromium-6 Mitigation 1.3 Water Conservation 1.4 Water Resources 1.5 Water Production & Storage 1.6 Meter Replacement Program 1.7 Emergency Preparedness	2023/2024  2022/2023 2022/2023 2022/2023 2022/2024 2025 2023/2024
2.0 Phelan Community Park	2.1 Phelan Community Park Expansion 2.2 Parks Master Plan Update 2.3 Complete Parks Portion of the Civic Center Building 2.4 Public and Private Partnerships for Parks and Recreation Programs 2.5 Community Recreation Building/ Gymnasium	2027 2024/2025 2023/2024  Ongoing Ongoing
3.0 Senate Bill 1383 Compliance	3.1 Franchise Amendment 3.2 Adopt Ordinance for Uniform Residential & Commercial Solid Waste, Recycling, & Organics Collection 3.3 School Outreach Program 3.4 Procurement Policy 3.5 Edible Food Recovery Program 3.6 Outreach & Education	2022 2022  Ongoing 2022 2022 Ongoing
4.0 Fiscal Efficiency	4.1 Annual Budget Process 4.2 Periodic Financial Studies 4.3 Connection Fee Analysis 4.4 Annual Audit 4.5 Fiscal Policies 4.6 Financing	Ongoing Ongoing 2022/2023 Annual Ongoing Ongoing
5.0 Strategic Partners and Public Affairs	5.1 Increase Communication to the Public 5.2 Community Business & Organization Outreach 5.3 Involvement in Professional Organizations 5.4 Outreach to Legislators and Local Agencies	Ongoing Ongoing  Ongoing Ongoing
6.0 Personnel Management	6.1 Retention & Development 6.2 Internal Communication 6.3 Team Building 6.4 Succession Planning 6.5 Personnel Policies	Ongoing Ongoing Ongoing 2022/2023 2022/2023



**RESOLUTION NO. 2017-06**  
**A RESOLUTION OF THE BOARD OF DIRECTORS OF  
THE PHELAN PIÑON HILLS COMMUNITY SERVICES DISTRICT  
ESTABLISHING RULES AND REGULATIONS FOR  
THE USE OF ITS PUBLIC PARKS AND RECREATION FACILITIES**

WHEREAS, the Phelan Piñon Hills Community Services District (“the District”) is a Community Services District organized and operating pursuant to Government Code 61000 et seq.

WHEREAS, pursuant to Ordinance No. 2013-01 adopted by the District’s Board of Directors on October 2, 2013, the District is authorized to establish rules and regulations for the administration, operation, and use and maintenance of its facilities and services related to the exercise of its powers to acquire, construct, improve, maintain, and operate recreation facilities, including, but not limited to, parks and open space.

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Phelan Piñon Hills Community Services District as follows:

**SECTION 1. RULES AND REGULATIONS**

The rules and regulations attached hereto as “Policy 8100” and incorporated herein by this reference are hereby adopted and shall govern the use of District recreation facilities, including, but not limited to, parks and open space. The conditions set forth in Section 8103 thereof shall be included in the sign posted in the parks.

**SECTION 2. ENFORCEMENT**

The District’s General Manager, or designee, is hereby authorized to take all necessary actions to enforce this Resolution and to issue permits to engage in specified recreational activities in specified parks or areas owned or governed by the District subject to the usage restrictions set forth herein.

**SECTION 3. EXCEPTIONS**

The provisions of the above sections shall not be construed to prohibit persons from engaging in organized recreational activities conducted and scheduled by the District or to prohibit the District from conducting such activities.

**SECTION 4. SEVERABILITY**

This Resolution and various parts, sections, and clauses hereof are hereby declared to be severable. If any part, sentence, paragraph, section, or clause is adjudged unconstitutional or invalid by a court of record, the remainder of this Resolution shall not be affected thereby. The District’s Board of Directors hereby declares that it would have passed this Resolution, and each part thereof,

regardless of the fact that one or more of such parts would be declared unconstitutional or invalid.

SECTION 5. OPERATION

This Resolution supersedes Resolution No. 2013-15, adopted on about October 2, 2013, and shall take effect thirty (30) days after adoption.

APPROVED, SIGNED, AND ADOPTED by the Board of Directors of the Phelan Piñon Hills Community Services District at a regular meeting held on the 19<sup>th</sup> day of April 2017, by the following vote:

AYES: Brandon, Morrissette, Pace, Roberts, Whalen

NOES:

ABSENT:

ABSTAIN:



\_\_\_\_\_  
Cathy Pace, President of the Board of  
Directors of the Phelan Piñon Hills  
Community Services District

ATTEST

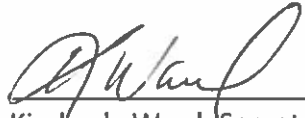


\_\_\_\_\_  
Kim Ward, Secretary of the  
Phelan Piñon Hills Community Services  
District and of the Board of Directors

(SEAL)

## CERTIFICATION

I, Kimberly Ward, Secretary to the Board of Directors of the Phelan Piñon Hills Community Services District, hereby certify that the foregoing Resolution No. 2017-06 was duly and regularly adopted at a regular meeting of the Board of Directors of the Phelan Piñon Hills Community Services District on April 19, 2017.



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Kimberly Ward, Secretary of the  
Phelan Piñon Hills Community  
Services District and to the Board  
of Directors

**POLICY NO. 8100**

**SECTION 8101. TABLE OF CONTENTS**

	<u>Page</u>
Section 8101 Table of Contents	1
Section 8102 Rules and Regulations	2-3
Section 8103 Park Signage	3

## **SECTION 8102. PARKS RULES AND REGULATIONS**

8102.01 **Parks Hours of Operation** - The parks opens at 7:00 a.m. and close at dusk, unless prior authorization is given by the General Manager, or designee. Whenever a threat to public health or safety exists in any park resulting from any natural cause, accident, riot, unlawful assembly, or activity, the General Manger, or designee, may close the park, or part thereof, to the public for as long as is deemed necessary to ensure the safety and well-being of the public. Restroom facilities are available during normal park hours except for the Thanksgiving and Christmas holidays. Restrooms are to be used for their intended purposes only. No person shall enter or remain in the park after normal park hours. Overnight camping is prohibited.

8102.02 **Motor Operated Vehicles** - Motor operated vehicles are prohibited from traveling at a speed in excess of five (5) miles per hour in park areas, including parking areas. Motor operated vehicles are prohibited in park areas not specifically designated for parking. All vehicles must park in designated parking stalls only.

8102.03 **Playground Equipment** - Playground equipment is designated for children ages 12 and under, as posted and specified by the playground equipment manufacturer. Playground equipment is to be used only in the manner for which it is designed.

8102.04 **Animals & Wildlife** - Dogs and cats are the only animals allowed in park areas, unless otherwise authorized. Animals must be on a leash at all times. Any waste product deposited by the animal on park property must be promptly cleaned up and disposed of. Animal waste disposal bags are available in the park for public use. Animals must be kept under control at all times. Owners are responsible for any damages incurred as a result of their animal. All animals should be properly licensed and vaccinated in accordance with the laws of San Bernardino County.

Wildlife and their habitats are not to be harmed or disturbed.

8102.05 **Alcohol and Tobacco** - Alcoholic beverages are prohibit in the park excepting for permitted activities as authorized by the General Manager, or designee. Tobacco products are not allowed except in designated areas as deemed compliant with federal and state laws regarding usage.

8102.06 **Music or Other Amplified Sounds** - Music or other amplified sounds must be authorized by the General Manager, or designee.

8102.07 **Park Shelters & Grass Area** - Shelters and grass area are for use on a first-come, first-served basis, unless otherwise authorized by the General Manager, or designee. At no time can the grass area be cordoned off for private use without written authorization by the General Manager, or designee.

8102.08 **Events** - Non-District events taking place in the park must be authorized by the General Manager, or designee. Any non-District event is limited to civic groups providing community benefit and must have a completed and signed authorization form from the General Manager, or designee.

8102.09 **Additional Prohibited Activities and/or Items** - The following activities and/or items are prohibited on park property: destruction or mutilation of park property, misuse of park property, engaging in illegal activities, possession or use of explosives or weapons, use of profane language, fighting, gambling, using glass bottles or containers, littering, dumping of outside garbage in park trash containers, making fires outside of provided barbecues, throwing of objects that may cause personal injury or damage to property, solicitation, campaigning, playing sports outside of designated areas, playing golf, shooting archery, flying model airplanes or drones.

8102.10 **Failure to Comply** - No person shall fail or refuse to comply with the lawful direction or command of parks staff, other District employees, or park sign, or they may be denied the use of parks and park facilities, may be prosecuted as committing either a misdemeanor or an infraction by the District's General Manager in the name of the people of the State of California, or may be the subject of redress by civil action.

### **SECTION 8103. PARK SIGNAGE**

- 8103.01 Park Hours: 7am to dusk, unless otherwise authorized.
- 8103.02 Speed limit is 5 miles per hour.
- 8103.03 Vehicle parking in designated parking stalls only.
- 8103.04 No motorized vehicles in park area.
- 8103.05 Playground equipment is for children ages 12 and under, as posted.
- 8103.06 Dogs and cats must be on a leash; no other animals allowed unless authorized.
- 8103.07 Do not misuse, destroy, or mutilate park property.
- 8103.08 Do no harm wildlife or disturb wildlife habitats.
- 8103.09 No illegal activities.
- 8103.10 No profane language, fighting, or gambling.
- 8103.11 No tobacco products allowed except in designated areas.
- 8103.12 No alcoholic beverages allowed.
- 8103.13 No littering or dumping of outside garbage or trash.
- 8103.14 No fires except in provided barbecues.
- 8103.15 No music or other amplified events unless authorized.
- 8103.16 No throwing of objects that may cause personal injury or damage to property.
- 8103.17 Sports are to be played in designated areas.
- 8103.18 Golf, archery, model airplane, and drone flying are prohibited.
- 8103.19 Shelters and grass area are first-come, first-served.