

## **SPECIAL BOARD MEETING AGENDA**

February 15, 2023 – 5:00 p.m.  
Phelan Community Center  
4128 Warbler Road, Phelan, CA 92371  
& Via Conference Call (see below)

### **THESE MEETINGS WILL BE CONDUCTED IN ACCORDANCE WITH THE PROVISIONS OF ASSEMBLY BILL 361, 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 Piñon 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**

1-669-444-9171  
Meeting ID: 853 8750 8453  
Passcode: 092096

##### **Zoom**

<https://us06web.zoom.us/j/85387508453?pwd=VkZvMnozMkZ4Mzh5dHZXUHEzNFFmdz09>  
Meeting ID: 853 8750 8453  
Passcode: 092096

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

+16694449171,,85387508453#

#### **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 added to 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 BOARD MEETING – 5:00 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 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) **2023/2024 Budget Workshop**

- a) Review and Discussion Regarding Budget Policy
- b) Review and Possible Approval of Amended Strategic Plan
- c) Review and Possible Acceptance of Draft Capital, Maintenance, and Program Plans

4) **Review of Action Items**5) **Recess to Closed Session**

Conference with Legal Counsel  
Initiation of Litigation Pursuant to Government Code  
Section 54956.9(d)(4)  
Two Potential Cases

6) **Return to Open Session** – Announcement of Reportable Closed Session Action

7) **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)

**RESOLUTION NO. 2019-05**

**RESOLUTION OF THE BOARD OF DIRECTORS OF THE PHELAN PIÑON HILLS  
COMMUNITY SERVICES DISTRICT, COUNTY OF SAN BERNARDINO, STATE OF  
CALIFORNIA, ADOPTING A BUDGET POLICY**

WHEREAS, the Board of Directors desires to adopt a Budget Policy; and

WHEREAS, the objective of the Policy is to provide staff the procedures and guidelines upon which to prepare the annual budget; and

WHEREAS, a Budget Policy has been presented to the Board of Directors of the Phelan Piñon Hills Community Services District in the form attached to this Resolution and marked "Policy No. 1120."

NOW, THEREFORE, BE IT RESOLVED, that the Board of Directors of the Phelan Piñon Hills Community Services District does hereby adopt and approve the District "Budget Policy" set forth in District Policy No. 1120 attached hereto, which the policy is by this reference incorporated herein.

APPROVED, SIGNED, AND ADOPTED by the Board of Directors of the Phelan Piñon Hills Community Services District at a regular meeting held on the 3rd day of April 2019, by the following vote:

AYES: Brandon, Hoffman, Johnson, Philips

NOES: Roberts

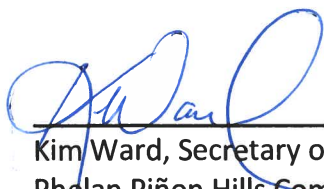
ABSTENTIONS:

ABSENT:



Alex Brandon, 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. 2019-05 was duly and regularly adopted at a regular meeting of the Board of Directors of the Phelan Piñon Hills Community Services District on April 3, 2019.



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

**POLICY NO. 1120**

**SECTION 1121. TABLE OF CONTENTS**

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## **SECTION 1122. INTRODUCTION**

1122.01        **Introduction** - This general Budget Policy is the basis upon which staff develops budget recommendations and establishes funding priorities within the limited resources the Phelan Piñon Hills Community Services ("District") has available to provide services.

1122.02        **Budget Parameters** - The budget is a plan agreed to by the District's Board of Directors ("BOD") and the General Manager. It will contain information and data regarding the goals and priorities of the District and its revenue requirements for expected expenditures. Adopted budgets will comply with this budget policy. The General Manager has the primary responsibility for formulating and implementing the budget proposals in line with the BOD's priority directions. The budget is prepared by District staff in the Finance Department with input from District management.

1122.03        **Government Code** - California Government Code 61110 states the following regarding budgets for special districts.

On or before July 1 of each year or, for districts using two one-year budgets or a biennial budget, every other year, the board of directors may adopt a preliminary budget that conforms to generally accepted accounting and budgeting procedures for special districts.

The board of directors may divide the preliminary budget into categories, including, but not limited to, the following:

- Maintenance and operation.
- Services and supplies.
- Employee compensation.
- Capital outlay.
- Interest and redemption for indebtedness.
- Designated reserve for capital outlay.
- Designated reserve for contingencies.

On or before July 1 of each year or, for districts using two one-year budgets or a biennial budget, every other year, the board of directors shall publish a notice stating all of the following:

- (a) Either that it has adopted a preliminary budget or that the general

manager has prepared a proposed final budget which is available for inspection at a time and place within the district specified in the notice.

- (b) The date, time, and place when the board of directors will meet to adopt the final budget and that any person may appear and be heard regarding any item in the budget or regarding the addition of other items.

The board of directors shall publish the notice at least two weeks before the hearing in at least one newspaper of general circulation in the district pursuant to Section 6061.

At the time and place specified for the hearing, any person may appear and be heard regarding any item in the budget or regarding the addition of other items. The hearing on the budget may be continued from time to time.

On or before September 1 of each year or, for districts using two one-year budgets or a biennial budget, every other year, the board of directors shall adopt a final budget that conforms to generally accepted accounting and budgeting procedures for special districts. The general manager shall forward a copy of the final budget to the auditor of each county in which the district is located.

**1122.04     Public Hearing** - In accordance with California Government Code 61110 stated above, the District will hold a public hearing and will publish the required notice at least two weeks before the hearing. Any person may appear and be heard regarding any item in the budget or regarding the addition of other items.

Because the District's budgets may contain items that require notices to customers, a Draft Budget will be presented to the District's BOD in advance, giving staff the authorization to move forward with noticing requirements. A copy of the Draft Budget will be made available for public inspection on the District's website and at the District's main office.

**1122.05     Budget Calendar and Deadlines** - The Administrative Services Manager will prepare and present the Budget Calendar to the General Manager, the BOD, and staff before the beginning of March in the calendar year that a budget is to be adopted.

The California Government Code requires the District to adopt a final budget on or before September 1st in the year a budget is to be adopted. Because the District's fiscal

year begins July 1st, the budget will be approved before the end of June to allow for the authorization of expenditures.

1122.06 **Accounting Method** - The budget will be prepared using the same accounting methodology as the District's Annual Financial Report to allow for consistency and transparency between the two documents. The account method used for both documents will be the accrual method of accounting.

1122.07 **Budget Elements** - The budget will include all of the elements listed below. It will be presented in a public-friendly format. All of the schedules will be consistent in format and the total amounts will agree throughout the document. The budget will contain comparisons to prior budgets and actual data.

- Budget Message
- Budgetary Control and Financial Practices
- Financial Policies
- Sources of Revenue
- Rates and Fees
- Organizational Chart
- Staffing Levels
- Department Functions and Goals
- Financial History and Budget Comparison
- Budget Overview
- Statement of Revenues and Expenditures
- Fund Balances and Cash Flow Projections
- Reserves Schedule
- Debt Service Analysis
- Capital Expenditure Descriptions
- Five Year Forecast
- Statistical Section
- Glossary

1122.08 **Budget Amendments** - If a significant change to operations occurs after



the budget has been adopted, the District should propose an amendment to the budget. California Government Code 61111 states the following regarding budget amendments for special districts.

- (a) At any regular meeting or properly noticed special meeting after the adoption of its final budget, the board of directors may adopt a resolution amending the budget and ordering the transfer of funds between categories, other than transfers from the designated reserve for capital outlay and the designated reserve for contingencies.
- (b) The board of directors may authorize the general manager to transfer funds between budget categories, other than transfers from the designated reserve for capital outlay and the designated reserve for contingencies.

1122.09      **Budgetary Control – Level of Control** – The General Manager can go over or be under budget on a line item basis, with explanation, as authorized in the District Purchasing Policy, provided it does not impact the overall Budget.

## **Section 1123. FISCAL INTEGRITY**

The District recognizes that long-term fiscal stability ensures that authorized services will continue uninterrupted. It is the District's intention to maximize the level of service provided. The most critical planning tool is an accurate and fiscally responsible budget. Ongoing operating expenditure budgets should not exceed the amount of ongoing revenue budgets that finance these costs. Cash balances will be allocated in accordance with the District's Cash Reserve Policy. The District will maintain the fiscal integrity of its operating and capital improvement budgets which provide services and maintain the District's infrastructure.

1123.01     **Best Practices** - The Government Finance Officers Association and the National Advisory Council on State and Local Budgeting provide guidance on budgeting best practices and should be referred to for updated information.

1123.02     **Balanced Budget Definition** - The District considers a budget as balanced if there are sufficient net revenues to cover the cost of operations and debt service. The District will always adopt a budget that is balanced. The District considers a budget as fully funded if the budget is balanced and there is sufficient cash from operations to contribute the amounts necessary to fund the Operating Funds, the Capital Improvement Funds and the Rate Stabilization Funds as outlined in the District's Cash Reserve Policy. The District will strive toward a fully funded budget. If there is a revenue gap, the budget will indicate how and when this gap will be eliminated.

1123.03     **Public Involvement** - Public involvement during the budget process will be encouraged. The District will hold a budget workshop in an informal setting to encourage input from the public. The budget will be discussed in advance in open session and will be included in the posted agenda. A Public Hearing will be held and proper publishing requirements will be met at a minimum.

1123.04     **Periodic Reporting** - Staff will provide comparison reports to the General Manager and the BOD on a quarterly basis at a minimum, to monitor revenues and expenditures and to provide information regarding any major variances from budget. Additionally, monthly comparison reports will be provided to all department managers to monitor expenditures and to plan the year as it progresses in an effort to stay within the adopted budget in accordance with the District's Purchasing Policy.

## **SECTION 1124. REVENUE**

1124.01 **Guidelines for Revenue Budget** - Revenue will be budgeted conservatively. Generally, revenue estimates shall not assume growth rates in excess of inflation and scheduled rate increases. Any revenue that carries a level of uncertainty should not be included in the budget.

1124.02 **Budget Assumptions** - The basis for budget assumptions will include water meter estimates, water consumption estimates, franchise fees, leases, property taxes, approved rate studies, and District priorities.

1124.03 **Operating Revenue** - Operating revenue is defined as ongoing charges and fees for services provided.

1124.04 **Rates** - The rates and fees for all services will be clearly listed. Rates will be set with guidance from the BOD and the General Manager. Rates will not be higher than the cost of service delivery, including capital requirements and cash reserve requirements.

1124.05 **Non-Recurring Revenue** - The budget should not include non-recurring revenue because it cannot be relied on. Non-recurring revenue is defined as income that is one-time and/or not expected to continue.

## **SECTION 1125. EXPENSES**

1125.01        **Guidelines for Expense Budget** - Expenses will be budgeted bottom up, meaning every line item detail will be reviewed and estimated. Input from department managers and supervisors will be utilized to provide operational knowledge.

1125.02        **Budget Assumptions** - The basis for staff budget assumptions will be established by known increases (such as Edison increases), COLA, and market fluctuations (such as gasoline prices).

1125.03        **Operating Expenses** - Operating expenses are the ongoing costs required to provide services. The categories from the District's annual financial report will be utilized to provide consistency and transparency between the two documents. Large variances compared to prior actuals and budgets must be identified.

1125.04        **Non-Recurring Expenses** - Non-recurring expenses are defined as costs that are not expected to continue and/or cannot be reliably forecasted. Unanticipated expenses should not be included in the budget but all expenses that can be identified should be accounted for.

## **SECTION 1126. CAPITAL EXPENDITURES**

1126.01 **Guidelines for Capital Expenditure Budget** - The Capital Expenditure Budget will be coordinated with the District's current Infrastructure Replacement Plan or Capital Improvement Plan. Capital expenditures will include ten years of anticipated expenditures and must not exceed the cash available as shown in the five year forecast.

1126.02 **Infrastructure Plan** - The District will prepare a plan for capital improvement projects. This plan will provide the basis for the Capital Expenditure Budget.

1126.03 **Project Descriptions** - Every project will include a description of the work to be done and the funding source.

1126.04 **Effects on Operating Costs** - All projects will be analyzed to determine the effect on either operating expenses or operating revenues.

1126.05 **Equipment Purchases** - Significant capital equipment purchases will be planned. Information regarding the District's fleet with anticipated replacement year and cost will be provided.

## **SECTION 1127. DISTRICT RESERVES**

1127.01 **Guidelines for Reimbursement of Reserves** – It is the goal of the Board to reimburse reserves by an amount equal to 10% of the amount borrowed. Consideration for this goal will be utilized in preparation of the Budget.

# 2022 Strategic Plan

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*Adopted on March 16, 2022  
Amended on May 4, 2022*

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*

**Mark Roberts**

*Vice President*

**Chuck Hays**

*Director*

**Greg Snyder**

*Director*

**Kathy Hoffman**

*Director*

## District Staff

**Don Bartz**

*General Manager*

**Lori Lowrance**

*Assistant General Manager/CFO*

**George Cardenas**

*Engineering Manager*

**Kim Sevy**

*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*

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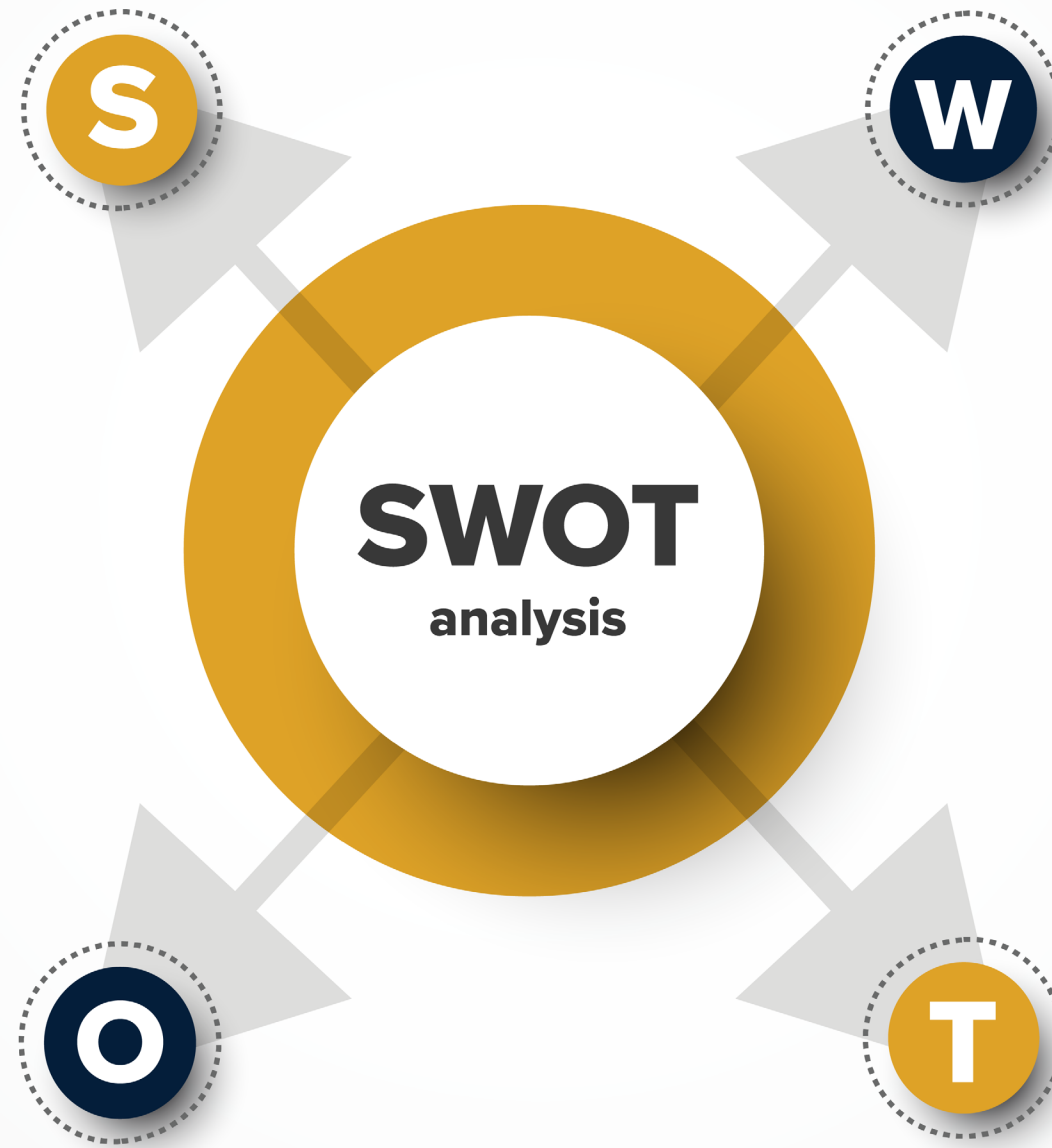
**STRENGTHS**

- 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
- OPPORTUNITIES TO COMMUNICATE WITH PARTNERS

**THREATS**

- STATE AND CHROM-6 LIMITS
- UPCOMING WATER CONSERVATION REGULATIONS



# 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, and 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 when 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 Civic Center and 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 Operations

**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 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.

## 1.2 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. Future 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.



# 1.3

## 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.

# 1.6

## 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 Operations Plan
- Develop a Continuity of Operations Plan
- Create a community emergency operations center in new civic building
- 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

# 1.4

## 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.

# 1.7

## Complete Civic Center

The District is in the process of developing and constructing a civic center which will house the District's administrative offices, a Board room, a community emergency operations center, and a multi-purpose room. More than 95% of District operations support the water enterprise and therefore enterprise funds will be utilized to construct the majority of the civic center. In order to pay for construction, the District will utilize loans and will seek grant funding for portions of the building paid for by the enterprise fund.

# 1.5

## 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 Phase 3
- Complete Phase 4
- Complete Phase 5



# 2.0 Parks, Recreation, & Street Lighting

**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

## Street Lighting

The District provides street lighting within its boundaries and is entirely funded by property tax revenue. The District pays the electric bills of the street lights and annually places holiday decorations on them in the main business area. The District will continue to address street lighting requests in a timely manner and in compliance with San Bernardino County's Dark Skies ordinance. Additionally, the District will research potential cost savings upgrades.

# 3.0 Solid Waste, Recycling, & Organics Disposal Compliance



**Objective:** The District is responsible for administering solid waste, recycling, and organics programs in compliance with state and federal laws. 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. The District must also comply with previously existing regulations regarding recycling, including AB 939 which requires 50% diversion of material from landfills, commonly known as recycling. The District is failing to meet this requirement and now reports directly to CalRecycle, rather than falling under the umbrella of the county for state reporting. Our objective is to implement programs to comply with SB 1383, AB939, and all other state and federal requirements regarding solid waste, recycling, and organics.

**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.

## 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 and Amend as Necessary 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. The Board will review and amend this ordinance as necessary.

## 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.



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

- Robert F. Kennedy, Jr.

#### Six Main Elements of SB 1383

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



# 3.4

## SB 1383 Recycled Paper Products

SB 1383 requires the District to adopt a procurement policy that requires the District to purchase products and paper products that contain postconsumer recycled content.



# 3.5

## SB 1383 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

## SB 1383 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.

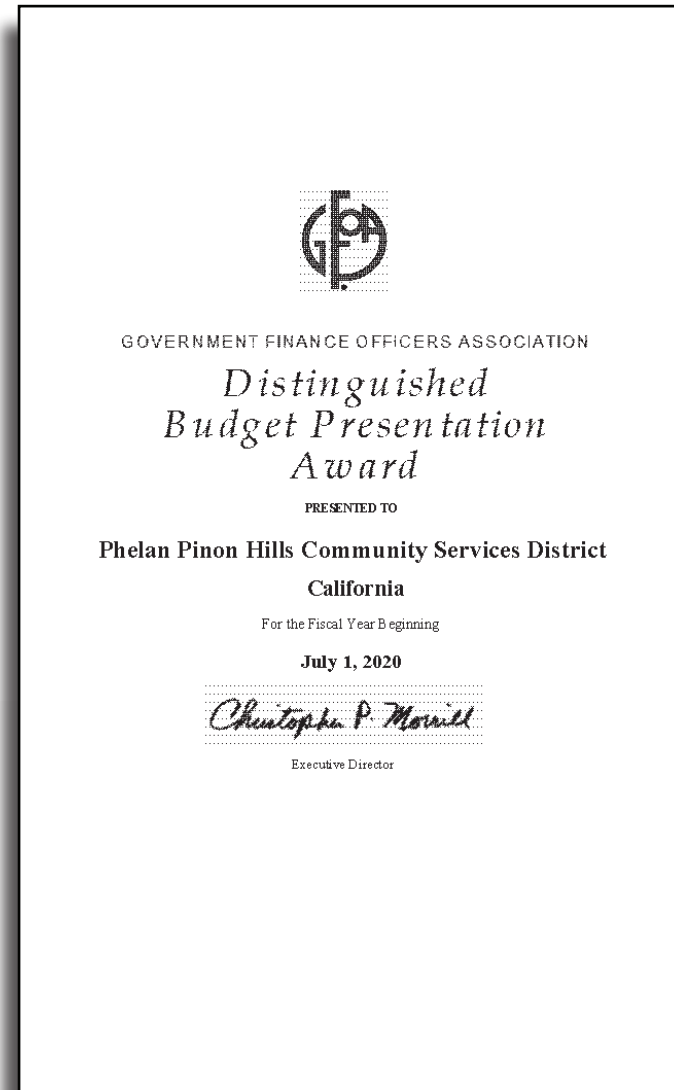
# 3.7

## Additional Diversion Programs

The District must comply with numerous diversion requirements and also desires to provide opportunities for residents to dispose of solid waste in a convenient and environmentally conscious manner. District staff continually looks for ways to meet diversion goals and opportunities to fund various programs. This includes such programs as mattress recycling, waste tire amnesty, household hazardous waste disposal, community cleanups, and other programs as they become necessary or available.



## 4.0 Fiscal 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 maintaining 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 ties 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

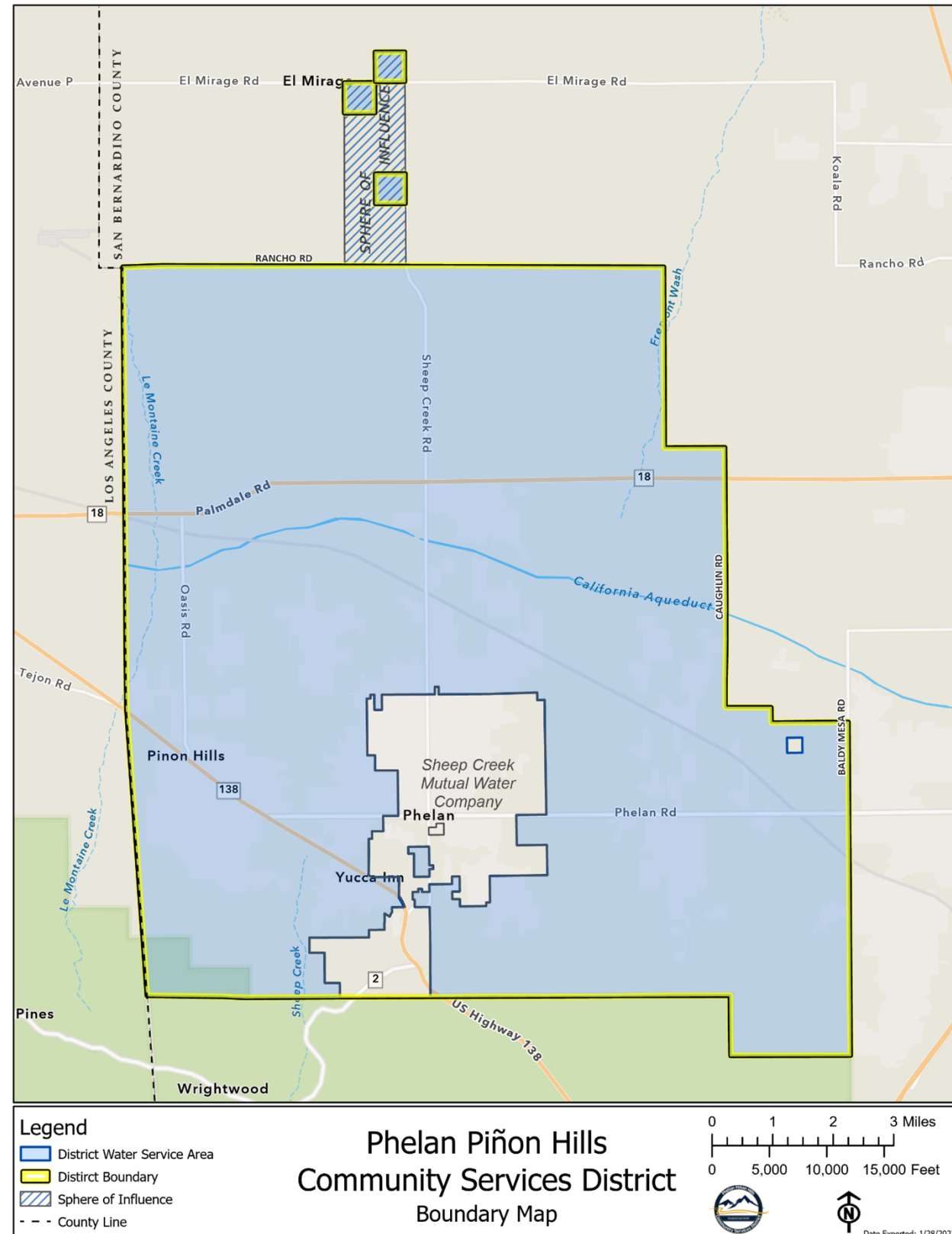
This will be accomplished by having quarterly, or as needed, meetings with the entire staff where team building activities are conducted and office and field staff have an opportunity to interact. During these meetings, the General Manager will address current issues and activities of the District and 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 Operations	1.1 Chromium-6 Mitigation 1.2 Water Conservation 1.3 Water Resources 1.4 Water Production & Storage 1.5 Meter Replacement Program 1.6 Emergency Preparedness 1.7 Complete Civic Center	2023/2024 2023/2024 2025/2026 2026/2027 2023/2024 2023/2024 2024/2025
2.0 Parks, Recreation, & Street Lighting	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 Street Lighting	2027 2024/2025 2023/2024 Ongoing Ongoing
3.0 Solid Waste, Recycling, & Organics Disposal Compliance	3.1 Franchise Amendment 3.2 Adopt and Amend as Necessary Ordinance for Uniform Residential & Commercial Solid Waste, Recycling, & Organics Collection 3.3 School Outreach Program 3.4 SB 1383 Recycled Paper Products 3.5 SB 1383 Edible Food Recovery Program 3.6 SB 1383 Outreach & Education 3.7 Additional Diversion Programs	2022 2022/2023  Ongoing 2022 2023/2024 Ongoing 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 Increased 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 2023/2024

Phelan Pinon Hills Community Services District

Enterprise Capital Improvement Projects

	Item No.	Location	Description	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
Chromium Mitigation Projects	1	Well 14 SP 1.1	Well Profiling (Contingent on state ruling)				\$450,000.00						
		Well 12 SP 1.1	Equip with Cr6 packer		\$150,000.00								
		Well 16 SP 1.1 / 1.4	Additional Water Supply				\$2,000,000.00						
		Well No. 15 - Azalea Road SP 1.1	Well, Equip, 12" pipeline 6K LF (\$2.4mil)	\$1,555,000.00									
		Well 17 - Mountain Well SP 1.1	Modifications	\$150,000.00									
		Storage Tanks - Reservoir 6A (Prop. 1.5 MG) & Tank at W2-3 (Prop. .5 MG) SP 1.1	existing 6A (0.4 MG) (Contingent on Fed. Funding \$1.7milFed./\$1 mil District)			\$2,700,000.00		\$1,000,000.00					
		Reservoir 6A Other Cost SP 1.1	Design / Studies		\$100,000.00								
Sub-Total Cr6:				\$1,705,000.00	\$250,000.00	\$2,700,000.00	\$2,450,000.00	\$1,000,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Civic Center	2	Civic Center Project (APN 3066-261-10) (See Government Funds, Civic Center Project for add. Costs)	TRLS / David Evans Services										
			Off Site Development (estimate)										
			Professional Services	\$100,000.00									
			Lilburn CEQA / RLB Cost Estimate										
			Construction SP 1.7		\$8,000,000.00		\$500,000.00						
Sub-Total Civic Center:				\$100,000.00	\$8,000,000.00	\$0.00	\$500,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
Master Plan (Reservoirs)	3	Future Reservoir Site	Land Aquisition		\$50,000.00								
		Reservoir 7A (1.1 MG) SP 1.4	7A-1 (79k) 7A-2 (79k)				\$1,793,000.00						
		Reservoir L1 (0.35 MG) SP 1.4	L1 (483k)				\$570,500.00						
		Other Cost SP 1.4	Design / Equipping / Studies				\$600,000.00						
Master Plan (Pipelines) 2022-2027	4	Sundown Road (Wilson Ranch/Roosevelt)	P1-1,900 LF (8") replace 6"		\$252,700.00								
		Phelan Road (Sheep Creek / Centola)	P3 -9,500 LF (12")					\$1,989,200.00					
		Pinon Hills Road (Nielson / Maria)	P13-1,300 LF (8")	\$157,300.00									
		Atsina Road (Mono / Solano)	P14-1,400 (8")			\$186,200.00							
		Fremontia Road (Glenview / Oasis)	P15-2,600 LF (8") replace 6"				\$314,600.00						
Master Plan (Pipelines) 2028-2042	5	Smoke Tree (Soledad / Highway)	P2-6,500 LF (12") replace 6"							\$1,358,500.00			
		Buckwheat / Phelan / Cholla / Minero	P4-14,750 LF (12") replace 6"-8"							\$3,082,750.00			
		Brawley Road (Eaby / Schlitz)	P5-1,400 LF (8") replace 6"						\$224,000.00				
		Phelan Road (Baldy Mesa / Shasta)	P6-9,300 LF (10") replace 6"						\$1,636,800.00				
		Highway 138 / Ponderosa / Pine Tree	P7-8,300 LF (10") replace 6"										
		Buckthorne Road (Highway 138)	P8-1,300 LF (12") replace 6"-8"										
		White Fox Trail (Minero / Pionero)	P9-1,300 LF (12") replace 6"										
		Acanthus Street (Bonaza / Palmdale)	P10-1,300 LF (12")										
		Pinero Road (Phelan Rd.)	P11-350 LF (10") replace 8"										
		Mirage Road (Mango / Progress)	P12-2,500 LF (12")										
Sub-Total Master Plan CIP:				\$157,300.00	\$302,700.00	\$186,200.00	\$314,600.00	\$2,963,500.00	\$3,850,000.00	\$4,441,250.00	\$0.00	\$0.00	\$0.00
Pressure Zone 6	6	PZ6 Expansion Improvement Project	Topographic Survey										
			Engineering										
			Pipeline Construction (Beekley Ct.)		\$81,000.00								
Smithson Springs	7	Smithson Springs Canyon Tank and Pipeline	Construction (capture tank)				\$25,000.00						
Land	8	Future Expansion Sites (general)	Purchase			\$100,000.00							
Water	9	Adjudication	Cost										
Meters	10	Meter Replacement Program SP 1.5	Infrastructure										
			O & M	\$700,000.00	\$1,000,000.00								
Planning	11	Urban Water Management Plan	Report			\$25,000.00	\$15,000.00			\$25,000.00			
	12	Water Master Plan (update hydraulic model)	Report							\$88,000.00			
Sub-Total CIP (items 6-12):				\$700,000.00	\$1,081,000.00	\$125,000.00	\$40,000.00	\$0.00	\$0.00	\$113,000.00	\$0.00	\$0.00	\$0.00
Sub-Total CIP (items 1-12):				\$2,662,300.00	\$9,633,700.00	\$3,011,200.00	\$3,304,600.00	\$3,963,500.00	\$3,850,000.00	\$4,554,250.00	\$0.00	\$0.00	\$0.00

Originally budgeted in 2025/2026 (dependent upon approps req. for \$1.75m)  
Design for 6A

Updated to reflect Steeno's 9-20-22 quote and additional contingency requirement

Originally budgeted in 2025/2026 (dependent upon approps req. for \$1.75m)  
Design for 6A

Phelan Pinon Hills Community Services District

Enterprise Capital Purchases

	No.	Item	Description	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
Vehicles	13	Operations Vehicles / Equipment	GM Vehicle (80% Enterprise)										
			Field Trucks	\$100,000.00	\$60,000.00	\$60,000.00	\$65,000.00	\$65,000.00	\$65,000.00	\$65,000.00	\$65,000.00	\$65,000.00	\$65,000.00
Software & Hardware	14	Servers / Computer Upgrades/GIS Software	Server/Computer Upgrades		\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00
			GIS License		\$33,600.00			\$36,000.00			\$39,000.00		
Sub-Total (Capital Purchases):				\$100,000.00	\$98,600.00	\$65,000.00	\$70,000.00	\$106,000.00	\$70,000.00	\$70,000.00	\$109,000.00	\$70,000.00	\$70,000.00

Updated from \$3,500 based on server and workstation upgrade recommendations

Enterprise 10-Year Repair and Maintenance Plan

	No.	Item	Description	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	
Projects	15	Tank Maintenance STS 10-Year Contract (2021 to 2030)	Maintenance	\$267,200.00	\$267,200.00	\$48,300.00	\$48,300.00	\$48,300.00	\$48,300.00	\$48,300.00	\$48,300.00	\$48,300.00	\$48,300.00	
	16	Exterior Tank Rehab (8A, 7A-1, 7A-2, 8B, 7B-1 7B-2, 3C-1, 3C-2, 1C-1, 1C-2)	* Cost included in Item No. 15 Blast and Recoat (10-Year STS Contract)	*	*		*							
	17	1.0 MG Tank Interior Rehab (1A-3, 2A-2 & 2C-2 (\$215K/per cost over 4-year))	* Cost included in Item No. 15 Blast and Recoat (10-Year STS Contract)	*	*	*								
	18	Level Control/Pump Control/High Pressure Blow-off Control Valves / PRV Station maintenance. Well #14 PRV (164 valves total each year)	Maintenance	\$25,000.00	\$25,000.00	\$25,000.00	\$25,000.00	\$25,000.00	\$25,000.00	\$25,000.00	\$25,000.00	\$25,000.00	\$25,000.00	
	19	Well Rehabilitation / Equipping / Maintenance	Rehab Well		\$125,000.00	\$115,000.00	\$115,000.00	\$115,000.00	\$115,000.00	\$115,000.00	\$115,000.00	\$115,000.00	\$115,000.00	\$115,000.00
			Equip Mountain Well	\$120,000.00										
	20	Booster Rehabilitation (4 per year)	Rehab Well 1B (2023) & 2A (2024)		\$115,000.00	\$200,000.00								
			Rehabilitation	\$80,000.00	\$80,000.00	\$85,000.00	\$85,000.00	\$85,000.00	\$85,000.00	\$85,000.00	\$85,000.00	\$85,000.00	\$85,000.00	\$85,000.00
	21	SCADA (System SCADA Upgrade completed 2015)	Mountain Well - Oak Spring		\$25,000.00									
	22	PRV (Emergency By-Pass)	Site Upgrade	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	
	23	Leak Maintenance Program	Rebuilt / Replacement / Maintenance	\$10,000.00	\$15,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	
	24	Solar - Operation and Maintenance - SunPower	Service Line Replacement (150/yr)	\$115,000.00	\$120,000.00	\$120,000.00	\$120,000.00	\$120,000.00	\$120,000.00	\$120,000.00	\$120,000.00	\$120,000.00	\$120,000.00	
			Water Pipeline Lowering/Covering	\$136,000.00	\$127,000.00	\$127,000.00	\$220,000.00	\$110,000.00	\$110,000.00	\$110,000.00	\$110,000.00	\$110,000.00	\$110,000.00	
	25	SCADA TESCO Maintenance Contract	O & M Contract (2016-2026)	\$35,575.00	\$35,575.00	\$35,575.00	\$35,575.00	\$35,575.00	\$35,575.00	\$35,575.00	\$35,575.00	\$35,575.00	\$35,575.00	
26	Lab Analysis	support services & training	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00		
27	Site Maintenance	UCMR5			\$15,000.00									
Sub-Total R & M:				\$818,775.00	\$964,775.00	\$805,875.00	\$683,875.00	\$573,875.00	\$573,875.00	\$573,875.00	\$573,875.00	\$573,875.00	\$573,875.00	
Total CIP, Capital Purchases and R & M:				\$3,581,075.00	\$10,697,075.00	\$3,882,075.00	\$4,058,475.00	\$4,643,375.00	\$4,493,875.00	\$5,198,125.00	\$682,875.00	\$643,875.00	\$643,875.00	

New budgeted amount  
Originally budgeted in 2023/2024  
Originally budgeted in 2022/2023  
Originally budgeted in 2023/2024

Phelan Pinon Hills Community Services District

Government Funds Capital Improvement Projects

	No.	Location	Description											
				2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	
Phelan Park Exp.	1	Design/Engineering SP 2.1 Construction SP 2.1	Phase 3 & 4											
					\$3,750,000.00	\$ 8,500,000.00								
Civic Center Bldg.	2	Government Portion of Phase I (See Enterprise Funds, Civic Center Project for add. Costs)	Design / Engineering (5%)											
			Site Dev./Improvements (30%)											
			Building Const. (5%) SP 2.3			\$2,800,000.00								
Multi-Purp. Bldg.	3	Phelan Park - Phase 2 SP 2.1	Design / Engineering											
			Buildout											
			Remaining Buildout											
Leg.	4		Ballot Measure	\$10,000.00		\$100,000.00								
Plans	5		Solid Waste Rate Study			\$50,000.00								
Solid Waste & Rec.	6		Potential Capital Projects	\$35,000.00	\$35,000.00	\$40,000.00	\$40,000.00	\$45,000.00	\$45,000.00	\$45,000.00	\$45,000.00	\$45,000.00	\$45,000.00	
<b>Sub-Total Projects:</b>				\$45,000.00	\$4,700,000.00	\$11,490,000.00	\$40,000.00	\$45,000.00	\$45,000.00	\$45,000.00	\$45,000.00	\$45,000.00	\$45,000.00	

Note: \$1.5m from grant fund that will req. matching funds, if awarded, remainder to be funded by District

Note: \$457,194k from grant funds that req. matching funds

Government Funds Capital Purchase

	No.	Item	Description											
				2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	
Vehicles	7	Vehicles / Equipment	Equipment											
			GM Vehicle (20%)											
			Vehicle (Solid Waste)		\$65,000.00									
			Truck (Parks)			\$60,000.00								
<b>Sub-Total Purchases:</b>				\$0.00	\$65,000.00	\$60,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	

Government Funds - Repair and Maintenance Plan & Programs

	No.	Item	Description										
				2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
Parks and Recreation	8	Community Centers	Roof			\$50,000.00					\$40,000.00		
			HVAC	\$8,000.00	\$8,000.00	\$8,000.00							
			Paint Exterior				\$20,000.00	\$18,000.00					
			Paint Interior	\$11,000.00			\$11,000.00						
			Ceiling Tiles		\$20,000.00								
			Vinyl Floors								\$15,000.00	\$15,000.00	\$15,000.00
			Carpet			\$5,000.00							
			Doors								\$32,000.00		
			Drinking Fountains	\$1,500.00	\$1,500.00	\$1,500.00							
			Tables and Chairs	\$1,500.00	\$2,000.00								
			Storage Shed			\$7,000.00							
			Kitchen Appliances	\$7,000.00	\$7,000.00	\$7,000.00				\$17,500.00			
			Water Heaters	\$5,000.00	\$5,000.00	\$5,000.00							
			Kitchen Floors and Paint								\$6,500.00	\$6,500.00	\$6,500.00
			Bathroom Fixtures/Partitions	\$7,500.00	\$20,000.00	\$22,800.00							
			Bathroom Floors and Paint								\$5,000.00	\$5,000.00	\$5,000.00
9		Parking Lots	Parking Lots			\$5,000.00							
10		Street Light Décor											
11	Existing Parks	Play Equipment			\$15,000.00								
		Shelters			\$130,000.00								
		Walkways/Table Pads											
		Landscape	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00		
		Hardscape	\$10,000.00										
		Amenities (Tables, Benches, etc)	\$17,200.00		\$52,100.00				\$50,100.00				
Bathroom Facilities	\$2,800.00	\$2,800.00	\$2,800.00										
<b>Sub-Total Repair &amp; Maintenance Parks &amp; Rec.:</b>				\$83,500.00	\$78,300.00	\$323,200.00	\$43,000.00	\$30,000.00	\$12,000.00	\$151,600.00	\$38,500.00	\$38,500.00	\$38,500.00

Phelan Pinon Hills Community Services District

**Government Funds 10-Year Repair and Maintenance Plan & Programs**

	No.	Item	Description	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2029/2030	2029/2030	
Solid Waste Programs	12	Community Clean-ups	2 per year	\$13,200.00	\$13,200.00	\$15,400.00	\$15,400.00	\$17,600.00	\$17,600.00	\$17,600.00	\$17,600.00	\$17,600.00	\$17,600.00	
	13	Tire Clean-ups	4 per year	\$11,000.00	\$11,000.00	\$13,200.00	\$13,200.00	\$15,400.00	\$15,400.00	\$15,400.00	\$15,400.00	\$15,400.00	\$15,400.00	
	14	Workshops		\$6,930.00	\$6,930.00	\$6,930.00	\$6,930.00	\$6,930.00	\$6,930.00	\$6,930.00	\$6,930.00	\$6,930.00	\$6,930.00	
	15	Trash & Recycling Program	Marketing		\$2,750.00	\$20,000.00	\$3,300.00	\$3,850.00	\$3,850.00	\$4,400.00	\$4,400.00	\$4,400.00	\$4,400.00	\$4,400.00
			Software			\$35,000.00								
	16	Household Hazardous Waste Program Special PPHCSD Hosted HHW Event	Staff		\$3,300.00	\$3,300.00	\$3,300.00	\$3,300.00	\$3,300.00	\$3,300.00	\$3,300.00	\$3,300.00	\$3,300.00	\$3,300.00
			Payable to SB County											
	17	Miscellaneous Marketing	Compost Bins		\$10,000.00	\$20,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00
18	School Outreach Program			\$11,000.00	\$11,000.00	\$11,500.00	\$11,500.00	\$12,500.00	\$12,500.00	\$12,500.00	\$12,500.00	\$12,500.00	\$12,500.00	
19	Service Organization Donations			\$1,500.00	\$1,500.00	\$2,000.00	\$2,000.00	\$3,500.00	\$3,500.00	\$4,000.00	\$4,000.00	\$4,000.00	\$4,000.00	
<b>Sub-Total Solid Waste Programs</b>				<b>\$59,680.00</b>	<b>\$121,930.00</b>	<b>\$65,630.00</b>	<b>\$66,180.00</b>	<b>\$73,080.00</b>	<b>\$73,630.00</b>	<b>\$74,130.00</b>	<b>\$74,130.00</b>	<b>\$74,130.00</b>	<b>\$74,130.00</b>	
<b>Total Government Funds Repair, Maintenance, &amp; Programs</b>				<b>\$143,180.00</b>	<b>\$200,230.00</b>	<b>\$388,830.00</b>	<b>\$109,180.00</b>	<b>\$103,080.00</b>	<b>\$85,630.00</b>	<b>\$225,730.00</b>	<b>\$112,630.00</b>	<b>\$112,630.00</b>	<b>\$112,630.00</b>	
<b>Total Government Funds CIP &amp; Capital Purchases</b>				<b>\$45,000.00</b>	<b>\$4,765,000.00</b>	<b>\$11,550,000.00</b>	<b>\$40,000.00</b>	<b>\$45,000.00</b>	<b>\$45,000.00</b>	<b>\$45,000.00</b>	<b>\$45,000.00</b>	<b>\$45,000.00</b>	<b>\$45,000.00</b>	
<b>Total Government Fund CIP, Capital Purchases, Repairs, Maintenance, &amp; Programs</b>				<b>\$188,180.00</b>	<b>\$4,965,230.00</b>	<b>\$11,938,830.00</b>	<b>\$149,180.00</b>	<b>\$148,080.00</b>	<b>\$130,630.00</b>	<b>\$270,730.00</b>	<b>\$157,630.00</b>	<b>\$157,630.00</b>	<b>\$157,630.00</b>	

*Items in blue italics are placeholder items*