



Orlando Fuentes, President
Jim Luttrell, Vice President
Gil Albiani, Director
Rod Brewer, Director
Jaclyn Moreno, Director

Joshua Green, General Manager
Michael McLaughlin, Fire Chief
Sigrid Asmundson, District Counsel
Nitish Sharma, Chief Administrative Officer
Paul Mewton, Chief of Planning,
Design and Construction

**REGULAR BOARD OF DIRECTORS MEETING
WEDNESDAY, JULY 1, 2020
8820 ELK GROVE BLVD.,
ELK GROVE, CA 95624**

REGULAR MEETING – 6:30 P.M.

CORONAVIRUS DISEASE (COVID-19) ADVISORY

To protect our constituents, District officials request all members of the public to follow the California Department of Health Services' guidance and the County of Sacramento Public Health Officer Order for the Control of COVID-19 restricting group events and gatherings and maintaining social distancing.

On May 25, 2020, in an effort to balance First Amendment interests with public health, the **State Public Health Officer created an exception to the prohibition against mass gatherings** for faith-based services and cultural ceremonies as well as political protests and political expression gatherings. Those types of gatherings are now permitted indoors so long as they do not exceed 100 attendees or 25% of the capacity of the space in which the gathering is held, whichever is lower, and physical distancing of six feet between persons or groups of persons from different households is maintained at all times.

In accordance with this exception the District will grant public access to the Board meeting **up to capacity**.

At the Cosumnes Community Services District, we are committed to putting people first, and we ask that you observe the following when attending our Board meeting:

- If you or a member of your immediate household is ill, please do not attend the meeting in person. Unless you can prove you have been tested negative for COVID-19 within the last 24 hours. You can watch it via LiveStream at: <https://www.yourcsd.com/896/Live-Board-Meeting>
- Attendees will be asked to wear face covering/mask during the meeting.
- Seating will be set at six foot apart.
- Observe social distance guidelines at all times.

AGENDA

Note: All items submitted for the Agenda must be in writing. The deadline for submitting these items is 4:00 P.M. on the Monday one week prior to the meeting. The Secretary of the Board receives all such items.

REGULAR BOARD MEETING – 6:30 P.M.

A. CALL TO ORDER

1. Session Roll Call
2. Pledge of Allegiance
3. Moment of Silence

B. ANNOUNCEMENTS/PRESENTATIONS

4. Update on Perry Ranch Maintenance Efforts – J. Branco

C. COMMUNICATIONS FROM THE PUBLIC (Non-agendized items)

This is the time and place for the general public to address the Board of Directors. State law prohibits the Board from addressing any items not previously included on the Agenda. The Board of Directors may receive testimony and set the matter for a subsequent meeting. Comments are to be limited to three minutes per individual at the discretion of the President. Individuals representing a group or an organization shall be permitted five minutes. Comments relating to similar issues should be brief, concise and non-repetitious. Speakers should state their home or business address when commenting to the Board.

Note: Under the provisions of the California Government Code, the Board is prohibited from discussing or taking immediate action on any non-agendized item unless it can be demonstrated to be of an emergency nature or the need to take immediate action arose after the posting of the agenda.

D. CONSENT CALENDAR

The following Consent Calendar items are expected to be routine and non-controversial. They may be acted upon by the Board at one time without discussion. Any item may be removed by a Board Member for discussion or clarification. Members of the public wishing to comment on any Consent Calendar item may do so before Board action.

5. Approve the June 17, Regular Board Meeting Minutes.
6. Approve Board Policies Section 4000.
7. Approve Amendment to Multi-year Landscape Maintenance Agreement with Procida Landscape, Inc.

RECOMMENDATION: Approve the consent calendar as presented.

E. PUBLIC HEARINGS

None

F. STAFF REPORTS

The President will open the meeting for public input if the Board desires to take action on any item(s).

8. **SUBJECT:** 2020 Giant Pumpkin Festival Modifications. (M. Dopson)

RECOMMENDATIONS:

- 1) Approve the recommended modifications to the 2020 Giant Pumpkin Festival;
and
- 2) Direct staff to modify the District budget during the Quarter 1 Update to reflect these changes.

9. **SUBJECT:** Information Technology Strategic Plan. (N. Sharma)

RECOMMENDATIONS:

- 1) Receive and file the full report on the Information Technology Strategic Plan.

G. INFORMATIONAL ITEMS

10. Note from Ms. Theresa Berona thanking Firefighter/Paramedic Tony Ott for the excellent care he gave her during an emergency transport.
11. Note from Mr. Nishimura commending the Parks Ops Division for their responsiveness and willingness to accommodate his request for Pickleball lines added to a tennis court.
12. Note from Ms. Pearla Garay thanking the Board and staff for purchasing at auction, the hog she raised as part of the FFA program.

H. BOARD OF DIRECTOR'S BUSINESS

13. City of Elk Grove Liaison
14. City of Elk Grove Two by Two
15. City of Galt Liaison
16. City of Galt Two by Two
17. Elk Grove Cosumnes Cemetery District Two by Two
18. Elk Grove USD Two by Two
19. Senior Center Board
20. Elk Grove Historical Society
21. Elk Grove Chamber of Commerce
22. Galt Chamber of Commerce
23. Diversity Work Group
24. Northern California Special Districts Insurance Authority
25. Fire Communications Center
26. Sacramento County Treasury Oversight Committee
27. Miscellaneous Reports
28. Meeting/Event Approval
29. Meeting/Event Report

I. IDENTIFICATION OF ITEMS FOR FUTURE MEETING

This is the time for the Board of Directors to identify the items they wish to discuss at a future meeting. These items will not be discussed at this meeting, only identified for a future meeting. This is also the time for scheduling Board Workshops or special meetings.

J. ADJOURNMENT

Note: *Disabled Accommodations.*

The Cosumnes Community Services District will make reasonable accommodations for persons having special needs due to disabilities. Please contact Elenice Gomez, Assistant to the General Manager, at 8820 Elk Grove Blvd. Elk Grove, CA 95624, phone (916) 405-7169, at least 48 hours prior to the meeting, to allow time to provide for special accommodations.

Note: *Review and Copies of Agenda, Agenda Reports and Material.*

Prior to each Meeting, copies of the Agenda, Agenda Reports and other materials, as well as any public record relating to an open session agenda item that is distributed within 72 hours prior to the meeting, are available for public review at the Cosumnes Community Services District's Administrative Office during normal working hours. In addition, a limited supply will be available on a first come, first serve basis at the meeting.

Certificate of Posting of Agenda

I hereby declare that the foregoing Agenda for the July 1, 2020 Regular Meeting of the Cosumnes Community Services District Board of Directors was posted on June 25, 2020 at 8820 Elk Grove Blvd., Elk Grove, California, 95624, and was available for public review at that location.

Signed this 25th day of June 2020



**COSUMNES COMMUNITY SERVICES DISTRICT
EXECUTIVE SESSION – 5:00 PM
REGULAR BOARD MEETING – 6:30 PM
WEDNESDAY, JUNE 17, 2020
MINUTES**

EXECUTIVE SESSION – 5:00 PM

1. CALL TO ORDER

President Fuentes called the meeting to order at 5:01 p.m.

2. COMMUNICATIONS FROM THE PUBLIC

None

3. RECESS TO EXECUTIVE SESSION

President Fuentes recessed to Executive Session at 5:01 p.m.

- a. PUBLIC EMPLOYMEE PERFORMANCE EVALUATION
Pursuant to Government Code Section 54957
Title: District Counsel

REGULAR BOARD MEETING – 6:30 PM

ATTENDANCE

Directors present included Gil Albiani, Rod Brewer, Orlando Fuentes, and Jaclyn Moreno. Director Jim Luttrell attended via teleconference.

General Manager Joshua Green, Fire Chief Michael McLaughlin, Chief Administrative Officer Nitish Sharma, District Counsel Sigrid Asmundson and Chief of Planning Design and Construction Paul Mewton, were also present.

A. CALL TO ORDER/PLEDGE OF ALLEGIANCE

- 1. President Fuentes had nothing to report out of Executive Session
- 2. President Fuentes called the meeting to order at 6:45 p.m.
- 3. Park Rangers Supervisor Juan Carlos Aguilar led the Pledge of Allegiance.
- 4. A moment of prayer and contemplation was held for first line responders, firefighters and paramedics.

B. ANNOUNCEMENTS/PRESENTATION

None

C. DEPARTMENT REPORTS

These items were dismissed with no objections.

- 5. Administrative Services Department Report
- 6. Parks and Recreation Department Report
- 7. Fire Department Report

D. COMMUNICATIONS FROM THE PUBLIC

John [no last name provided] submitted an email on June 11, requesting the Board to reopen the bike parks, which were closed due to County Health Order.

Ron Weissmann submitted an email on June 16, expressing concerns and frustrations with the way parks and streetscapes in Benefit Zone 3 are being maintained.

Cassandra Cathirell submitted an email on June 16, expressing concerns and frustrations with the way parks and streetscapes in Benefit Zone 3 are being maintained.

Janet Parrish submitted an email on June 16, expressing concerns and frustrations with the way parks and streetscapes in Benefit Zone 3 are being maintained.

Claudia Norton Tolbert submitted an email on June 16, expressing concerns and frustrations with the way parks and streetscapes in Benefit Zone 3 are being maintained.

Leann Cooke submitted an email on June 16, expressing concerns and frustrations with the way parks and streetscapes in Benefit Zone 3 are being maintained.

Jill Jones submitted a comment on June 17, expressing concerns with the performance of Coast Landscape Management as it relates to the maintenance of the streetscapes.

E. CONSENT CALENDAR

8. Approve the June 3, Regular Board Meeting Minutes.
9. Receive Report on the Landscape Maintenance Funding Outreach and Education Timeline for Benefit Zone 3 – Elk Grove / West Vineyard.
10. Approve Resolution No. 2020-29 Declaring Intention to Annex Territory to Community Facilities District No. 1.
11. Approve Purchase Order for Coast Landscape Management for Additional Landscape Maintenance.
12. Approve Purchase Order for Procida Landscape Inc. for Additional Landscape Maintenance.
13. Approve Proclamation Endorsing July as Parks and Recreation Month.
14. Authorize the General Manager to Waive Fire Department Permit Fees and Other Staff Fees Related to the City of Elk Grove Fire Works Show.
15. Review Report on the California Schools and Local Communities Funding Act.
16. Adopt Resolution No. 2020-31 Acknowledging Receipt of the Report on the State Mandated Fire Inspections in State Regulated Occupancies.

Director Moreno pulled items 9 and 11 from the consent calendar.

Director Albiani moved to approve consent items 8, 10 and 12 to 16; seconded by Director Brewer. The Clerk did a roll call: vote was 5 ayes and 0 noes.

Director Moreno asked for a quarterly report on the Benefit Zone 3 funding outreach efforts, and inquired about the contract renewal process for the landscape maintenance contractor.

Director Brewer asked staff to stay in close contact with landscape maintenance contractor to ensure proper conduct and service.

Director Albiani asked for a report back on the efforts on Benefit Zone 3 at the July 1, 2020 meeting of the Board of Directors.

Director Albiani moved to approve consent items 9 and 11; seconded by Director Moreno. The Clerk did a roll call: vote was 5 ayes and 0 noes.

F. PUBLIC HEARINGS

17. SUBJECT: Consider Objections to Proposed Abatement of Weeds and Adoption of Resolution No. 2020-30.

Fire Inspector Reuben Burton reviewed the staff report.

RECOMMENDATION:

- 1) Open the public hearing to consider objections or protests to the proposed weed abatement program; and
- 2) Adopt Resolution 2020-30, ordering the destruction or removal of all weeds, dirt, rubbish and rank growths in the Cosumnes Community Services District, and overruling any and all objections thereto excepting those parcels specifically listed.

President Fuentes opened the Public Hearing at 7:26 p.m.

There were no public comments.

President Fuentes closed the Public Hearing at 7:27 p.m.

Director Albiani moved to approve Resolution No. 2020-30 ordering the destruction or removal of all weeds, dirt, rubbish and rank growths in the Cosumnes Community Services District, and overruling any and all objections thereto excepting those parcels specifically listed; seconded by Director Brewer. The Clerk did a roll call. Vote was 5 ayes and 0 noes.

18. SUBJECT: Approve Resolutions Levying Annual Assessment; Approval of the Final Engineer's Report for Fiscal Year 2020-21.

Senior Management Analyst Rachele Manges reviewed the staff report.

RECOMMENDATIONS:

- 1) Open the public hearing and take testimony on the Fiscal Year 2020-2021 District Wide Landscape and Lighting Assessment District, Camden Park Assessment District, Camden Estates & Camden Pointe Improvement District, Fallbrook/Park Lane/Britschgi Park Assessment District, Hampton Village Improvement District, Perry Ranch Improvement District, and Vista Creek Park Landscape and Lighting (L&L) Assessment; and
- 2) Approve Resolution No. 2020-28 approving Engineer's Reports, ordering, confirming and levying the Fiscal Year 2020-2021 annual assessment within the boundaries of the District Wide Landscape and Lighting Assessment District, Camden Park Assessment District, Camden Estates & Camden Pointe

Improvement District, Fallbrook/Park Lane/Britschgi Park Assessment District, Hampton Village Improvement District, Perry Ranch Improvement District, and Vista Creek Park Landscape and Lighting (L&L) Assessment and its zones of benefit pursuant to Resolution of Intention.

President Fuentes opened the Public Hearing at 7:33 p.m.

There were no public comments.

President Fuentes closed the Public Hearing at 7:34 p.m.

Director Brewer moved to Approve Resolution No. 2020-28 approving Engineer's Reports, ordering, confirming and levying the Fiscal Year 2020-2021 annual assessment within the boundaries of the District Wide Landscape and Lighting Assessment District, Camden Park Assessment District, Camden Estates & Camden Pointe Improvement District, Fallbrook/Park Lane/Britschgi Park Assessment District, Hampton Village Improvement District, Perry Ranch Improvement District, and Vista Creek Park Landscape and Lighting (L&L) Assessment and its zones of benefit pursuant to Resolution of Intention; seconded by Director Moreno. The Clerk did a roll call. Vote was: 5 ayes and 0 noes.

G. STAFF REPORTS

19. SUBJECT: California Special Districts Association Board of Directors Election.

Board Clerk Elenice Gomez presented the report.

RECOMMENDATION:

- 1) Select a candidate for the California Special Districts Association – Term 2021-2023; Seat C – Sierra Network, Board of Directors; and
- 2) Authorize the General Manager to fill the electronic official ballot.

After brief discussion the Director Albiani moved to accept the Board's recommendation to cast a vote for Patrick Larkin and authorized the General Manager fill the electronic official ballot; seconded by Director Brewer. The Clerk did a roll call. Vote was 5 ayes and 0 noes.

20. SUBJECT: Adoption of Final Fiscal Year 2020-21 District Budget

Chief Administrative Officer Nitish Sharma presented the report.

RECOMMENDATIONS:

- 1) Approve Resolution 2020-32 (Attachment 1) adopting the Final Fiscal Year 2020-21 Budget and determining the appropriations limit of the Cosumnes Community Services District pursuant to Article XIII-B, of the State Constitution;
- 2) Approve the efficiency package budget adjustment for Fiscal Year 2020-21 as outlined in this report and further described in the budget decision package in Attachment 4; and
- 3) Accept the District's Comprehensive Annual Financial Report (Independent Audit Report) in Attachment 5 by Badawi and Associates for the fiscal year ended June 30, 2020, and the District's Appropriations Limit Report in Attachment 6.

The Board commended and thanked the Chief Administrative Office for the excellent and very comprehensive budget.

After brief discussion, Director Brewer moved to accept staff's recommendations 1, 2 and 3; seconded by Director Moreno. The Clerk did a roll call. Vote was 5 ayes and 0 noes.

H. INFORMATIONAL ITEMS

21. Note from City of Elk Grove thanking the District for supporting the Big Truck Week.

President Fuentes commended Chantal Panis for doing a good job representing the District.

I. BOARD OF DIRECTORS BUSINESS

22. Miscellaneous Reports

Director Brewer gave a special thank you to Kelly Gonzalez and her team for having worked with him on the Juneteenth Resolution and also thanked Marni Lutz and Mike Dopson for working with Dr. Rick Warren on the Virtual Juneteenth.

Director Brewer inquired if anyone reached out to the resident who submitted the comment on reopening the bike park. Staff responded that they had responded to the resident, but were not able to connect with him.

Director Albiani asked that we do not do roll call for votes. District Counsel advised that if any Director is attending virtually or via teleconference, roll call still needs to be done.

23. Meeting/Event Approval

24. Meeting/Event Report

J. IDENTIFICATION OF ITEMS FOR FUTURE MEETING

None.

K. ADJOURNMENT

With no further business, the meeting was adjourned at 7:53 p.m.

Approved: _____
Board President

Attest: _____
Secretary to the Board

STAFF REPORT



DATE: July 1, 2020

TO: Board of Directors

FROM: Joshua Green, General Manager

BY: Carolyn Baptista, Sr. Management Analyst

SUBJECT: APPROVAL OF POLICIES: SECTION 4000 BOARD POLICIES

RECOMMENDATION

The Board of Directors adopts Resolution No. 2020-33 (**Attachment A**) approving the policies within Section 4000: Board.

BACKGROUND/ANALYSIS

Throughout this year staff have been reviewing and restructuring policies and procedures per the application and process outlined in Board Policy #1000, Adoption and Amendment of Policies. The District's new policy structure categorizes policies into six sections, each defining the policy type (Board, District, Department), approval level, and subject matter. Due to the restructure of all Board and District policies, staff will request the Board review and approve both Board and District policies for this origination.

Before policies are presented to the Board for approval, they are taken through a comprehensive review process which includes the opportunity for staff to provide updates as required to improve effectiveness or clarity. Included as **Attachment A** are the newly created and/or updated policies within Section 4000: Board. These policies have been through the review process and are now ready for Board adoption. It is the recommendation of the Board to approve Resolution 2020-33 approving the policies within Section 4000.

4100: Board of Directors

- 4105 Board/Staff Communication
- 4110 Correspondence to the Board
- 4115 Board Association Memberships
- 4120 Attendance at Meetings
- 4125 Committees of the Board of Directors
- 4127 Advisory Committees to the Board of Directors
- 4130 Duties of Board President
- 4135 Ethics Training
- 4137 Gifts and Honoraria Payments
- 4140 Members of the Board of Directors
- 4145 Board of Directors Development and Training

4150 Orientation of Board Members

4200: Board Meetings

- 4205 Board Actions and Decisions
- 4210 Board Meeting Notice and Agenda
- 4215 Board Meeting Conduct
- 4220 Brown Act Compliance – Open Meeting Requirements
- 4225 Minutes of Board Meetings
- 4230 Review of Administrative Decisions
- 4235 Rules of Order for Conduct of Board and Committee Meetings
- 4240 Types of Board Meetings
- 4245 Third Party Use of District Audio Visual and/or Computer Equipment During Public Meetings

4300: Roles & Responsibilities

- 4305 Board Secretary and Clerk of the Board
- 4310 Legal Counsel and Auditor
- 4315 General Manager and Secretary of the Board
- 4320 Legislative Advocacy

FINANCIAL ANALYSIS

This report has no impact on District resources.

SUSTAINABILITY ANALYSIS

There is no impact to the District's sustainability practices as a result of this report.

Should you have any questions, please contact me prior to the Board meeting.

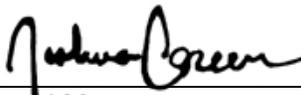
Respectfully submitted,



Joshua Green
General Manager

Attachment A – Resolution 2020-33 Adopting Board Policy Section 4000 Board

Staff Report recommendation authorized by:



General Manager

Approved as to Form:



General Counsel

BOARD/STAFF COMMUNICATION

Policy # **4105**
Original Effective Date: 04/05/1994
Revision Date: 07/01/2020
Type of Policy: BOARD DISTRICT FIRE PARKS

POLICY

4105.1 Cosumnes Community Services District (“District”) staff and the Board of Directors (“Board”) shall always mutually respect each other and communicate in a professional manner.

PURPOSE AND SCOPE

4105.2 It is the responsibility of District staff to ensure the Directors have access to information and to ensure such information is communicated completely and with openness to those making the request. District staff shall endeavor to respond to individual Director requests for information in a timely and thorough manner; however, District staff cannot provide to individual Directors any confidential information that has not been provided to the Board as a whole. Directors should avoid intrusion into those areas that are the responsibility of District staff. Individual Directors must avoid intervening in staff decision-making, the development of staff recommendations, scheduling of work, and executing department priorities without the prior knowledge and approval of the General Manager and Board as a whole. This is necessary to protect District staff from undue influence and pressure from individual Directors and to allow staff to execute priorities given by management and the Board without fear of reprisal.

4105.3 This policy applies to all District elected officials, executives, employees, interns, volunteers, contractors, vendors, and suppliers.

APPLICATION / PROCEDURE

4105.4 Definitions:

- a. None

4105.5 Access to Information: Individual Directors, shall have complete freedom of access to: (i) any information that is subject to the public records act, and (ii) any information that they have been designated to access as a Board liaison. The General Manager or District Counsel will pass critical information to all Directors.

- a. All requests for information or questions by the Board to staff outside of a Board or Committee meeting, shall be directed to the General Manager, District Counsel, or the Clerk of the Board and shall include the desired time and date for receiving the information. Staff will confirm the date they can

provide the information. So that all Directors are equally informed, all written informational material requested by any Director shall be submitted by staff to all Directors with the notation indicating which Director requested the information unless such information is provided to a Director as a liaison or is protected under federal or California law. If any additional information is requested from any other member of the staff, staff may either direct the matter to the General Manager or may ask the Director to contact the General Manager directly.

- b. The General Manager has the right to determine what is an unreasonable request of information by the Board and has the right to defer such request until such a time when the item can be completed. By unreasonable, it is meant requests that require excessive staff time and/or a change to the current policies, procedures, or services of the District. Directors do not have the right to access confidential materials without full Board authorization.
- c. There are a limited number of situations when information cannot be provided. For example, documents that are not subject to the Public Records Act such as draft documents (e.g. staff reports in progress, etc.) that are in development are not available for release until they have been finalized by District staff and deemed complete.
- d. There are legal restrictions on the agency's ability to release certain personnel information to members of the Board. Any concerns Directors may have regarding the release of information or the refusal of staff to release information should be discussed with District Counsel for clarification.

4105.6

Assignments: Individual Directors should not directly assign work to District staff. Board initiated projects will follow organizational channels, through the General Manager, unless there is an emergency. As no formal procedure will answer all cases, the following should be considered as a guide and used with restraint and judgment:

- a. Directors should clear all short-term requests of staff with the General Manager prior to contacting individual members of the staff and, in most cases, the General Manager should direct and handle the request for the Director.
- b. For long-term, involved studies, or where the matter includes confidential material, the General Manager should be contacted, and the subject matter discussed with the full Board at a regular Board meeting prior to staff working on the assignments (see Board Policy 4210 Board Meeting Notice and Agenda).
- c. In the event that staff is a participant or representative of a Committee of the Board, the Board may contact the staff member directly to request or provide information or confer regarding matters of the Committee.

4105.7 Presentations by Staff: From time to time, staff will be required to address the Board to present information. All staff must be professional to the Board and the public while representing the District.

- a. Staff should be prompt, dressed professionally in business attire, uniforms, or if approved by supervisor, CSD logo apparel.
- b. Staff will address the Directors by their Board Position followed by their last name (e.g., Director “Last Name” or President “Last Name”). First names of the Board shall not be used when addressing the Board in a public setting. Staff must introduce themselves with their name and position (e.g., “Good evening President “Last Name” and members of the Board. My name is “Name”, “Title” of the “_____ Department”).
- c. Staff shall conclude their presentation with a statement that identifies the end of the report and invites questions by the Board (e.g., “This concludes my presentation of the staff report. I am happy to answer any questions you may have.”).
- d. If a staff member sitting in the audience is asked a question by the Board, staff shall approach the podium before addressing the Board. Staff shall greet the Board and introduce themselves and their position before answering the question.
- e. Staff shall not interrupt a Director when they are speaking.

4105.8 Decorum: At Board meetings and other public meetings, respectful communication is expected.

- a. Directors shall, at all times, conduct themselves with courtesy to each other, to staff, and to members of the audience present at Board meetings. Directors shall defer to the presiding officer to conduct meetings of the Board but shall be free to question and discuss items on the Agenda. All comments should be brief and confined to the matter being discussed by the Board.
- b. Staff is encouraged to give their professional recommendations, and the Board should recognize that staff may make recommendations that could be received unfavorably by the public and or a Director. Directors may request clarification and ask questions of staff at public meetings, and Directors are encouraged to participate in constructive discussions amongst each other regarding items under consideration on the Agenda. However, Directors should refrain from debating with staff at Board meetings about recommendations or other items being discussed. Staff must recognize that the Board, as the decision maker, is free to reject or modify a staff recommendation and the Board’s wishes will be implemented by staff even if it was contrary to a staff recommendation.
- c. Individual Directors shall not attempt to coerce, or influence staff involved in the making of recommendations, the awarding of contracts, the selection of

consultants, the processing of any projects or applications, or the granting of permits. Individual Directors shall not attempt to change or interfere with the operating policies and practices of any District department through interaction with staff. Individual Directors may discuss these items with the General Manager to get clarification or raise concerns.

- d. Directors should not make public comments critical of the performance of District staff. Any concerns by a Director over the behavior or work of a District employee during a Board meeting should be directed to the General Manager privately to ensure the concern is resolved. All complaints about employees from Directors should be submitted privately to the General Manager or, if a complaint concerns the General Manager, to District Counsel.
- e. Staff will respect the right of Directors to refuse to provide information or answers to staff and recognize that Directors may be bound by other rules of law or procedure that do not permit the Director to speak about the subject matter in question. If a Director violates any of the communications policies as stated in this document, staff has the right to request that the Director speak directly with the General Manager about the subject matter presented without any fear of reprisal.

REFERENCES

4105.9 Board Policy, Board Meeting Notice and Agenda (4210)

CORRESPONDENCE TO THE BOARD

Policy # **4110**
Original Effective Date: 04/05/1994
Revision Date: 07/01/2020
Type of Policy: BOARD DISTRICT FIRE PARKS

POLICY

4110.1 Cosumnes Community Services District ("District") Board of Directors ("Board") shall receive information from the public through verbal, written or electronic correspondence.

PURPOSE AND SCOPE

- 4110.2 The Board recognizes the need to take adequate time to examine and evaluate public requests. The Board may not attempt to decide upon any question or issue before examining and evaluating the information any person or group requests the Board consider. The General Manager will be given responsibility to examine and evaluate all such information and recommend action to the Board at a future meeting.
- 4110.3 This policy applies to all District elected officials, executives, employees, interns, volunteers, contractors, vendors, suppliers, members of the public, and other persons who participate in District programs and services.

APPLICATION / PROCEDURE

- 4110.4 Definitions:
- a. None
- 4110.5 All written correspondence addressed to the Board of Directors shall be sent to the District's Administrative Office located at 8820 Elk Grove Blvd., Elk Grove, CA 95624. Board member's mail will be opened by the Clerk of the Board and given to the Board member at the next scheduled Board meeting.
- 4110.6 Each Board Member shall have an email account set up for them through the District's email server. Board Members should use the District email account and the District's email system to send and receive emails pertaining to District business.
- 4110.7 The General Manager or designee may forward electronic correspondence to Board members. Should a Board member wish to ask a question or comment on an email; they should respond only to the person sending the email, never utilize the "reply all" function.
- 4110.8 Copies of written or electronic correspondence and written responses in reply thereto, if any, may be distributed to each Board member, together at the next regular Board meeting, depending upon date of receipt, response, or subject matter.

- 4110.9 Each Board member that utilizes social media should remain professional, courteous and respectful of other Board members, staff, and District business. To ensure that personal correspondence is not incorrectly classified as correspondence with a Director, which would make such correspondence subject to the Public Records Act, Directors are encouraged to deactivate instant messaging on any social media platforms created in their official capacity and use their assigned District email account as the method of electronic communication with the public.
- 4110.10 Written or electronic correspondence to the Board is part of public record.
- 4110.11 Board members are not permitted to use District resources for sending or receiving personal correspondence.

REFERENCES

None

BOARD ASSOCIATION MEMBERSHIPS

Policy # **4115**
Original Effective Date: 04/05/1994
Revision Date: 07/01/2020
Type of Policy: BOARD DISTRICT FIRE PARKS

POLICY

4115.1 Cosumnes Community Services District (“District”) Board of Directors (“Board”) may hold membership in industry related associations in order to take advantage of in-service training opportunities.

PURPOSE AND SCOPE

- 4115.2 The Board recognizes the benefits derived from having memberships in various professional and civic organizations. This policy sets forth the rules for membership in associations and establishes who may represent the District.
- 4115.3 This policy applies to all District elected officials, executives, employees, interns, volunteers, contractors, vendors, suppliers, members of the public, and other persons who participate in District programs and services.

APPLICATION / PROCEDURE

- 4115.4 Definitions:
- a. None
- 4115.5 Directors and staff may attend meetings of national, state, and local associations directly related to the purpose and operations of the District. Decisions to continue, discontinue, or add new memberships shall occur through the annual budget process.
- 4115.6 The Board President shall appoint, during public session, individual Directors as representatives and alternates, as appropriate, to serve as contacts between the District, government entities, stakeholder groups, associations, and others. The representatives and alternates shall report to the Board in a timely manner on their activities involving these associations. Directors shall not be appointed as a representative if there appears to be a conflict of interest.
- a. In some cases, members may be allowed certain expenses for travel and membership in such associations. This shall be determined and approved by the full Board.
 - b. If a Director attends an event and receives reimbursement from the District for meals, lodging and/or travel, that Director must make a report of the event at the

next regular Board meeting in accordance with Government Code Section 53232.3.

- c. The District will not reimburse Directors for expenses outside the scope of the association membership such as association event entertainment, parking to attend an association event or meeting, raffle tickets at an association event, and/or donations made to the association.

4115.7 The Board shall designate the General Manager, or other representative, who is authorized to cast ballots for any action to be voted upon by the District as it relates to its membership in these organizations.

4115.8 The Board President may designate the General Manager as the appropriate representative or alternate in connection with memberships in any association.

4115.9 The Board shall be informed of issues submitted by these organizations prior to the casting of a ballot, when possible, and then the Board will inform the representatives as to the action taken.

REFERENCES

4115.10 Government Code Section 53232.3, et seq.

ATTENDANCE AT MEETINGS

Policy # **4120**

Original Effective Date: 07/01/2020

Revision Date:

Type of Policy: BOARD DISTRICT FIRE PARKS

POLICY

4120.1 Cosumnes Community Services District (“District”) Board of Directors (“Board”) are expected to, and shall attend, all regular, special, and executive meetings of the Board unless there is good cause for absence.

PURPOSE AND SCOPE

4120.2 The purpose of this policy is to encourage and ensure consistent attendance at scheduled regular, special, and executive meetings held by the Board, and to outline the process to address non-attendance.

4120.3 This policy applies to all District elected officials.

APPLICATION / PROCEDURE

4120.4 Definitions:

- a. Good Cause for Absence: Late arrivals, early departures, temporary or long-term illness, or other unavoidable circumstances of which the President of the Board is notified prior to the meeting. Good cause also includes Board authorized meeting absences such as attendance at a conference directly related to the functions and interests of the District, at scheduled vacations, at functions related to that Director’s profession, for military service of no more than 3 months at a time, or at the meeting of another public agency in order to participate in an official capacity.

4120.5 To be counted as present for any meeting, Board members must be present for the duration of the meeting. Participation by telephone, in case of emergency or illness, is acceptable, within the regulations listed in the Ralph M. Brown Act (“Brown Act”), California Government Code 54950 et seq. An unexcused tardiness to the meeting is the equivalent to the Director not being present.

4120.6 A Board member who will be absent for good cause must notify the Board President and General Manager by email, telephone, or letter prior to the meeting at which they will be absent. The Board President shall inform the General Manager and the Board of all absences that are excused for good cause. The meeting minutes shall indicate whether an absence was excused.

REFERENCES

- 4120.7 Board Policy, Members of the Board of Directors (4140)
- 4120.8 Government Code Section 54950 et seq.

COMMITTEES OF THE BOARD OF DIRECTORS

Policy # **4125**
Original Effective Date: 04/05/1994
Revision Date: 07/01/2020
Type of Policy: BOARD DISTRICT FIRE PARKS

POLICY

4125.1 Cosumnes Community Services District (“District”) Board of Directors (“Board”) recognizes it may be deemed necessary or advisable to create a standing or ad hoc Board committee for the execution of District goals and objectives.

PURPOSE AND SCOPE

- 4125.2 Committees of the Board allow the opportunity for the Board to focus on specific Board operations or find a creative solution to a particular challenge.
- 4125.3 This policy applies to all District elected officials, executives, employees, interns, volunteers, contractors, vendors, suppliers, members of the public, and other persons who participate in District programs and services.

APPLICATION / PROCEDURE

- 4125.4 Definitions:
- a. None
- 4125.5 Standing Board committee: The Board President shall appoint and publicly announce the members of a standing Board committee during a regularly scheduled Board meeting. Standing Board committees may be assigned to review District functions, activities, and operations. Any recommendations from a standing Board committee shall be submitted to the Board via written or oral report.
- a. A standing Board committee shall be comprised solely of members of the Board, and shall consist of less than a majority of Board members. When applicable, Board President shall appoint one of the appointed Board members as Chair of the committee.
 - b. A standing Board committee may make recommendations to the Board. The Board may not delegate any decision-making power to a standing Board committee.
- 4125.6 Ad Hoc Board committee: The Board President shall appoint any ad hoc Board committee as may be deemed necessary or advisable by the President of the Board during a regularly scheduled Board meeting. The purpose of an ad hoc Board committee

and the time allowed to accomplish that purpose shall be outlined at the time of appointment. An ad hoc Board committee shall be considered dissolved when its purpose has been accomplished or when the timeframe for its existence has expired, whichever occurs first.

- c. An ad hoc Board committee shall be comprised solely of members of the Board, and shall consist of less than a majority of Board members. When applicable, Board President shall appoint one of the appointed Board members as Chair of the committee.
- d. An ad hoc Board committee may make recommendations to the Board. The Board may not delegate any decision-making power to an ad hoc Board committee.
- e. An ad hoc Board committee shall meet on an as needed basis and shall not have a meeting schedule fixed by charter, ordinance, resolution, or formal action of the Board.

REFERENCES

None

ADVISORY COMMITTEE

Policy # **4127**
Original Effective Date: 04/05/1994
Revision Date: 07/01/2020
Type of Policy: BOARD DISTRICT FIRE PARKS

POLICY

4127.1 The Cosumnes Community Services District (“District”) Board of Directors (“Board”) recognizes that it is in the best interest of the District to encourage District resident participation in special interest, or single purpose, advisory committees.

PURPOSE AND SCOPE

4127.2 The District desires to have an outline for the creation, selection, and termination of advisory committees.

4127.3 This policy applies to all District elected officials, executives, employees, volunteers, and members of the public.

APPLICATION / PROCEDURE

4127.4 Definitions:

a. None

4127.5 An advisory committee is a body of members created by resolution to advise the Board on particular matters. Advisory committees shall act in an advisory capacity only and shall have no actual, or apparent, authority of powers to take any legal action or create any legal obligations on behalf of the District. Advisory committee members shall serve without compensation and shall report to the Board. Advisory committee meetings are subject to the requirements of all applicable open meeting laws, including but not limited, to the Brown Act.

4127.6 The General Manager is authorized to recommend to the Board for approval, special interest or single-purpose advisory committees, and/or general District-wide advisory committees to provide assistance and advice on specific District programs, activities or projects.

4127.7 The District encourages its residents, and business owners, to participate in their local government by applying to serve on an advisory committee. Public involvement within local government helps ensure District decisions closely represent the needs and priorities of the community. In addition, public involvement has the potential to engage a more diverse cross-section of the community, particularly those who have been underserved or unrepresented in the past.

- 4127.8 Each advisory committee will have a handbook which includes a committee-specific eligibility, statement of purpose, duties, responsibilities, terms, meetings and relationships. This document shall be developed by staff.
- 4127.9 An annual recruitment will be conducted to fill current vacancies, and/or vacancies scheduled to occur due to term limits. District staff will facilitate recruitments.
- 4127.10 Applicants applying for an advisory committee service must submit an application form according to the procedures outlined by District staff. Applicants may apply for service on more than one advisory committee, but may only serve on two committees concurrently under limited circumstances.
- 4127.11 Applicants cannot be District officials, employees, agents or contractors and must reside or own property within District boundaries. Additional eligibility requirements for each advisory committee will be included in the appropriate advisory committee handbook.
- 4127.12 Staff will present to the Board applications for approval. Committee appointments will be made by a motion of the Board, and each applicant will be notified of the Board's decision by mail.
- 4127.13 In the event the Board does not fill all available seats, the Board will direct the General Manager to conduct a new recruitment for the vacancy, or vacancies, or allow the seats to remain unfilled until the next recruitment cycle. The Maddy Act (Government Code Section 54972) provides that if an emergency exists, the Board may immediately appoint an interim member to fill a vacant seat until such time that a final appointment may be made.
- 4127.14 In compliance with the requirements of Government Code Section 54972 (Maddy Act), whenever an unscheduled vacancy occurs, due to resignation, removal from office, or other reason, prior to the end of the term, the General Manager will publish a Notice of Vacancy no more than 20 days before, and no more than 20 days after, the seat becomes vacant. Subject to determination of the Board, the General Manager will either proceed with a special recruitment or allow the vacancy to remain open until the next regularly scheduled recruitment. The Board may, if it finds that an emergency exists, fill the unscheduled vacancy immediately. A person appointed to fill the vacancy shall serve only on an acting basis until the final appointment is made pursuant to this section.
- 4127.15 A majority of the Board may remove any appointed advisory committee member at any time for good and sufficient cause. Cause shall include, but not be limited to, any violation of any applicable law, regulation or policy, incapable to perform the duties of the committee, neglect of duty, and/or failure to comply with the advisory committee handbook.
- 4127.16 An advisory committee shall cease to exist when abolished by a majority vote of the Board.

REFERENCES

- 4127.17 Government Code Section 54972 (Maddy Act)

DUTIES OF THE BOARD PRESIDENT

Policy # **4130**

Original Effective Date: 07/01/2020

Revision Date:

Type of Policy: BOARD DISTRICT FIRE PARKS

POLICY

4130.1 The Cosumnes Community Services District (“District”) Board of Directors (“Board”) shall elect a Board President who will serve as the presiding officer at all Board meetings, and a Board Vice-President who will serve as the presiding officer when the Board President is absent. The President and Vice-President shall be elected from the membership of the Board.

PURPOSE AND SCOPE

4130.2 To facilitate the orderly operation of the Board, it is the Board’s purpose to define the duties and responsibilities of Board members serving as the position of Board President, the presiding officer of the Board.

4130.3 This policy applies to all District elected officials.

APPLICATION / PROCEDURE

4130.4 Definitions:

- a. None

4130.5 The President shall have the same rights as the other members of the Board in voting, introducing motions, resolutions and ordinances, and any discussion of questions that follow said actions. The President may move, second, debate, and vote from the chair.

4130.6 The President shall preside over and conduct all meetings of the Board, shall carry out the resolution and orders of the Board, and shall exercise other such powers and perform other such duties as the Board shall prescribe including, but not limited to, the following:

- a. Call the meeting to order at the appointed time;
- b. Enforce the Board’s policies and ordinances in relation to the order of business and the conduct of meetings;
- c. Protect the speaker who has the floor from disturbance or interference;
- d. Explain what the effect of a motion would be if it is not clear to every member;

- e. Restrict discussion to the question when a motion is before the Board;
- f. Rule on parliamentary procedure;
- g. Invites a motion, put motions to a vote, and state clearly the results of the vote;
- h. Preserve order and decorum; and
- i. Adjourn the meeting when complete.

4130.7 Responsibilities of the Board President include, but are not limited to, the following:

- a. Sign all instruments, act, and carry out stated requirements and the will of the Board;
- b. Sign the minutes of the pervious Board meeting following their approval;
- c. Appoint and disband all committees, subject to Board ratification;
- d. Call such meetings of the Board as they may deem necessary, giving notice as prescribed by law;
- e. Coordinate the preparation of meeting agendas with the General Manager;
- f. Confer with the General Manager or designee on crucial matters which may occur between Board of Directors meetings;
- g. Be responsible for the orderly conduct of all Board meetings;
- h. Be the spokesperson of the Board; and
- i. Perform other duties as authorized by the Board.

4130.8 Elections: The Board shall elect a President and Vice-President at the first meeting after December 1st at which all 5 continuing Board members are present, unless such requirement is waived by a majority of the Board. The term of office in each case shall begin upon election and shall continue for the period of one year until successors are elected. The President may, following the election of officers, appoint ad hoc committees of the Board as soon as possible. These committee appointments shall be ratified by a majority of the Board.

4130.9 Absence or Disability of President: In the absence or disability of the President, the Vice President of the Board shall serve as the temporary President over all meetings of the Board.

- a. If the President and Vice President of the Board are both absent or disabled, the remaining members present shall select one of themselves to act as temporary

President of the meeting.

- b. The temporary President shall have the same rights as the other members of the Board in voting, introducing motions, resolutions and ordinances, and any discussion of questions that follow said actions. The temporary President may move, second, debate, and vote from the chair.

REFERENCES

None

ETHICS TRAINING

Policy # **4135**

Original Effective Date: 07/01/2020

Revision Date:

Type of Policy: BOARD DISTRICT FIRE PARKS

POLICY

4135.1 The Cosumnes Community Services District (“District”) Board of Directors (“Board”), designated staff and members of all commissions, committees and other bodies that are subject to the Brown Act to receive two hours of training in general ethics principles and ethics laws relevant to public service within one month of election or appointment to the Board and at least once every two years thereafter, pursuant to Government Code Section 53234 et seq. as may be amended from time to time.

PURPOSE AND SCOPE

- 4135.2 The Board has an equal commitment to developing a District culture with strong ethical values. Ethics training promotes awareness to ethical practices, boost employee morale and working relationships, and preserve a positive work environment.
- 4135.3 This policy applies to all District elected officials, executives, employees, agents, and volunteers.

APPLICATION / PROCEDURE

- 4135.4 Definitions:
- a. None
- 4135.5 All ethics trainings shall be provided by providers whose curricula have been approved by the California Attorney General and the Fair Political Practices Commission.
- 4135.6 Ethics training may consist of either a training course or a set of self-study materials with tests, and may be taken at home, in person, or online.
- 4135.7 Attendees shall obtain proof of participation after completing the ethics training. Reasonable pre-approved costs for attending the training shall be reimbursed by the District.
- a. District staff shall maintain records indicating both the dates that attendees completed the ethics training and the name of the provider that provided the training. These records shall be maintained for at least five years after the date of training and may be public records subject to disclosure under the California Public Records Act.

4135.8 District staff shall provide the prospective attendees with information on available training that meets the requirements of this policy at least once every year.

REFERENCES

4135.9 Government Code Section 53234, et seq.

GIFTS AND HONORARIA PAYMENTS

Policy # **4137**

Original Effective Date: 07/01/2020

Revision Date:

Type of Policy: BOARD DISTRICT FIRE PARKS

POLICY

4137.1 This policy provides standards on when benefits and gifts may be offered to, or accepted from, third parties by the Board of Directors ("Board") of the Cosumnes Community Services District ("District").

PURPOSE AND SCOPE

4137.2 The Political Reform Act places limits on gifts, prohibits honoraria payments, and imposes other restrictions that apply to local elected officers of government agencies.

4137.3 This policy applies to the Board of Directors.

APPLICATION / PROCEDURE

4137.4 Definitions:

- a. Gift: Any payment or other benefit that confers a personal benefit for which a Director does not provide payment or services of equal or greater value. A gift includes a rebate or discount on the price of anything of value unless the rebate or discount is made in the regular course of business to members of the public.
- b. Family Members: For the purposes of this policy, family members include the Director's spouse; registered domestic partner; any minor child of the Director who the official can claim as a dependent for federal tax purposes; and a child of the Director who is ages 18 to 23 years old, attends school, resides with the official when not attending school, and provides less than one-half of their own support.
- c. Honoraria: Payment received for making a speech, publishing an article or attending any public or private conference, convention, meeting, social event, meal or similar gathering. State and local elected officers, candidates for those offices and all officials holding positions listed in Government Code § 87200 are prohibited from receiving honoraria payments. Some limited exceptions apply, such as income earned from a bona fide business or profession.

4137.5 State law prohibits any public official from using, or attempting to use, official position or office to obtain a financial gain, or to avoid a financial detriment that would not otherwise be incurred save for the public official's holding of the official position.

- 4137.6 State law imposes limits on personal gain and avoidance of financial detriment that are not described in this policy. Directors are responsible for ensuring that their actions comply with state law.
- 4137.7 The California Fair Political Practices Commission (“FPPC”) provides information to public officials regarding the laws that aid public officials in avoiding conflicts between an official’s public duties and the official’s personal interest. Good governance depends on officials knowing, understanding, and following the duties and responsibilities an elected official.
- 4137.8 Due to the frequency of changes to regulations administered by the FPPC, the District references the FPPC’s website as a guide for this policy: www.fppc.ca.gov. The FPPC posts a Limitations and Restrictions on Gifts, Honoraria, Travel and Loans Fact Sheet (“Fact Sheet”). This document will be the guiding document for the Board to follow in determining limitations of gifts and honoraria payments. The following are general guidelines which are detailed in the Fact Sheet.
- a. Elected officials may not accept gifts, within the amount indicated in the Fact Sheet, from any individual who is registered as a lobbyist under state law.
 - b. Elected officials may not accept gifts in one calendar year from any single source totaling more than the amount indicated in the Fact Sheet.
 - c. State and local elected officers, candidates for those offices and all officials holding positions listed in Government Code Section 87200 are prohibited from receiving honoraria payments. Some limited exceptions apply, such as income earned from a bona fide business or profession.

REFERENCES

- 4137.9 California Fair Political Practices Commission (“FPPC”) Limitations and Restrictions on Gifts, Honoraria, Travel and Loans Fact Sheet (“Fact Sheet”) www.fppc.ca.gov
- 4137.10 District Policy, Awards, Gifts, Prizes and Promotional Items (3220)
- 4137.11 Government Code Section 87200

MEMBERS OF THE BOARD OF DIRECTORS

Policy # **4140**
Original Effective Date: 04/05/1994
Revision Date: 07/01/2020
Type of Policy: BOARD DISTRICT FIRE PARKS

POLICY

4140.1 The Cosumnes Community Services District (“District”) Board of Directors (“Board”) shall be comprised of five duly-elected or appointed residents. The Directors shall be elected or appointed by-division in five single-member districts as defined in Government Code Section 61025. Each Director shall be elected to a term of four years, unless appointed or elected to serve a remaining term. Termination of residency in a district by a Director shall create an immediate vacancy for that district.

The Board provides guidelines and charts a general course of action for the District by setting policy goals and objectives and adopting strategic plans.

PURPOSE AND SCOPE

4140.2 The Board recognizes the need to establish the basic responsibilities, rules, and guidelines for its members in order that they shall most efficiently and properly function as a governing Board. The Board recognizes that effective governance relies on the cooperative efforts of the Board, who set policies and priorities, and the District’s staff, who analyze problems and issues in order to make appropriate recommendations, while implementing and administering policies.

4140.3 This policy applies to all District elected officials, executives, and employees.

APPLICATION / PROCEDURE

4140.4 Definitions:

- a. None

4140.5 The Board is responsible for approving the District’s budget, setting policy goals and objectives, and adopting master and strategic plans. The primary functions of District staff members are to execute policy and other Board actions, make professional recommendations to the Board, and to keep the Board well informed. District staff will strive to keep the Board up to date on issues and events wherein public or staff concern may be involved, ensuring the Board will be educated on issues they will have to act upon.

4140.6 Directors also have a responsibility to assist with the flow of information. It is critical they make extensive use of staff and agency reports and Board meeting minutes. Directors

should come to meetings prepared; having read the agenda packet materials and supporting documents, as well as any additional information or memoranda provided on agency projects or current issues. Additional information may be requested from staff, if necessary.

- 4140.7 Directors should not make attempts to pressure or influence staff decisions, recommendations, workloads, schedules or department priorities.
- 4140.8 Directors may not use their status as a Director to negotiate, promise or create agreements with members of the community in exchange for District services or resources. Community members should direct all requests to staff.
- 4140.9 The Board shall receive such compensation as may be provided by Government Code Section 61047 and Resolution No. 2006-155. Directors compensation shall not exceed \$100 for each day of service (each approved meeting/event attended) for a total of no more than six days of service a month, resulting in a maximum monthly limit of \$600. In addition, Directors are further allowed to receive their actual necessary traveling and incidental expense incurred while on official District business.
- 4140.10 Directors must complete an Expenditure Authorization and Reimbursement Form in order to receive reimbursement for actual and necessary expenses incurred in the performance of official duties. Receipts for necessary expenses must be obtained and submitted as part of the form. Directors must submit the form and receipt within 30 days of the date the expenditure was made.
- 4140.11 In this discharge of their duties, Board members act as a Board and not as individuals. An individual Board member has no more authority over policy or personnel than any other citizen. The Board member has no right to speak for the Board, unless specifically authorized to do so by action of the Board. Specific duties include the following:
- a. To select a General Manager as the Board's professional advisor and properly delegate to this position the authority and responsibility to execute Board policies, enforce District rules and regulations, and administer the sites and services of the District.
 - b. To select a District Counsel as the Board's legal advisor.
 - c. To adopt a District budget that provides the best possible facilities and services, within the limits of fiscal responsibility, to the community of the District.
 - d. To adopt policies that govern the operation of the District, which may be amended and revised as appropriate.
- 4140.12 Vacancies will be filled according to Government Code 1780. Upon notice of the vacancy, the Board will decide through majority vote at the next scheduled Board meeting, how the vacancy will be filled according to Government Code Section 1780. Vacancies will be declared should any member of the Board:

- a. Accept an incompatible office;
- b. Be convicted of any felony offense;
- c. Be declared mentally or physically unable to perform duties by a qualified professional;
- d. Cease to be a legal voter in the District;
- e. Die;
- f. Neglect to attend a minimum of six regular or special meetings in a 12-month period;
- g. Neglect to attend the duties of their office;
- h. Neglect to attend regular or special meetings of the Board for a period of two consecutive calendar months;
- i. Refuse or neglect to take their oath of office;
- j. Resign; or
- k. Take any other action or omission that under State law requires that member of the Board to vacate their office.

REFERENCES

- 4140.13 Government Code Section 1780
- 4140.14 Government Code Section 61025
- 4140.15 Government Code Section 61047
- 4140.16 District Policy, Travel Expenses on District Business (2122)

BOARD OF DIRECTORS DEVELOPMENT AND TRAINING

Policy # **4145**
Original Effective Date: 10/02/2007
Revision Date: 07/01/2020
Type of Policy: BOARD DISTRICT FIRE PARKS

POLICY

4145.1 Cosumnes Community Services District (“District”) Board of Directors (“Board”) are encouraged to attend educational conferences, seminars, trainings, and professional meetings when the purpose of the activity is to improve District operation.

PURPOSE AND SCOPE

4145.2 The Board recognizes the importance of expanding their professional knowledge and keeping current with advances in service delivery methods, trends and technology to guide the District in providing high-quality services. Board participation in professional conferences, specialized trainings, seminars, and workshops related to the District’s functions is highly encouraged.

4145.3 This policy applies to all District elected officials.

APPLICATION / PROCEDURE

4145.4 Definitions:

a. None

4145.5 There is no limit as to the number of Directors attending a particular activity when it is apparent that attendance is beneficial to the District, is not on a Board meeting night, and as long as a majority of the members of a body do not discuss District business. Directors shall not attend a conference or training event when it is apparent that there is no significant benefit to the District. Directors shall not attend or engage in any tour or journey for pleasure at public expense.

4145.6 It is the policy of the District to encourage Board development and performance excellence by reimbursing actual expenses incurred for tuition, travel, lodging and meals as a result of training, educational courses, participation with professional organizations, and attendance at local, state and national conferences associated with the interests of the District. Cash advances or use of District credit cards for these purposes is not permitted.

4145.7 The Clerk of the Board will make travel and lodging arrangements on behalf of Directors. Per diem expenses, when appropriate, shall be provided as outlined in District Policy, Travel Expenses on District Business (2122). Each Director will be budgeted \$2,000 each

fiscal year for expenses related to attending professional conferences, trainings, seminars, and workshops.

- 4145.8 Attendance by Directors at seminars, workshops, courses, professional organization meetings, and conferences shall be approved by the Board of Directors prior to the District incurring any reimbursable costs.
- 4145.9 A Director shall not be reimbursed for expenses incurred at any educational conference, seminar, training, or professional meeting event if such event occurs after the District has announced that Director's pending resignation, or if such event occurs after an election in which it has been determined that the Director will not retain his or her seat on the Board.
- 4145.10 Upon returning from educational conferences, seminars, trainings, and professional meetings where expenses are reimbursed by the District, Directors will either prepare a written or verbal report for presentation at the next regular meeting of the Board. Said report shall detail what was learned at the session(s) that will be of benefit to the District. Materials from the session(s) may be delivered to the District office to be included in the District library for the future use of other Directors and staff.

REFERENCES

- 4145.11 District Policy, Travel Expenses on District Business (2122)

ORIENTATION OF BOARD MEMBERS

Policy # **4150**
Original Effective Date: 04/05/1994
Revision Date: 07/01/2020
Type of Policy: BOARD DISTRICT FIRE PARKS

POLICY

4150.1 The Cosumnes Community Services District (“District”) Board of Directors (“Board”), and designated staff have a responsibility to help all newly elected or appointed Directors understand District operations as well as the roles and responsibilities of the Board.

PURPOSE AND SCOPE

4150.2 The purpose of this policy is to create consistency in the sharing of District knowledge to all newly elected or appointed Directors in order for them to succeed in their new role.

4150.3 This policy applies to all District elected or appointed officials, executives, and employees.

APPLICATION / PROCEDURE

4150.4 Definitions:

- a. None

4150.5 The Board, General Manager, and Clerk to the Board shall help each new Director understand the Board functions, policies, procedures, roles, duties, and responsibilities. To achieve this, the District shall conduct new Board member orientation sessions in December of each election year.

4150.6 Each new Director shall be given selected materials on the duties and responsibilities associated with Board membership. These materials shall include but are not limited to:

- a. The Government Codes dealing with Community Services Districts
 - 1. Ralph M. Brown Act (“Brown Act”)
- b. Public Records Act
- c. Form 700
- d. Political Reform Act
- e. Ethics training (AB 1234)
- f. Board and District policies

- g. District Finance and Capital Improvement documents
- h. California Association of Park & Recreation Commissioners & Board Members publications
- i. California Special Districts Associations publications
- j. California Parks and Recreation Society publications
- k. California Fire Chiefs Association publications
- l. Fire District Association of California publications
- m. League of California Cities publications – Elk Grove and Galt are both members

4150.7 As soon as practical, ideally before the first official meeting of the Director, the new Director will meet with the General Manager and select staff to discuss services they perform and details of District operations. At this meeting, the Clerk of the Board will supply all pertinent material.

4150.8 If requested by the newly elected or appointed Director, the General Manager and/or select staff may escort the Director to various District sites for education and introduction to other District staff. The goal is for the Director to understand the wide variety of services the District offers within a large geographic area.

4150.9 Each newly elected or appointed Director may request additional information to help them in their new role. Requests must be made to the General Manager and follow the process outlined in Policy 4105Board / Staff Communication.

REFERENCES

4150.10 Board Policy, Board/Staff Communication (4105)

BOARD ACTIONS AND DECISIONS

Policy # **4205**
Original Effective Date: 07/01/2020
Revision Date:
Type of Policy: BOARD DISTRICT FIRE PARKS

POLICY

4205.1 Cosumnes Community Services District (“District”) Board of Directors (“Board”) is a governing body of the District and shall be authorized to make actions and decisions as a Board.

PURPOSE AND SCOPE

4205.2 The Board has an obligation to serve those residing within the District. Each Director owes a duty to act in good faith, in a manner consistent with the best interest of the District.

4205.3 This policy applies to all District elected officials, executives, employees, interns, volunteers, contractors, vendors, suppliers, members of the public, and other persons who participate in District programs and services.

APPLICATION / PROCEDURE

4205.4 Definitions:

- a. Abstention or Abstain: a formal refusal to vote on something. A Director has the obligation to recuse themselves if they have a direct personal interest in the matter that amounts to a legal conflict of interest.
 1. Directors have the right to abstain and cannot be compelled to vote. Abstentions should not be used to avoid controversial issues.
 2. Abstentions are counted and noted in the voting process, but not as a “yes” or “no” vote. An abstention does not affect the voting result.
- b. Majority Vote: a minimum of three votes cast together for or against the motion, ignoring abstentions or blanks. Votes may be taken through Yeas and Nays or Roll Call. For controversial votes or if any Director is teleconferencing into a meeting the vote must be taken by Roll Call.
- c. Quorum: the minimum number of Directors who must be at a meeting for business to be legally transacted. The quorum refers to the number present, not to the number voting.

- 4205.5 Actions by the Board include, but are not limited to, the following:
- a. Adoption or rejection of regulations and policies;
 - b. Adoption or rejection of resolutions;
 - c. Adoption or rejection of ordinances; and
 - d. Approval or rejection of proposals, contracts, services or expenditures within the Board's authority.
- 4205.6 Action can only be taken by majority vote of the Board. The act of majority vote, at which a quorum is present, will constitute the act of the Board. However, the Government Code and/or state statutes will prevail should they set different voting requirements for any particular matter.
- a. Prior to a vote, each Director may share their views about the issue under consideration.
 - b. The Board President will allow Directors to speak first before giving their own view and summary of the discussion. The Board shall allow for the expression of minority points of view.
 - c. The Board President shall summarize decisions and agreements.
 - d. After a motion and second, the Board President shall ask for further discussion if needed.
 - e. The Board will strive for consensus.
 - f. The Board President will put the motion to vote and announce the result. All votes will be recorded by the Clerk of the Board in the Board meeting minutes.
- 4205.7 Except as otherwise authorized by State law, the Board is prohibited from addressing any items not previously included on the agenda. The Board may receive testimony and add the matter to the agenda for a subsequent meeting.
- 4205.8 The Board may give directions that are not formal actions. Such directions do not require a formal process and may include the Board's directives and instruction to the General Manager.
- a. Any Director may make a formal motion to place a directive on a future agenda for Board consideration, or to take some other action (such as referring the matter to the General Manager for review and recommendation, etc.). See Board Policy 4210 Board Meeting Notice and Agenda.
 - b. Informal action by the Board is still Board action and shall only occur regarding matters that appear on the agenda for the Board meeting during which said

informational action is taken.

- c. Nothing in the policy prevents the Board from providing direction to the General Manager in response to public, Board Director or General Manager comments, as allowed by Government Code Section 54950 et seq. No vote or action shall be taken.

REFERENCES

- 4205.9 Government Code Section 54950 et seq.
- 4205.10 Board Policy, Board Meeting Notice and Agenda (4210)

BOARD MEETING NOTICE AND AGENDA

Policy # **4210**
Original Effective Date: 11/17/1992
Revision Date: 07/01/2020
Type of Policy: BOARD DISTRICT FIRE PARKS

POLICY

4210.1 Cosumnes Community Services District (“District”) and its Board of Directors (“Board”) have an obligation to adhere to state and federal laws regarding the creation and posting of agendas for regular and special Board meetings.

PURPOSE AND SCOPE

- 4210.2 The District encourages citizen participation in the government process and will make available to its residents, and other interested parties, Board agendas and the opportunity to participate in the creation of the agenda.
- 4210.3 This policy applies to all District elected officials, executives, employees, interns, volunteers, contractors, vendors, suppliers, members of the public, and other persons who participate in District programs and services.

APPLICATION / PROCEDURE

- 4210.4 Definitions:
- a. None
- 4210.5 The General Manager, with District Counsel guidance, shall create an agenda format and have authority to amend such format as deemed necessary and in compliance with state and federal law.
- 4210.6 The General Manager shall prepare an agenda for each regular and special meeting of the Board of Directors in accordance with the Ralph M. Brown Act (Government Code Section 54950 et seq).
- 4210.7 All Board agendas shall include the following information:
- a. Date, time and location of the meeting. If teleconferencing is used as a method for conducting a meeting, the notice and agenda must be in accordance with Government Code Section 54953.
 - b. Description of each item on the agenda to be discussed, including closed executive session items. The General Manager shall ensure that the description gives notice to the public of the essential nature of the business to be considered.

- c. Process for obtaining copies of the agenda packet including the ability for the public to make a standing request to receive these materials for each meeting. This request must be renewed annually.
- d. Information on how to request a reasonable accommodation in order to participate in the public meeting, such as auxiliary aids or services.

4210.8

Any member of the public may request that a matter directly related to District business be placed on the agenda of a regularly scheduled meeting of the Board of Directors, subject to the following conditions:

- a. If done in writing, the request and all supporting material must be submitted to the Clerk of the Board no later than 4:00 pm on the Monday prior to the closing of the agenda for the next meeting date. The General Manager will verbally present to the Board, the public's request during the Board meeting's Identification of Items for Future Meetings. The Board President will open the item for discussion by the Board and General Manager. A majority vote of the Board must be conducted to determine if the requested item will be placed on a future Board agenda. The public member requesting the agenda item may appeal any vote that denied the matter, at the next regular meeting of the Board of Directors during the Communications from the Public item.
- b. If done in person, the request shall be made by the member of the public during the Board meeting's Communications from the Public item. It is then upon the action of a Director to recommend the matter be placed on a future agenda, during the Board meeting's Identification of Items for Future Meetings. The Board President will open the item for discussion by the Board and General Manager. A majority vote of the Board must be conducted to determine if the requested item will be placed on a future Board agenda. The public member requesting the agenda item may appeal any vote that denied the matter, at the next regular meeting of the Board of Directors during the Communications from the Public item.
- c. No matter which can legally be considered by the Board in closed executive session shall be accepted under this policy.
- d. The Board of Directors may place limitations on the total time to be devoted to a public request at any meeting and may limit the time allowed for any one person to speak on the issue at the meeting. In addition, speakers addressing the Board at the public comment portion of the meeting shall be limited to three minutes, unless such time is extended by the Board President at their discretion.

4210.9

The Board may direct the General Manager to place matters of District business on the agenda of a regularly scheduled meeting of the Board of Directors, subject to the following conditions:

- a. The item must be presented during the Board meeting's Identification of Items for Future Meeting. The Board President will open the item for discussion by the Board and General Manager. A majority vote of the Board must be conducted to

determine if the requested item will be placed on a future Board agenda.

- 4210.10 Agendas for regular meetings shall be posted 72 hours in advance of the meeting and agendas for special meetings shall be posted 24 hours in advance of the meeting. Each Director must personally receive written notice of the special meeting either by personal delivery or by some other means, such as electronic mail or U.S. mail, at least 24 hours before the time of the special meeting, unless they have previously waived receipt of written notice.
- a. Paper agendas shall be posted at the District Administration Office and select District facilities. A touch screen electronic kiosk may take the place of a paper posting.
 - b. Agendas must be posted on the District's website. A direct link to the current agenda must be included on the homepage.
 - c. Agendas will be provided to local news and media, as well as, the Elk Grove Branch Library, Elk Grove Senior Center, County of Sacramento, and Supervisor 5th District.
 - d. If requested, the agenda shall be made available in appropriate alternative formats to persons with a disability, as required by Section 202 of the Americans with Disabilities Act of 1990 (42 U.S.C. Sec. 12132), and the federal rules and regulations adopted in implementation thereof.
- 4210.11 Agenda packets shall be distributed to each member of the Board Directors at the same time as it is posted. Agenda packages, except confidential information allowed by state law, will also be made available to the public once distributed to the Board.
- 4210.12 Both regular and special meetings may be adjourned to another time. Notices of adjourned meetings must be posted on the door of the meeting chambers where the meeting occurred within 24 hours after the meeting, a new agenda for that adjourned meeting must be posted 72 hours in advance of the adjourned meeting.
- 4210.13 For regular meetings, the agenda must allow for two types of public comment periods. The first is a general audience comment period, where the public may address any item within the subject matter jurisdiction of the District that is not on the agenda. The second is the specific comment period pertaining to items on the agenda. The Board must allow for public comment on agenda items prior to the Board's consideration of the item. For special meetings, the agenda must provide an opportunity for members of the public to address the Board concerning any items listed on the agenda prior to the Board's consideration of that item. Unlike regular meetings, special board meeting agendas do not have public comment on non-agenda items.
- 4210.14 The Board shall not discuss or take action on any non-agenda item except for the following:
- a. The Board may determine by majority vote that an emergency situation exists.

Emergency is limited to work stoppages or crippling disasters.

- b. The Board finds by a two-thirds vote of those present, or if less than two-thirds of the Board is present, by unanimous vote, that there is a need to take immediate action on an item and the need for action came to the attention of the District subsequent to the posting of the agenda.
- c. In addition, the Board and staff have limited exceptions to the no discussion rule for non-agenda items. These limited exceptions are listed below and should be brief, not allowing for any long or wide-ranging question and answer sessions between the public, Board, and staff.
 1. The Board or staff may briefly respond to statements made or questions posed by persons during public comment periods;
 2. The Board or staff may ask questions for clarification and provide a reference to staff or other resources for factual information;
 3. The Board or staff may make a brief announcement, ask a question or make a brief report on his or her own activities;
 4. The Board may request staff to report back at a future meeting concerning the matter; and
 5. The Board may take action to direct staff to place a matter of business on a future agenda.

REFERENCES

- 4210.15 Government Code Section 54950 et seq
- 4210.16 Government Code Section 6250-6270
- 4210.17 Board Policy, Board Actions and Decisions (4205)

BOARD MEETING CONDUCT

Policy # **4215**
Original Effective Date: 04/05/1994
Revision Date: 07/01/2020
Type of Policy: BOARD DISTRICT FIRE PARKS

POLICY

4215.1 Cosumnes Community Services District (“District”) and its Board of Directors (“Board”) promote open meetings that welcome debate of issues considered by the Board in an atmosphere of fairness, equity, inclusion, courtesy and respect for differing points of view.

PURPOSE AND SCOPE

- 4215.2 Board meetings are the venue in which the Board conducts the business of the District. Board meetings are open to the public. General rules of conduct allow the Board to perform their duties efficiently.
- 4215.3 This policy applies to all District elected officials, executives, employees, and all persons attending public meetings of the Board of Directors.

APPLICATION / PROCEDURE

- 4215.4 Definitions:
- a. None
- 4215.5 Meetings of the Board of Directors shall be conducted by the Board President in a manner consistent with the policies of the District. Board Policy, Rules of Order for Board and Committee Meetings (4235), shall be used as a general guideline for meeting protocol.
- 4215.6 All Board meetings shall commence at the time stated on the agenda and shall be guided by the same. The placement of an item on the agenda shall not be deemed a requirement that the items proceed in any particular order. The Board President, with concurrence of a majority of the Board, may alter the order in which agenda items shall be considered for discussion and/or action by the Board.
- 4215.7 Board meetings shall be conducted as follows:
- a. The meetings shall be conducted in an open and fair manner.
 - b. The public shall be given ample opportunity to participate in the meetings.
 - c. Due process principles shall apply to quasi-judicial proceedings, or as otherwise required by law.

- d. The meetings shall proceed in a manner that enables the Board to consider problems and make informed decisions intended to solve them.
- e. The Board may receive, consider and take any needed action with respect to reports of accomplishment of District operations.
- f. Noticed public hearings shall be conducted in an orderly fashion, with the Board President establishing the order of proceedings.
- g. The Board may weigh and determine the credibility of evidence and public comment.

4215.8 When entering the Board room to conduct a public meeting, Board Directors shall place all electronic devices, including but not limited to iPads and smart phones, on silence. There should be no instant messaging, text messaging, internet searches or any other types of electronic communications during a public meeting by the Board.

4215.9 Public comment on items on the agenda, and general public comment at a regular Board meeting for matters within the jurisdiction of the Board of Directors, shall be as followed:

- a. Three minutes will be allotted to each speaker to each agenda item. Individuals representing a group or an organization shall be permitted five minutes. Speakers must complete a public comment form and may state their home or business address when commenting to the Board.
- b. The Board President may allow additional comment time for a speaker or agenda item when necessary for a complete and fair proceeding. In addition, if there are too many members of the public wishing to comment on an agenda item, the President may limit the amount of time designated to each speaker, to ensure the meeting will be run in an efficient manner.
- c. Board Policy 4245, Third Party Use of District Audio Visual and/or Computer Equipment During Public Meetings, will be followed by the public when requesting use of District equipment.
- d. No disruptive conduct shall be permitted at any Board meeting. Persistence in disruptive conduct shall be grounds for summary termination, by the Board President, of that person's privilege of address.
- e. The Board may not prohibit public criticism but shall control the order of the proceedings.

4215.10 Willful disruption of any of the meetings of the Board shall not be permitted. If the Board President finds that there is willful disruption of any meeting of the Board, the President may do the following:

- a. Notify the disrupting parties to immediately stop the conduct and that they will be

asked to leave the meeting if the behavior continues.

- b. If the behavior continues after notice, order the disrupting parties out of the room and conduct the Board's business without them present.
- c. In cases of extreme disruption, clear the room of all members of the public, and conduct the Board's business without them present.
- d. A duly accredited representative of the news media, whom the Board President finds not to have participated in the disruption, shall be permitted to remain in the meeting.

4215.11 No oral presentation shall include charges or complaints against any District employee, regardless of whether or not the employee is identified in the presentation by name or by another reference, which tends to identify. All charges or complaints against employees shall be submitted to the Board of Directors, General Manager, or District Counsel.

REFERENCES

- 4215.12 Board Policy, Rules of Order for Board and Committee Meetings (4235)
- 4215.13 Board Policy, Third Party Use of District Audio Visual and/or Computer Equipment During Public Meetings (4245)
- 4215.14 Government Code Section 54950 et seq

BROWN ACT COMPLIANCE – OPEN MEETING REQUIREMENTS

Policy # **4220**

Original Effective Date: 07/01/2020

Revision Date:

Type of Policy: BOARD DISTRICT FIRE PARKS

POLICY

4220.1 All meetings of the Cosumnes Community Services District (“District”) Board of Directors (“Board”) shall follow the Ralph M. Brown Act (“Brown Act”), Government Code 54950 et seq., and Rosenberg’s Rules of Order, when conducting Board meetings.

PURPOSE AND SCOPE

4220.2 The District promotes transparency and public participation in local government.

4220.3 This policy applies to all District elected officials, executives, employees, and all persons attending public meetings of the Board of Directors.

APPLICATION / PROCEDURE

4220.4 Definitions:

- a. None

4220.5 All meetings of the District Board shall be open and public, and all persons shall be permitted to attend any meeting of the Board, unless an exception applies. (Gov. Code, § 54953)

- a. Meetings occur whenever the majority of the Board meets to discuss District business. This includes meetings by teleconference or communications by other electronic means.
- b. Director of the Board includes newly elected and appointed officials prior to assuming office.
- c. All Board meetings shall be open and freely accessible to the public, including those with disabilities.
- d. Meetings through the use of intermediaries, serial communications, or emails are prohibited.
- e. The Board shall only take action during a properly noticed meeting.

- 4220.6 Public Comments. Members of the public shall be given the opportunity to address the Board prior to action on agendized item. Members of the public shall be provided a set time to provide comments on non-agendized items.
- a. Members of the public addressing the Board shall be limited to three minutes per individual. Individuals representing groups or organizations shall be permitted five minutes. Comments relating to similar issues should be brief, concise and non-repetitious.
 - b. Members of the public may be removed, or a speaker's time limit may be cut short, if that person is disrupting, disturbing or otherwise impeding the orderly conduct of the meeting.
- 4220.7 Committees created by formal action of the Board shall comply with the Brown Act.
- 4220.8 The regular meetings of the Board of Directors shall be held on the first and third Wednesday of each month at 6:30 pm in the Board Chambers, District Administration Building located at 8820 Elk Grove Boulevard, Elk Grove, California, 95624. As Directed by the Board, regular meetings may also occur at Galt City Hall, 380 Civic Drive, Galt, California, 95632.

REFERENCES

- 4220.9 Government Code Section 54950 et seq.
- 4220.10 Rosenberg's Rules of Order
- 4220.11 Board Policy, Board Meeting Notice and Agenda (4210)

MINUTES OF BOARD MEETINGS

Policy # **4225**
Original Effective Date: 11/17/1992
Revision Date: 07/01/2020
Type of Policy: BOARD DISTRICT FIRE PARKS

POLICY

4225.1 Cosumnes Community Services District (“District”) and its Board of Directors (“Board”) shall document regular and special meetings, as well as written actions undertaken during Board meetings.

PURPOSE AND SCOPE

- 4225.2 To provide a permanent, legal record of actions which occur at regular or special Board meetings. Minutes provide an account of the meeting information for public and staff who could not attend. Accurate minutes help facilitate the identification and tracking of actions taken on issues presented at regular or special Board meetings.
- 4225.3 This policy applies to all District elected officials, executives, employees, interns, volunteers, contractors, vendors, suppliers, members of the public, and other persons who participate in District programs and services.

APPLICATION / PROCEDURE

- 4225.4 Definitions:
- a. None
- 4225.5 The Clerk of the Board, or designee, shall attend each regular or special Board meeting and take minutes.
- 4225.6 Copies of a meeting’s minutes shall be distributed to Directors as part of the agenda packet for the next regular meeting of the Board, at which time the Board will consider approving the minutes as presented or with modifications. Corrections to the minutes are communicated to the Secretary of the Board as soon as possible and made formal by Board vote at the regular Board meeting. Once approved by the Board, the official minutes shall be kept in a fireproof vault, or in a locked fire-resistant cabinet.
- 4225.7 Board meeting minutes, ordinances, resolutions, and other proceedings of the Board will be available for review during regular office hours at the District Administration Office. Copies of the Board minutes are available at a cost sufficient to reimburse the District for the expense of duplication.
- 4225.8 All resolutions and ordinances adopted by the Board shall be numbered consecutively, starting anew at the beginning of each year.

4225.9 In addition to other information that the Board may deem to be of importance, the following information (if relevant) shall be included in each meeting's minutes:

- a. Date, place and type of each meeting;
- b. Directors present and absent by name;
- c. Senior Administrative staff present by name;
- d. Call to order;
- e. Time and name of late arriving Directors;
- f. Time and name of early departing Directors;
- g. Names of Directors absent during any agenda item upon which action was taken;
- h. Summary record of staff reports;
- i. Summary record of public comment regarding matters not on the agenda, including names of commentators;
- j. Approval of the minutes or modified minutes of preceding meetings;
- k. Approval of financial reports;
- l. Record by number (a sequential range is acceptable) of all warrants approved for payment;
- m. Complete information as to each subject of the Board's deliberation;
- n. Record of the vote of each Director on every action item for which the vote was not unanimous;
- o. Description of the substantive content and sequential number of resolutions and ordinances;
- p. Record of all contracts and agreements, and their amendments, approved by the Board;
- q. Approval of the annual budget;
- r. Approval of all policies, rules and/or regulations;
- s. Approval of all dispositions of District assets;
- t. Approval of all purchases of District assets; and,

u. Time of meeting's adjournment.

- 4225.10 The General Manager and/or District Counsel attend all closed executive session meetings and per Government Code Section 54957.2, the Board has designated these staff to keep a minute book of all formal votes made by the Board during closed executive session. This minute book is not a public record and shall be kept confidential. It shall only be available to Directors.
- 4225.11 Unless directed otherwise, an audio tape recording of regular and special meetings of the Board will be made. The device upon which the recording is stored shall be kept in a fireproof vault, or in a locked fire-resistant cabinet for a minimum of 30 days. Members of the public may inspect recordings of Board meetings without charge on a playback machine that will be made available by the District. The District must provide a copy of the audio or video, if requested by the public, upon which the District may charge a cost sufficient to reimburse the District for the expense of duplication.

REFERENCES

- 4210.12 Government Code Section 54950 et seq

REVIEW OF ADMINISTRATIVE DECISIONS

Policy # **4230**
Original Effective Date: 07/01/2020
Revision Date:
Type of Policy: BOARD DISTRICT FIRE PARKS

POLICY

4230.1 The provisions of California Code of Civil Procedure §1094.6 shall be applicable to judicial review of all administrative decisions of the Cosumnes Community Services District ("District") Board of Directors ("Board") pursuant to the provisions of §1094.5 of said code. The provisions of §1094.6 shall prevail over any conflicting provision and any otherwise applicable law, rule, policy or regulation of the District, affecting the subject matter of an appeal.

PURPOSE AND SCOPE

4230.2 The purpose of this policy is to ensure efficient administration of the District, and the expeditious review of decisions rendered by the Board of Directors.

4220.3 This policy applies to all District elected officials, executives, employees, interns, volunteers, contractors, vendors, suppliers, members of the public, and other persons who participate in District programs and services.

APPLICATION / PROCEDURE

4230.4 Definitions:
a. None

4230.5 This policy affects those administrative decisions rendered by the Board of Directors following a proceeding at which notice and an opportunity to be heard has been provided.

4230.6 In accordance with §1094.6, the time to seek judicial relief shall be 90 days following the date in which the Board's decision becomes final.

4230.7 No person aggrieved by a Board decision shall be allowed to seek judicial relief unless they shall have first raised that issue before the Board and provided the Board with an opportunity to address the issue.

4230.8 No person aggrieved by a Board decision shall be allowed to seek judicial relief unless they shall have first exhausted all available administrative remedies made available by the District.

4230.9 Nothing in this policy shall be deemed to waive the claims filing requirements of the District when damages are being sought.

REFERENCES

4230.10 California Code of Civil Procedure §1094.5 and §1094.6

RULES OF ORDER FOR CONDUCT OF BOARD AND COMMITTEE MEETINGS

Policy # **4235**
Original Effective Date: 04/05/1994
Revision Date: 07/01/2020
Type of Policy: BOARD DISTRICT FIRE PARKS

POLICY

4235.1 The Cosumnes Community Services District (“District”) shall follow the Ralph M. Brown Act (“Brown Act”), Government Code Section 54950 et seq., when conducting Board of Directors (“Board”) or committee meetings. Unless otherwise indicated in the Brown Act, or this policy, the Board and its committees shall refer to Rosenberg’s Rules of Order, as a guide for the conduct of meetings.

PURPOSE AND SCOPE

4235.2 The purpose of this policy is to establish the way Board and committee meetings are conducted in accordance with the Brown Act. Rules should be simple, clear, and enforce the will of the majority while protecting the rights of the minority. They help promote communication, understanding, fairness, and trust among the Board and staff concerning their roles, responsibilities, and expectations for management of the District’s business.

4235.3 This policy applies to all District elected officials, executives, employees, interns, volunteers, contractors, vendors, suppliers, members of the public, and other persons who participate in District Board or committee meetings.

APPLICATION / PROCEDURE

4235.4 Definitions:

- a. None

4235.5 Decorum: The President shall take whatever actions are necessary and appropriate to preserve order and decorum during Board meetings, including public hearings, as indicated in Board Policy, Board Meeting Conduct (4215). The President may also declare a short recess during any meeting.

4235.6 Non-agenda Item Discussion. The Board will follow Board Policy, Board Meeting Notice and Agenda (4210) regarding non-agenda item discussion.

4235.7 Agenda Item Discussion. The following sequence will be observed when considering an agenda item during Board and committee meetings:

- a. The Clerk of the Board will introduce the topic.

- b. Staff and/or consultant will make a presentation, including a recommendation for the Board.
- c. The Board President asks the Board if they have questions or comments on the topic. The Board may ask clarifying questions to the person who made the presentation who should then be given time to respond.
- d. The Board President invites the public to comment on the topic, or in the case of a public hearing, opens the hearing. Public comment will follow Board Policy, Board Meeting Notice and Agenda (4210). At the conclusion of the public comments, the Board President should announce that public input has concluded, or in the case of a public hearing, closes hearing.
- e. The Board President invites a motion. A motion is made by a Director and the Board President announces the name of the Director who made the motion.
- f. The Board President invites a second to the motion. A second is made by a Director and the Board President announces the name of the Director who made the second.
- g. The Board President clarifies the motion if necessary.
- h. The Board may discuss and/or debate.
- i. The Board President restates the motion, calls for a vote, and announces outcome.

4235.8

Motions:

- a. Any Director, including the Board President, may make or second a motion.
- b. A Director makes a motion, another Director seconds the motion, and the Board President states the motion for clarification. The motion is now open for discussion and debate. After the motion is fully debated and discussed, and after public input, the President will call for a vote.
 1. If the public in attendance has previously had an opportunity to comment on the proposed action, a Director may move to immediately bring the question being debated to a vote without any further public input. This motion must be made, seconded, and approved by majority vote of the Board.
- c. Ordinarily, only one motion can be considered at a time and a motion must be disposed of before any other motion or business is considered. There are a few exceptions to this general rule, which allow for a secondary motion concerning the original to be made and considered before voting on the original motion. Up to three motions in total may be on the floor, of which one is the original motion and

the remaining two are secondary related motions. The Board President must deal with the last motion on the floor, and depending upon the outcome of that vote, will proceed to the second to last and then original motion.

1. **Attachment A** contains excerpts from Rosenberg's Rules describing the procedural requirements for specific types of motions, which are incorporated into this policy.

4235.9 Motion to Reconsider:

- a. This enables the majority of a Board, within a limited time, to bring back for further consideration a motion that has already been voted on. The purpose of reconsidering a vote is to permit correction of hasty, ill-advised, or erroneous action, or to take into account added information or a changed situation that has developed since the taking of the vote.
- b. A motion to reconsider may only be made by a Director who voted with the prevailing side. When making such a motion, the mover should state for the record they previously voted on the prevailing side.
- c. A motion to reconsider must be made at the same meeting where the item was first voted on.
- d. The making of a motion to reconsider suspends action on all other pending matters.

4235.10 Debate: As a rule, the Board does not impose time limitations on debate. Reasonable limitations may be imposed by the Board President or by the Board through a motion to limit debate.

4235.11 Amendment of Rules of Order: By motion made, seconded and approved by a majority vote, the Board may, at its discretion and at any meeting: a) temporarily suspend these rules in whole or in part; b) amend these rules in whole or in part; or, c) both.

4235.12 If a Director believes order is not being maintained or procedures are not adequate, the Director should raise a point of order - not requiring a second - to the Board President. If the ruling of the Board President is not satisfactory to the Director, then it may be appealed to the Board. A majority of the Board will govern and determine the point of order.

4235.13 Adjournment: At the conclusion of an agenda the Board President may adjourn the meeting. If the Board desires to adjourn a meeting prior to completion of the agenda, the Board may take action to adjourn the meeting to a time and place specified in the motion to adjourn. (Government Code Section 54955.)

REFERENCES

4235.14 Government Code Section 54950 et seq

- 4235.15 [Rosenburg's Rules of Order](#)
- 4235.16 Attachment A, Table of Rules Relating to Motions
- 4235.17 Board Policy, Board Actions and Decisions (4205)
- 4235.18 Board Policy, Board Meeting Notice and Agenda (4210)
- 4235.19 Board Policy, Board Meeting Conduct (4215)

Attachment A: Table of Rules Relating to Motions

Motion	Definition	Actions / Decisions	Sample Language
Basic main motion	A basic main motion is the one that puts forward a decision for the Board's consideration.	<ul style="list-style-type: none"> • Seconded and Majority Vote • Debatable • Amendable • Can be reconsidered 	<p>"I move that..."</p> <p>"I move the staff's recommendation..."</p> <p>When intending to make a motion of something that was just said: "I so move."</p>
Adjourn	Motion that requires the Board to immediately adjourn to the next regularly scheduled meeting.	<ul style="list-style-type: none"> • Seconded and Majority Vote • Debatable • Can be reconsidered 	"I move to adjourn this meeting."
Amend	A basic motion may be amended before it is voted on, either by the consent of the Directors who moved and seconded, or by a new motion and second.	<ul style="list-style-type: none"> • Seconded and Majority Vote • Debatable • Amendable 	<p>"I move to amend by adding..."</p> <p>"I move to amend by striking out [specific language, e.g., the second paragraph]."</p>
Appeal	If the Board President makes a ruling that a Director disagrees with, that Director may appeal the ruling of the Board President. If the motion is seconded, and after debate, if it passes by a majority vote, then the ruling of the Board President is deemed reversed.	<ul style="list-style-type: none"> • Seconded and Majority Vote • Debatable 	"I appeal from the decision of the Board President."
Close Debate	Any Director may move to immediately bring the question being debated to a vote, suspending any further debate.	<ul style="list-style-type: none"> • Seconded and Majority Vote • Debatable • Can be reconsidered 	"I move we vote immediately on the motion."
Fixed Time to Adjourn	Motion that requires the Board to adjourn the meeting at the specific time set in the motion.	<ul style="list-style-type: none"> • Seconded and Majority Vote • Debatable • Can be reconsidered 	"I move we adjourn this meeting at 10:00 pm."
Friendly Amendment	The Director that made and seconded a motion that the Board President has ruled in order may agree to amend that motion, on their own or at the request of another Director.	<ul style="list-style-type: none"> • None 	"I have a friendly amendment to the motion if the maker of the motion and second are amendable..."
Limit Debate	Limit or extend debate: Modifies debate by limiting or extending the number or length of speeches.	<ul style="list-style-type: none"> • Seconded and 2/3 Vote 	<p>"I move that we limit debate."</p> <p>"I move the previous question."</p> <p>"I move we limit debate on this agenda item to 15 minutes."</p>
Object to Consideration of the Question	Normally, such a motion is unnecessary since the objectionable item can be tabled or defeated. However, when Directors do not want an item on the agenda to be considered, then such a motion is in order.	<ul style="list-style-type: none"> • Seconded and 2/3 Vote • Can be reconsidered 	"I object to consideration of the question."

Motion	Definition	Actions / Decisions	Sample Language
Postpone	A main motion may be postponed to a certain time by a motion to postpone.	<ul style="list-style-type: none"> • Seconded and Majority Vote • Debatable • Amendable • Can be reconsidered 	<p>"I move that the question be postponed until the next meeting"</p> <p>"I move to postpone the motion until after the address by our guest speaker."</p>
Recess	Motion that requires the Board to immediately take a recess. This requires the length of time to be determined by the Board President.	<ul style="list-style-type: none"> • Seconded and Majority Vote • Debatable • Can be reconsidered 	"I move that we take an immediate recess to..."
Reconsider	A motion to reconsider must be made at the meeting where the item was first voted upon. This motion may be made only by a Director who voted in the majority on the original motion.	<ul style="list-style-type: none"> • Seconded and Majority Vote • Debatable • Can be reconsidered 	"I move to reconsider the vote on the motion relating to..... I voted on the prevailing side of that motion."
Substitute	If a Director wants to completely do away with the basic motion that is before the Board, and put a new motion before the Board, they would move a substitute motion.	<ul style="list-style-type: none"> • Seconded and Majority Vote • Debatable • Amendable • Can be reconsidered 	"I move a substitute motion that..."
Suspend the Rules	This motion allows the Board to suspend the rules for a particular purpose.	<ul style="list-style-type: none"> • Seconded and 2/3 Vote • Debatable 	"I move that we suspend the rules, which interference with..."
Table	Requires discussion of the agenda item to be halted and the agenda item to be placed on "hold." The motion can contain a specific time in which the item can come back to the body.	<ul style="list-style-type: none"> • Seconded and Majority Vote 	"I move we table this item until our regular meeting in October."

TYPES OF BOARD MEETINGS

Policy # **4240**
Original Effective Date: 07/01/2020
Revision Date:
Type of Policy: BOARD DISTRICT FIRE PARKS

POLICY

4240.1 Cosumnes Community Services District (“District”) and its Board of Directors (“Board”) shall hold regular, special, closed and emergency meetings.

PURPOSE AND SCOPE

- 4240.2 The purpose of Board meetings is to conduct District business and to provide the Directors an opportunity to discuss issues with each other and staff.
- 4240.3 This policy applies to all District elected officials, executives, employees, interns, volunteers, contractors, vendors, suppliers, members of the public, and other persons who participate in District programs and services.

APPLICATION / PROCEDURE

- 4240.4 Definitions:
- a. None
- 4240.5 Regular Board Meetings:
- a. Regular meetings of the Board shall be held according to Board Policy, Brown Act Compliance Open Meeting Requirements (4220).
 - b. The time and date of the regular Board meetings may be amended, pursuant to state law, by a majority of the Board.
- 4240.6 Special Board Meetings:
- a. Special meetings of the Board may be called by the Board President or by a majority of the Board.
 - b. All Directors shall be notified of the special Board meeting and the purpose or purposes for which it is called.
 - c. Only those items of business listed for the special meeting shall be considered by the Board.

4240.7 Closed Executive Session:

- a. Closed executive sessions may occur before or after a special, regular or emergency meeting.
- b. Closed executive sessions assure confidentiality, create a mechanism for Board independence and oversight, and enhance relationships among Directors and executive District staff.
- c. These sessions must follow agenda items and may be held for various circumstances, such as, but not limited to, the following:
 1. Crisis management
 2. Litigation
 3. Real estate and merger transactions
 4. Personnel or Board conduct or evaluation
 5. Financial audits

4240.8 All regular and special Board meetings are open to the public except during closed executive session, consistent with the requirements of the Government Code Section 54950 et seq. ("Brown Act").

4240.9 Notice and agenda preparation of regular and special Board meetings will follow Board Policy, Board Meeting Notice and Agenda (4210).

4240.10 Emergency Meetings:

- a. In the event of an emergency involving matters upon which prompt action is necessary due to the disruption or threatened disruption of public facilities, the Board may hold an emergency special meeting without complying with the 24-hour notice requirement.
- b. An emergency means a crippling disaster which severely impairs public health, safety, or both, as determined by a majority of the Board.
- c. When possible, notice shall be provided to media outlets by telephone at least one hour before the meeting. In the event that telephone services are not functioning, the notice requirement of one hour is waived, but the Board, or its designee, shall notify such media outlets of the fact of the holding of the emergency meeting, and of any action taken by the Board, as soon after the meeting as possible. The notice shall be posted on the District's website.
- d. Actions taken during an emergency meeting shall be by roll call vote.

- e. The Board may meet in closed executive session if agreed to by 2/3 vote of the members present, or if less than 2/3 present, by unanimous vote. All other rules governing special meetings shall be observed with the exception of the 24-hour notice.
- f. Following an emergency meeting, the minutes of the meeting, a list of persons notified or attempted to be notified of the meeting, and actions taken must be posted for ten days in the District office and posted on the District's website as soon after the meeting as possible.

4240.11 Adjourned Meetings:

- a. A majority vote of the quorum of the Board may adjourn any Board meeting at any place in the agenda to a time and place specified in the order of adjournment, except that if no quorum is present or no Directors are present at any regular or adjourned regular meeting, the Board President or General Manager may declare the meeting adjourned to a stated time and place. Notice of the adjourned meeting shall be posted on or near the door of the meeting within 24 hours after the adjournment and the adjourned meeting shall be noticed in the same manner as a special meeting.

4240.12 The Board President and General Manager shall ensure that appropriate information is posted on the District's website and available to the public at meetings of the Board, and that physical facilities for meetings are functional and appropriate.

REFERENCES

- 4240.13 Government Code Section 54950 et seq
- 4240.14 Board Policy, Board Meeting Notice and Agenda (4210)
- 4240.15 Board Policy, Brown Act Compliance – Open Meeting Requirements (4220)

THIRD PARTY USE OF DISTRICT AUDIO VISUAL AND/OR COMPUTER EQUIPMENT DURING PUBLIC MEETINGS

Policy # **4245**
Original Effective Date: 05/15/2019
Revision Date: 07/01/2020
Type of Policy: BOARD DISTRICT FIRE PARKS

POLICY

4245.1 Use of Cosumnes Community Services District (“District”) audio visual and/or computer equipment to broadcast materials at a Board of Directors (“Board”) public meeting may occur during scheduled agenda items and/or the public comments section of the meeting. Equipment use during public comment is limited to the amount of time allotted for each speaker indicated in the meeting agenda or the discretion of the Board President. During, before or after the meeting, speakers may distribute hard copies of documents and other records to the Clerk of the Board and/or members of the Board or Commission or Board Committee. Those documents and records will be made available to any member of the public upon request and upon payment of the cost of duplication of such materials.

PURPOSE AND SCOPE

4245.2 The purpose of this policy is to establish guidelines for members of the public using District audio visual and/or computer equipment during Board meetings, Committee of the Board meetings, Board Commission meetings, Ad Hoc Committee meetings, and any other public District meeting. This policy sets parameters to promote efficient administration and presentation of materials at meetings to minimize disruption and ensure decorum and decency at such meetings. It is not the intent of this policy to discriminate against, or preclude the expression of, any particular viewpoint of any speaker wishing to address the Board, a Commission of the Board or a Board Committee.

4245.3 This policy applies to all District elected officials, executives, employees, interns, volunteers, contractors, vendors, suppliers, members of the public, and other persons who participate in District programs and services.

APPLICATION / PROCEDURE

4245.4 Definitions:

- a. None

4245.5 Any materials, utilizing the District’s computer and/or audio visual equipment at a meeting of the Board, Commission or Board Committee must be submitted to the Clerk of the Board during regular District business hours at least 24 hours before the scheduled item/presentation. Any and all computer materials will be scanned for viruses and content

before use. Submitted materials may be used, in the District's discretion, so long as they meet the following criteria:

- a. The material shall be suitable for viewing by all ages;
- b. The material shall not contain nudity;
- c. The material shall not contain sexual images;
- d. The material shall not contain depictions of violence;
- e. The material submitted for broadcasting during the public comments section must not exceed the three minutes currently allotted for this section including speaker's verbal comments;
- f. The material shall not contain any obscene, indecent or profane images or language, including, but not limited to, those indecent words that were the subject of the case F.C.C v. Pacifica Foundation, 438 U.S. 726 (1978);
- g. Printed hard copies of any material being presented must be provided to the Clerk of the Board prior to the start of the meeting, to be filed as meeting public records;
- h. Preferred file formats for broadcasting during meetings include: .pdf; .ppt, .pptx, .ppsx, .wmv, .avi, .mp4 and .mov;
- i. Files should be submitted in a USB/thumb drive;
- j. No changes will be allowed after item submission; and
- k. All materials submitted must be properly labeled noting the name and contact information as well as the agenda item number.

4245.6 Any person wishing to submit materials that do not satisfy the above criteria may distribute hard copies of any document and other records to the Clerk of the Board and/or Board Directors, Commission or Committee of the Board, and those documents and records will be made available to any member of the public upon request and upon payment of cost of duplication of such materials.

REFERENCES

None

CLERK OF THE BOARD

Policy # **4305**

Original Effective Date: 07/01/2020

Revision Date:

Type of Policy: BOARD DISTRICT FIRE PARKS

POLICY

4305.1 Cosumnes Community Services District ("District") Board of Directors ("Board") shall authorize the General Manager, as Secretary of the Board, to appoint a Clerk of the Board.

PURPOSE AND SCOPE

4305.2 The Clerk of the Board implements Board direction and maintains organization of records and documents on behalf of the District.

4305.3 This policy applies to the appointed Clerk of the Board.

APPLICATION / PROCEDURE

4305.4 Definitions:

- a. None

4305.5 The General Manager shall appoint staff as the Clerk of the Board to perform the following duties, under Board or General Manager directions:

- a. Respond to routine correspondence;
- b. Prepare for Board meetings, including preparing the agenda, in accordance with Board Policy, Board Meeting Notice and Agenda (4210);
- c. Attend all Board meetings and ensure accurate minutes of each Board meeting are prepared and maintained according to Board Policy, Minutes of Board Meetings (4225);
- d. Maintain Board records and other documents and reports as required by law;
- e. Disseminate correspondence to Board Directors addressed to them;
- f. Certify or attest to actions taken by the Board when required;
- g. Certify all actions and resolutions of the Board are fulfilled, when required;
- h. Sign the documents as directed by the Board, and sign all other items which

require the signature of the Clerk;

- i. Prepare elections proceedings for every election year; and
- j. Perform duties as the filing officer for the Fair Political Practices Commission (FPPC) for campaign disclosure filings and Statement of Economic Interests Form 700.

REFERENCES

- 4305.6 Board Policy, Board Meeting Notice and Agenda (4210)
- 4305.7 Board Policy, Minutes of Board Meetings (4225)
- 4305.8 Board Policy, General Manager and Secretary of the Board (4315)

LEGAL COUNSEL AND AUDITOR

Policy # **4310**

Original Effective Date: 07/01/2020

Revision Date:

Type of Policy: BOARD DISTRICT FIRE PARKS

POLICY

4310.1 Cosumnes Community Services District (“District”) Board of Directors (“Board”) shall appoint a Legal Counsel and an Auditor to assist the Board and District in carrying out their duties with respect to the numerous legal issues confronting the District.

PURPOSE AND SCOPE

4310.2 As a local government agency, the District has the duty to perform their services in a legal, accountable and cost-efficient manner. Appointment of a Legal Counsel and an Auditor assists the District, it’s Board, and staff to be fulfill these responsibilities.

4310.3 This policy applies to all District elected officials, executives, and employees.

APPLICATION / PROCEDURE

4310.4 Definitions:

- a. None

4310.5 Legal Counsel shall be appointed by the Board by a majority vote in a public meeting and shall serve as the legal advisor to the Board, General Manager, Department Heads, and other District staff, and provides a full range of legal services to the District including preparation of legal opinions, research and support, representation in legal actions, document preparation, and related work.

4310.6 The scope of work is highly complex and requires specific degrees and licenses. Legal Counsel shall perform such duties as, but are not limited to:

- a. Provide legal assistance necessary for formulation and implementation of legislative policies and projects;
- b. Represent the District’s interests, as determined by the District, in litigation, administrative hearings, negotiations and similar proceedings;
- c. Keep the Board and District staff apprised of court rulings and legislation affecting the legal interest of the District;

- d. Review and approve as to form District legal documents, i.e. contracts, agreements, etc.;
- e. Negotiate, resolve, and respond to sensitive and controversial legal issues, inquires, or complaints; and
- f. Present and report on all legal issues and Closed Session items before the Board.

4310.7 The Legal Counsel reports directly to the Board as a whole but works on a day-to-day basis with the General Manager. The Legal Counsel is available to each Director for consultation regarding legal matters particular to that Board member's participation. No Board Director may request a legal opinion by the Legal Counsel without concurrence by the Board, except as such requests relate to questions regarding that Director's participation. The Legal Counsel shall be available to the General Manager for consultation on applicable issues and activities.

4310.8 At the discretion of the Board, Legal Counsel and the Board may, at least once during each fiscal year, meet to establish the District's goals and objectives for Legal Counsel for the subsequent fiscal year.

4310.9 The District Auditor shall be appointed by the Board by a majority vote in a public meeting. The Auditor shall serve at the pleasure of the Board.

- a. The Board may appoint a committee to oversee the work of an independent auditor, who will report to the Board, to conduct an annual audit of the District's books, records, and financial affairs in accordance with state law. The General Manager, or designee, will install and maintain an accounting system that will completely, and at all times, show the financial condition of the District.

REFERENCES

None

GENERAL MANAGER AND SECRETARY OF THE BOARD

Policy # **4315**
Original Effective Date: 04/05/1994
Revision Date: 07/01/2020
Type of Policy: BOARD DISTRICT FIRE PARKS

POLICY

4315.1 Cosumnes Community Services District ("District") Board of Directors ("Board") shall appoint a District General Manager as Chief Executive Officer of the District.

PURPOSE AND SCOPE

4315.2 The General Manager is responsible to direct and coordinate all activities of the District, subject to approval by the Board. This policy, in addition to the General Manager's employment contract, provides an overview of their role as the administration head of the District.

4315.3 This policy applies to the District General Manager or their designee.

APPLICATION / PROCEDURE

4315.4 Definitions:

- a. General Manager: highest level management appointee who is directly responsible to the Board for the implementation of policies established by the Board, as defined by Government Code Section 61051.

4315.5 The General Manager shall be appointed by the Board by a majority vote in a public meeting and shall direct and coordinate all activities of the District, provide day-to-day leadership for the District, be in charge of and have overall responsibility and control over all property of the District and the District's Departments.

4315.6 The scope of work is highly complex in nature with broad management responsibility. The District's General Manager shall be responsible for:

- a. Implementation of Board and District policies for the operation of the District;
- b. Planning, direction, and coordination of the day-to-day operations of the District through the appropriate department heads or managers to result in operational efficiency;
- c. Appointment, supervision, discipline, and dismissal of the District's employees, consistent with District employment policies;

- d. Attend and participate in District Board meetings, prepare and present reports as necessary, represent the Board before external organizations including other agencies, governmental and regulatory entities, business and community groups;
- e. Supervision of the District facilities and services; and
- f. Supervision of the District finances.

4315.7 The District's General Manager reports directly to the Board as a whole and is responsible for all subordinate District employees. The Board will provide policy direction and instruction to the General Manager on matters within the authority of the Board during meetings of the Board. Board Directors will address matters within the authority of the General Manager through the General Manager and not through other District employees. Refer to Board Policy, Board/Staff Communication (4105), for further information regarding communication between the Board and staff.

4315.8 At the discretion of the Board, the General Manager and the Board may, at least once during each fiscal year, meet to establish the District's goals and objectives for the General Manager for the subsequent fiscal year.

4315.9 The General Manager will concurrently serve as Secretary of the Board, and perform the following duties:

- a. Certify or attest to actions taken by the Board when required;
- b. Sign the minutes of the Board meeting following Board approval;
- c. Certify all actions and resolutions of the Board are fulfilled;
- d. Sign documents as directed by the Board;
- e. Sign documents that require signature by the Secretary of the Board;
- f. Perform the duties of presiding officer, when the Board President and Board Vice-President disqualify themselves from participating in an agenda item or become partisan in the debate on any such item;
- g. Appoint a Clerk of the Board. Refer to Board Policy, Clerk of the Board (4305), for further information; and
- h. Perform other duties assigned by the Board or required by law.

4315.10 The General Manager may concurrently serve as District Treasurer. At the recommendation of the General Manager, the Board may appoint the District Treasurer designation to another District executive reporting to the General Manager. The District Treasurer, if any, shall be bonded at the District's expense per Government Code.

- 4315.11 The General Manager, or designee, has the authority to negotiate with land developers or property owners for land. Inherent in this authority will be the need to exercise value judgements in the negotiations, in the negotiating process with these judgements based on sound planning and business principles, all existing ordinances, and policies adopted by the Board. The General Manager may seek advice from the District's Legal Counsel when needed. The General Manager shall keep the Board informed of negotiations throughout the various stages of the acquisition or disposition of land. The General Manager is authorized by Resolution No. 2020-25 to accept and consent to deeds and grants of interests in real property.
- 4315.12 The General Manager is authorized to issue interim policy or amendments by Executive Directive when policy must be established in a time period too short to permit completion of the policy development process. See Board Policy, Adoption and Amendment of Policies (1000), for further information.

REFERENCES

- 4315.13 Board Policy, Adoption and Amendment of Policies (1000)
- 4315.14 Board Policy, Board / Staff Communication (4105)
- 4315.15 Board Policy, Clerk of the Board (4305)
- 4315.16 Government Code Section 61051
- 4315.17 Employment Contract of the General Manager
- 4315.18 Resolution 2020-25

LEGISLATIVE ADVOCACY

Policy # **4320**
Original Effective Date: 04/05/1994
Revision Date: 07/01/2020
Type of Policy: BOARD DISTRICT FIRE PARKS

POLICY

4320.1 Cosumnes Community Services District (“District”) Board of Directors (“Board”) and General Manager, or designee, shall proactively monitor and advocate for legislation that has or potentially could have an affect upon the District. This process may involve the interaction with local, county, state, and federal government entities both in regard to specific items of legislation and to promote positive intergovernmental relationships. Accordingly, involvement and participation in regional, state, and national organizations is encouraged and supported by the Board.

PURPOSE AND SCOPE

4320.2 The Board recognizes the necessity and desirability to have local, county, state, or federal legislation that is in the best interest of the District. The purpose of this policy is to guide the Board and District staff in considering legislative or regulatory proposals that are likely to have an impact on the District, and to allow for a timely response to important legislative issues. This policy shall provide clear direction to the Board and District staff with regard to monitoring and acting upon bills during state and federal legislative sessions.

Adherence to this policy will ensure that legislative inquiries and responses will be administered consistently with “one voice” as to the identified Advocacy Priorities adopted within this policy. This policy and its procedures will provide the Board and General Manager, or designee, discretion to advocate in the District’s best interests. This policy is intended to be manageable, consistent, and tailored to the specific needs and culture of the District.

4320.3 This policy applies to all District elected officials, executives, and employees.

APPLICATION

4320.4 Definitions:

a. None

4320.5 This policy provides the General Manager, or designee, the flexibility to adopt positions on legislation in a timely manner, while allowing the Board to set Advocacy Priorities to provide policy guidance. The Board shall establish various Advocacy Priorities and, so

long as the position fits within the Advocacy Priorities, staff is authorized to take a position without Board approval on individual matters.

- a. Whenever an applicable Advocacy Priority does not exist pertaining to legislation affecting the District, the matter shall be brought before the Board at a regularly scheduled Board meeting for formal direction from the Board, in the form of a staff report.
- b. The District will not address matters that are not pertinent to the District's services, such as social issues or international relations issues.

4320.6 The Board will promote the District's active participation with other local governments and associations on legislative and regularity issues that are important to the District and the region.

4320.7 It should be recognized that membership in organizations by the District or District staff, does not mean the District is in agreement with the position the organization has taken on any particular issue, and which the organization has requested its members to show support or opposition of. Most organizations have a diverse membership so it is expected the overall membership may seek certain legislative action that may not fully align with the District's Advocacy Priorities. The General Manager shall use their best judgment to discern those situations, and when in doubt should contact the Board President to clarify and discuss the matter.

4320.8 Nothing in this policy shall be construed to prohibit District staff from expressing their opinion or position as a private individual citizen.

4320.9 Nothing in this policy shall prevent an individual Director from expressing their opinion or position as an individual elected official. If a Director does communicate a position or opinion, they shall clearly identify that position as an individual stance and not that of the Board as a whole.

4320.10 The Board shall adopt the following Advocacy Priorities:

a. Revenue, Finances, and Taxation

1. Ensure adequate funding for special districts' safe and reliable core local service delivery.
2. Protect special districts' resources from the shift or diversion of revenues without the consent of the affected districts.
3. Promote the financial independence of special districts and afford them access to revenue opportunities equal to that of other types of local agencies.
4. Protect and preserve special districts' property tax allocations and local flexibility with revenue and diversify local revenue sources.

5. Support opportunities that allow the district to compete for its fair share of regional, state, and federal funding, and that maintain existing funding streams. Opportunities may include competitive grant and funding programs. Opportunities may also include dedicated funding streams at the regional, state, or federal levels that allow the district to maximize local revenues, offset and leverage capital expenditures, and maintain district goals and standards.

b. Governance and Accountability

1. Enhance special districts' ability to govern as independent, local government bodies in an open and accessible manner.
2. Encourage best practices that avoid burdensome, costly, redundant or one-size-fits all approaches.
3. Protect meaningful public participation in local agency formations, dissolutions, and reorganizations, and ensure local services meet the unique needs, priorities, and preferences of each community.
4. Oppose additional public meeting and records requirements that unnecessarily increase the burden on public resources without effectively fostering public engagement and enhancing accountability of government agencies.
5. Promote local-level solutions, decision-making, and management concerning service delivery and governance structures while upholding voter control and maintaining LAFCO authority over local government jurisdictional reorganizations and/or consolidations.

c. Human Resources and Personnel

1. Promote policies related to hiring, management, benefits, and retirement that afford flexibility, contain costs, and enhance the ability to recruit and retain highly-qualified, career-minded employees.
2. As public agency employers, support policies that foster productive relationships between management and employees.
3. Maintain special districts' ability to exercise local flexibility by minimizing state-mandated contract requirements.
4. Oppose any measure that would hinder the ability of special districts to maximize local resources and efficiencies through the use of contracted services.

d. Infrastructure, Innovation, and Investment

1. Encourage prudent planning for investment in, and maintenance of, innovative long-term infrastructure.
2. Support the contract flexibility and fiscal tools and incentives needed to help special districts meet California's changing demands.
3. Promote the efficient, effective, and sustainable delivery of core local services. Support legislation and funding to improve the safety, security, and quality of life for the community.
4. Prevent restrictive one-size-fits-all public works requirements that increase costs to taxpayers and reduce local flexibility.
5. Support funding for emerging technologies.

e. Public Safety

1. Support legislation and funding to improve fire suppression and prevention, hazardous materials mitigation, rescue emergency medical services, and disaster and emergency preparedness.
2. Support legislation and funding for direct services for public safety departments and individuals to promote first responder psychological wellness.
3. Support legislation and funding to increase public safety staffs' ability to communicate with the community during disasters and significant public safety events.

f. Environmental and Recreation

1. Support legislation and funding to provide services and support efforts for protecting open space, connecting community to nature, and engaging communities in conservation practices.
2. Support sustainable programming and policies that aid programs which encourage health and wellness and equal access to the benefits of local parks and recreation services.

PROCEDURE

4320.11 Monitoring legislation is a shared function of the Board and General Manager or designated staff. The General Manager, or designee, will act on legislation utilizing the following procedures:

- a. The General Manager, or designee, shall review requests that the District take a

position on legislative issues to determine if the legislation aligns with the District's current approved Advocacy Priorities.

- b. The General Manager, or designee, will conduct a review of positions and analysis completed by local government associations when formulating positions.
- c. If the matter aligns with the approved Advocacy Priorities, the District's response shall be supplied in the form of a letter to the legislative body reviewing the bill or measure. Advocacy methods utilized on behalf of the District, including but not limited to letters, phone calls, emails, and prepared forms, will be communicated through the General Manager or designee.
- d. All draft legislative position letters initiated by the General Manager or designee shall state whether the district is requesting "support", "support if amended", "oppose", or "oppose unless amended" action on the issue, and shall include adequate justification for the recommended action. If possible, the letter should include examples of how a bill would specifically affect the district, e.g. "the funding the District will lose as a result of this bill could pay for X capital improvements."
 1. Support – legislation in this area advances the District's goals and priorities.
 2. Support if amended - legislation in this area advances the District's goals and priorities, so long as specific amendments are taken to the bill and/or proposition.
 3. Oppose – legislation in this area could potentially harm, negatively impact or undo positive momentum for the District, or does not advance the District's goals and priorities.
 4. Oppose unless amended - A position given to bills and/or propositions that would potentially harm, negatively impact or undo positive momentum for the District, unless specific amendments are taken to the bill.
- e. The General Manager may also provide a letter of concern or interest regarding a legislative issue without taking a formal position on a piece of legislation. Letters of concern or interest are to be administered through the General Manager or designee.
- f. When a letter is sent to a state or federal legislative body, the appropriate federal or state legislators representing the District shall be included as a copy or "cc" on the letter, in addition to the Board and Legal Counsel. In addition, the appropriate contacts at local government associations, if applicable, shall be included as a cc on legislative letters.
- g. All letters shall be made available on the District's website, showing transparency in the District's legislative advocacy correspondence.

- h. A position may be adopted by the General Manager or designee if any of the following criteria is met:
 - 1. The position is consistent with the adopted Advocacy Priorities;
 - 2. The position is consistent with that of organizations to which the District is a member; or
 - 3. The position is approved by the Board.
- i. All legislative positions adopted via a process outside of a regularly scheduled Board Meeting shall be communicated to the Board of Directors at the next regularly scheduled Board Meeting. When appropriate, the General Manager or other designee will submit a report (either written or verbal) summarizing activity on legislative measures to the Board of Directors.

REFERENCES

4320.12 Although the expenditure of public funds for the purpose of supporting or opposing a ballot measure or candidate is prohibited¹, the expenditure of public funds is allowed to advocate for or against proposed legislation or regulatory actions which will affect the public agency expending the funds².

¹ California Government Code 54964.

² California Government Code 53060.5; Stanson v. Mott (1976) 17 Cal. 3d 206.

RESOLUTION NO. 2020-33

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE COSUMNES COMMUNITY SERVICES DISTRICT ADOPTING BOARD POLICY SECTION 4000: BOARD

WHEREAS, the Cosumnes Community Services District (“District”) is responsible for establishing policies and procedures to ensure the appropriate control and management of District functions; and

WHEREAS, the District must review, and if necessary, update policies and procedures to keep the District up to date with regulations, technology and government best practices; and

WHEREAS, it has been determined by District Executive Staff that all Board and District policies and procedures must be updated and redeveloped in order to bring the District up to standards with organization, transparency, and accessibility of information; and

WHEREAS, the District will implement the following policy structure for Board, District, and Department policies:

- Section 1000: Administrative Rules (Board)
- Section 2000: Administration (District)
- Section 3000: Personnel (District)
- Section 4000: Board (Board)
- Section 5000: Fire Department (Department)
- Section 6000: Parks and Recreation Department (Department)

WHEREAS, due to the restructure of all Board and District policies, the Board will review and approve both Board and District policies upon this origination, and after the initial Board approval, future District policies will be reviewed and approved by the General Manager per Policy #1000 Adoption and Amendment of Policies.

NOW, THEREFORE, THE BOARD OF DIRECTORS OF THE COSUMNES COMMUNITY SERVICES DISTRICT DOES HERBY RESOLVE AS FOLLOWS:

Section 1. Item of Section. The Board of Directors hereby adopts the policies listed within Section 4000: Board set forth in Exhibit “A” incorporated herein.

Section 2. Recitals. The Recitals set forth above are true and correct and are incorporated into this Resolution by this reference

Section 3. Necessary Acts. The General Manager or designee is hereby authorized and directed to take all actions necessary to carry out the intent and purpose of this Resolution.

Section 4. Effective Date of Resolution. This Resolution shall take effect immediate upon its adoption.

PASSED AND ADOPTED by the Board of Directors of the Cosumnes Community Services District, this 1st day of July 2020, by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

Orlando Fuentes, President

ATTEST:

Joshua Green, Secretary

Attachment A

RESOLUTION NO. 2020-33

RESOLUTION OF THE COSUMNES COMMUNITY SERVICES DISTRICT BOARD OF DIRECTORS ADOPTING BOARD POLICY SECTION 4000 BOARD

EXHIBIT "A"

4100: BOARD OF DIRECTORS

- 4105 Board/Staff Communication
- 4110 Correspondence to the Board
- 4115 Board Association Memberships
- 4120 Attendance at Meetings
- 4125 Committees of the Board of Directors
- 4127 Advisory Committees to the Board of Directors
- 4130 Duties of Board President
- 4135 Ethics Training
- 4137 Gifts and Honoraria Payments
- 4140 Members of the Board of Directors
- 4145 Board of Directors Development and Training
- 4150 Orientation of Board Members

4200: BOARD MEETINGS

- 4205 Board Actions and Decisions
- 4210 Board Meeting Notice and Agenda
- 4215 Board Meeting Conduct
- 4220 Brown Act Compliance – Open Meeting Requirements
- 4225 Minutes of Board Meetings
- 4230 Review of Administrative Decisions
- 4235 Rules of Order for Conduct of Board and Committee Meetings
- 4240 Types of Board Meetings
- 4245 Third Party Use of District Audio Visual and/or Computer Equipment During Public Meetings

4300: ROLES & RESPONSIBILITIES

- 4305 Board Secretary and Clerk of the Board
- 4310 Legal Counsel and Auditor
- 4315 General Manager and Secretary of the Board
- 4320 Legislative Advocacy



STAFF REPORT

DATE: July 1, 2020

TO: Board of Directors

FROM: Steve Sims, Director of Parks and Neighborhood Services
Parks and Recreation Department

BY: Eileen Alcanices, Management Analyst

SUBJECT: APPROVAL OF AN AMENDMENT TO THE MULTI-YEAR LANDSCAPE MAINTENANCE AGREEMENT

RECOMMENDATION

The Board of Directors:

- 1) Approves an amendment to the professional services agreement with Procida Landscape, Inc. to authorize an increase in expenditure authority in the amount not to exceed \$100,000, to provide required additional landscape maintenance; and
- 2) Authorizes the General Manager to execute all requirements of the amended agreement.

BACKGROUND/ANALYSIS

On November 2, 2016, the Board authorized the General Manager to enter into a one-year agreement with the option to extend for up to four (4) twelve-month periods, with Procida Landscape, Inc. for landscape maintenance of District parks, trails, and fire stations.

The original agreement language allows for the General Manager to approve amendments to the agreement up to an additional \$50,000. Since 2017, the District has added three parks into the park system: Porto, George and Kammerer. The addition of these three parks increased the agreement by \$40,200. Additional areas are scheduled to be added to this agreement: Elk Grove Aquatic Center landscaping (July 2020), Oasis Park (August 2020), and Singh & Kaur Park (January 2021). The addition of these three new areas will exceed the General Manager's spending authority of \$50,000 thus requiring the Board to approve the additional expense.

FINANCIAL ANALYSIS

The estimated additional annual maintenance for the City Aquatic Center landscaping and three new parks is as follows:

Facility / Park	Estimated Annual Maintenance
Aquatic Center	\$28,301
Oasis Park	\$22,417
Singh and Kaur Park	\$12,784
Total	\$63,502

The cost to maintain new parks are determined by square footage of landscape elements and current maintenance costs. Funding for landscape maintenance services for the Elk Grove Aquatic Center was requested by the City of Elk Grove. The costs associated with this agreement have been included in the Fiscal Year 2020/2021 General Fund budget and will be fully reimbursed. This increase will also be included each year during budget development. There is no impact to the General Fund.

SUSTAINABILITY ANALYSIS

There is no impact to the District's sustainability practices as a result of what it being requested today.

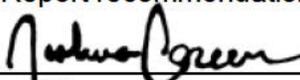
Should you have any questions, please contact me prior to the Board meeting.

Respectfully submitted,



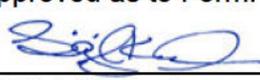
Steve Sims
Director of Parks and Neighborhood Services

Staff Report recommendation authorized by:



General Manager

Approved as to Form:



District Counsel

STAFF REPORT



DATE: July 1, 2020
TO: Board of Directors
FROM: Mike Dopson, Parks and Recreation Director
 Parks and Recreation Department
SUBJECT: 2020 GIANT PUMPKIN FESTIVAL MODIFICATIONS

RECOMMENDATION

It is respectfully recommended that the Board of Directors:

1. Approves the recommended modifications to the 2020 Giant Pumpkin Festival; and
2. Directs staff to modify the District budget during the Quarter 1 update to reflect these changes.

BACKGROUND/ANALYSIS

For twenty-five years, the first weekend of October has marked the annual Giant Pumpkin Festival (GPF) held in Elk Grove Park. The 26th Annual GPF, was set to be held on October 3-4, 2020. This festival is the largest regional event presented by the Cosumnes Community Services District (CSD). Safely and successfully presenting the festival requires in excess of 200 part-time staff, 100's of volunteer hours, as well as the collaboration of full-time staff from every Department. The 2019 festival brought over 70,000 participants from all over Northern California to view the pumpkins, participate in the contests, and enjoy the various other parts of the festival.

To host the festival, it requires hundreds of hours of planning and coordination throughout the year. This includes, but is in no way limited to: securing vendors and sponsors, developing and implementing marketing materials, booking bands and performers, securing agreements for rental equipment and restrooms, drafting and securing event insurance, prepping the conditions of Elk Grove Park, training hundreds of staff in various tasks specifically for the weekend, etc.

Staff have been in regular contact with Sacramento County Health Department, as well as, closely monitoring other agencies throughout the state as they also struggle with the balance of implementing time sensitive agreements and planning, with the need to be fiscally responsible should conditions not favor a full-scale event. Many of these agencies have now cancelled their fall festivals, of particular note is the cancellation of the larger, giant pumpkin weigh-off at Half Moon Bay.

The District is now at an intersection of needing to either commit to many of the fixed and pre-paid costs described in the paragraphs above, or to modify the GPF to a smaller sized event to maintain a fiscally responsible approach. At this time, due to the continued threat of COVID-19, there is no indication that large scale events, such as the GPF, will be permitted in fall, and staff are recommending downsizing the festival to an event to perform the weigh-off.

Other important facts that were considered include, the District currently does not have the part-time staff on payroll to successfully implement a full-scaled event, Parks and Recreation

Staff Report: Changes to 2020 Giant Pumpkin Festival
July 1, 2020

Department staff that would typically be involved in the planning committee for this event have been redeployed to offer childcare services and now day camps in an effort to serve our community during the COVID-19 pandemic, and securing sponsorships and vendors has been a challenge due to the financial impact of our local businesses and the economic uncertainty they are facing.

If approved, the 2020 Giant Pumpkin Festival would be modified to include the weigh-off itself, as well as, the produce contests. These contests would be held on Friday October 2, 2020. The contests would be filmed and streamed live via social media, to continue to engage the community. The produce would also be showcased for a “drive-thru” viewing on Saturday.

FINANCIAL ANALYSIS

In a typical year, the GPF generates approximately \$300,000 in revenues and expenditures, and the District realizes a net profit of approximately \$4,000. This net cost only includes part-time staff and materials and services. The festival also incurs cost associated with full-time personnel from all Departments, which is not figured into the budget code for GPF.

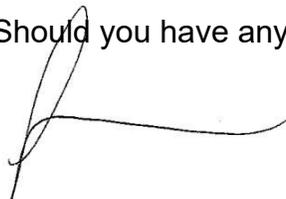
Due to COVID-19 it is highly likely that we would see a decrease in sponsorships, attendance, and vendors. Although not able to estimate exact losses, it would be expected that the recommendation presented by staff produce a net savings to the District, or at the very least mitigates potential losses.

The District would instead hold the park available for rentals and where staff are normally redeployed to GPF, they would continue to work in revenue generating service areas that weekend, which will result in positive revenue growth estimated at no less than \$20,000.

SUSTAINABILITY ANALYSIS

There is no impact to the District’s sustainability practices as a result of this report.

Should you have any questions, please contact me prior to the Board meeting.



Mike Dopson
Director of Recreation and Community Services

Staff Report recommendation authorized by:



General Manager

Approved as to Form:



District Counsel

STAFF REPORT

DATE: July 1, 2020
TO: Board of Directors
FROM: Nitish Sharma, Chief Administrative Officer
BY: Jack Haddon, IT Manager



SUBJECT: INFORMATION TECHNOLOGY (IT) STRATEGIC PLAN PRESENTATION

RECOMMENDATION

The Board of Directors receives and files the full report on the Information Technology (IT) Strategic Plan.

BACKGROUND/ANALYSIS

In March 2019, the Board authorized the inclusion of an IT Assessment and Strategic Plan for the Fiscal Year 2019-20 budget. In May 2019, the General Manager approved an agreement with SDI Presence (SDI) to perform these services. Over several months, staff and the consulting team worked to gather data by interviewing staff, conducting an employee survey and evaluating the current information technology infrastructure. The results of this IT Assessment established a baseline of the District's current level of technology.

The IT Strategic Plan represents a roadmap of how CSD can assess the impact of change, reset priorities, and re-allocate resources to better incorporate technology into all District operations. It includes various sections that focus on the assessment of District assets and a summary of the findings. It also identifies key areas of improvements, efficiencies and opportunities for innovation. The IT Strategic Plan will guide decision-making for the management of the District's technology over the next several years.

District staff included the IT Strategic Plan with the May 6, 2020 3rd Quarter Budget staff report for Board approval. Staff committed to the Board to provide a presentation on the IT Strategic Plan at the future board meeting. This presentation will include SDI's methodology and highlight the highest priority recommendations.

FINANCIAL ANALYSIS

The financial impact of the IT Strategic Plan will be brought forward to the Board on a regular basis as the projects are prioritized in a manner that is consistent with the District's vision and strategic goals. The Board has already approved the following decision packages related to the IT Strategic Plan on May 6, 2020 staff report:

1. Laserfiche (Trusted Electronic Document Management System)
2. Network Performance Improvement Plan

3. Mobile Eyes (Electronic Plan Review)
4. IT staff augmentation via conversion of part-time hours to two full-time positions

SUSTAINABILITY ANALYSIS

This request has no environmental impact. The IT Strategic Plan identifies many measures which will help reduce the District's environmental impact and improve its sustainable practices. Such measures include the reduction in the use of paper and reductions in staff travel associated with on site meetings due to improved internet performance and technology.

Should you have any questions, please contact me prior to the Board meeting.

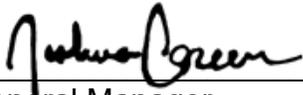
Respectfully submitted,



Nitish Sharma
Chief Administrative Officer

Attachment A: IT Strategic Plan

Staff Report recommendation authorized by:



General Manager

Approved as to Form:



General Counsel



Cosumnes Community Services District Information Technology Strategic Plan

March 2020

Final Report



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Section 1 – Introduction

1.1 – Scope and Objectives

This document, entitled, Information Technology Strategic Plan (IT Plan), was prepared for the Cosumnes Community Services District (CSD or District) by SDI Presence, LLC (SDI). The IT Plan will enable CSD to better allocate its information technology resources and to obtain greater benefits for its investments in information technology. Although the IT Plan provides a holistic view of the District’s information technology needs and priorities at the present time it does not attempt to predict the future; but rather, it provides a baseline that will enable CSD to allocate scarce resources based on operational priorities and to re-allocate them as needed in order to effectively respond to new and/or changing requirements.

The underlying purpose of the IT Plan is to provide the foundation to enable CSD to proactively change its information technology environment (including processes, organization, people, and infrastructure) to remediate service delivery issues, to obtain greater benefits for the investments being made in information technology, and to improve the CSD’s ability to more effectively respond to future requirements.

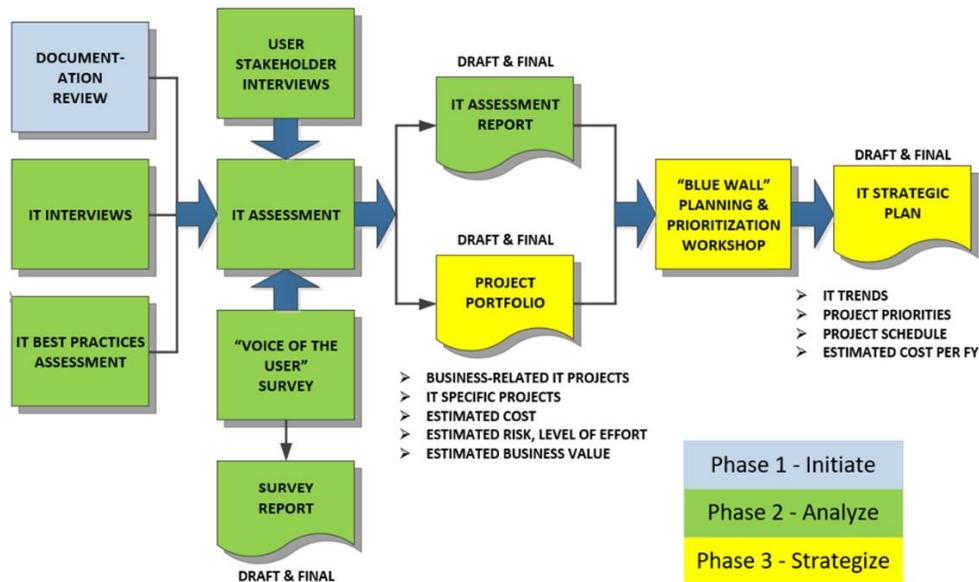


Figure 1.1 – Phases in Development of the IT Plan (Source: SDI)

As depicted in Figure 1.1, Phases in the Development of the IT Plan, the IT Plan is the culmination of a comprehensive effort that included:

- Obtaining input from all CSD employees through an online survey.
- Detailed interviews with directors, managers and staff to obtain additional information regarding information technology issues, needs, and priorities.

- Detailed interviews with the members of CSD’s ISD staff to gather information regarding issues and challenges in the delivery of IT services to the District’s user community.
- The identification and description of proposed information technology projects to support CSD’s business needs and priorities as well as the delivery of IT services.
- Review of the findings developed in the course of the project by CSD’s executive team and the refinement of the proposed projects.

Deliverables previously provided to CSD in the course of this project included:

- **The “Voice of the User” Survey Report:** Between August 7, 2019 and August 23, 2019, SDI conducted an on-line survey of CSD employees to assess their satisfaction with the support they receive from ISD. Of the approximately 350 full-time CSD employees sent the survey, 220 employees participated - a 63% response rate. The survey provides a broad perspective of how effectively ISD interacts with the District’s user community at the time that the survey was taken. Questions related to the level of satisfaction with ISD services
 - Exceeded both the client average and the best practice standard for three of the survey questions (Time it takes to address and solve/correct a problem, Communications on service, outages and maintenance, and Control of malware and prevention of viruses).
 - Are generally comparable to the best practice standard for three of the survey questions (Communications through troubleshooting process, Overall support from ISD, and Process used to report issues to IT).
 - Are less than both the best practice standard and the client average for four of the survey questions (Understanding of your department’s business processes, Planning technology projects, Ability to access the District’s Internet, and Follow-up on service provided).
- **The IT Assessment Report:** This report provided a baseline for District management regarding CSD’s current conformance to a set of IT Best Practices that identified what CSD does well and what could be improved, particularly with regard to the ability to sustainably deliver IT services to the user community, to respond to new requirements, and to respond to contingencies. The report also provided a series of actionable recommendations that are intended to enable the District to improve its ability to deliver IT services. Several of the recommendations are included in the proposed projects that comprise the foundation for the IT Strategic Plan.

1.2 – Document Organization and Contents

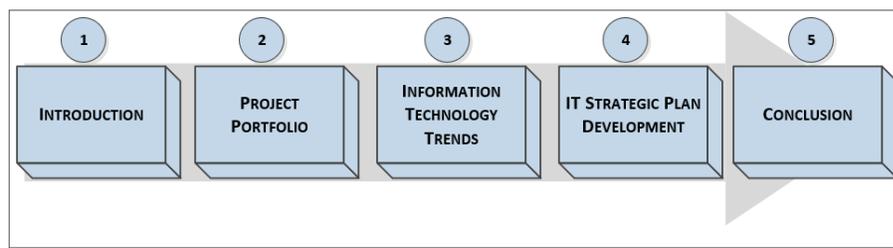


Figure 1.2 – Organization of IT Strategic Plan (Source: SDI)

As depicted in Figure 1.2, Organization of IT Plan, this document is organized as follows:

- **Section 1, Introduction (this section):** Provides information regarding the scope and objectives of the IT Plan and the organization and contents of the document.
- **Section 2, Project Portfolio:** Provides information regarding the development of the proposed business projects, the refinement of the projects by CSD’s Executive Team, and information regarding each of the projects including the scope, business value, level of difficulty, duration, and cost.
- **Section 3, Information Technology Trends:** Provides information on relevant information technology trends that could impact CSD’s business needs and priorities over the timeframe of the IT Plan.
- **Section 4, IT Strategic Plan Development:** Provides information regarding the development of the IT Plan including the project roadmap and schedule.
- **Section 5, Conclusion:** Provides information to help CSD successfully govern, maintain, and implement the IT Plan based on SDI’s experience in working with a wide range of public sector organizations in the State.

Numbering of Figures and Tables

Please note that figures and tables have been numbered consecutively within each section of the report.

Terminology

To avoid confusion, concepts and observations in this document regarding the use of information technology in general are spelled out (“information technology”) or abbreviated as “IT”, while “ISD” is used for references to the CSD’s Information Technology Services Division.

Section 2 - Project Portfolio

2.1 – Introduction

IT Strategic Plan projects were identified by SDI in the course of reviewing the results of the “Voice of the User” Survey and through the interviews with CSD’s managers and staff. These projects were documented in a project portfolio that was provided to the CSD Executive Team. SDI also provided an initial project roadmap for the District. CSD’s Executive Team then reviewed the projects and revised them to reflect the District’s priorities and available resources.

2.2 – Foundational Projects

SDI considers the following projects as foundational to the successful implementation of the IT Strategic Plan. They represent high priority activities that should be undertaken in order to provide the resources and infrastructure for the remaining IT Assessment recommendations and projects. Each project is outlined below including a description of the scope of the project, the business value, level of effort, duration, and estimated cost.

IT Governance	
Scope:	Define and create a formal IT governance structure which will assist in aligning the business needs with the technology support organization. Activities include creation of a charter for the IT Governance Committee and any needed sub-committees, member selection, meeting agendas and schedule. This project would provide established processes for the acquisition and implementation of technology, improve communication about technology projects, provide for organization-wide input into technology decisions, and establish the process for prioritization of technology needs. It would also include development of formal policies relating to information technology.
Business Value:	High
Level of Effort:	Low
Duration:	1 - 3 months
Cost:	\$0 (Existing District resources) \$5K - \$10K (Advisory and Facilitation Assistance)

Network performance improvement plan	
Scope:	Engage the services of an independent (i.e., not associated with any network services provider) network consultant to: <ul style="list-style-type: none"> ▪ Review CSD’s network issues. ▪ Assess current and future network performance requirements. ▪ Identify and review CSD’s implementation options. ▪ Identify the tools that ISD should have to effectively monitor and manage network performance.

	<ul style="list-style-type: none"> Identify and estimate the cost of a multi-phased, long-term plan to remediate the network performance problems.
Business Value:	High
Level of Effort:	Medium (Plan development).
Duration:	1 - 3 months
Cost:	\$25K - \$35K (One-time cost for the development of the Network Performance Improvement Plan).

IT staffing Augmentation

Scope:	<p>SDI recommends CSD consider increasing the level of ISD staffing as follows:</p> <ul style="list-style-type: none"> Expand the 2 part-time IS Technician positions to 2 full-time positions thereby increasing the total FTE allocated to desktop/laptop support to 2.5. Create a full-time position of Network Administrator within ISD thereby freeing the IS Manager from this responsibility and providing a dedicated resource to manage the complex communication network. Create a full-time position for a GIS Technician once the GIS Roadmap has been developed and approved. In conjunction with increasing the number of FTEs in ISD, the IS Business System Analyst assigned to Fire should be relocated to the Fire HQ facility. Expand the responsibilities of the IS Manager to: <ul style="list-style-type: none"> Manage the IT Strategic Plan and work directly with the IT Governance Committee on defining and prioritizing IT projects. Develop plans and to achieve departmental technology objectives and optimize the delivery of technology services. Increase the level of security oversight within the District by improving policy, procedures, and training. Provide IT consultation and guidance in the use of new application and/or services to all CSD departments.
Business Value:	High
Level of Effort:	Medium
Duration:	3 - 6 months
Cost:	TBA

Post-implementation review for New World

Scope:	<p>The District has made a substantial investment in the procurement and implementation of the New World ERP product suite but has not yet been able to fully realize the benefits for this investment. This project would provide for the development of a post-implementation review of New World with the objectives of identifying and documenting: lessons learned in the course of the implementation as well as any open items and issues; opportunities to improve the utilization of the product through re-engineering business processes and expanding the use of workflow; training</p>
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	requirements; specifications for the automated exchange of information between New World and other business applications; opportunities to use licensed modules that are either not being used or are under-utilized; and to develop a detailed implementation plan for these initiatives.
Business Value:	High
Level of Effort:	Medium
Duration:	3 - 6 months
Cost:	\$0 (Existing District resources) \$5K - \$10K (Outside New World Subject Matter Expert)

2.3 – Project Portfolio

The project list was developed based on information developed in the course of the interviews with the District’s key stakeholders, information provided by the IS Manager and staff, and on the findings and recommendations provided in the IT Assessment Report. The project list provides information for each of the projects including:

- The project’s title:
- Scope: Brief description of the scope of the proposed project.
- Business Value: The expected business value CSD should receive from a fully implemented project.
- Level of Effort: The cumulative level of effort to complete project.
- Duration: Estimated elapsed time to complete the project.
- Cost: Estimated low and high costs for the project where \$0 represents work that can be performed by existing CSD staff. Other cost estimates include outside resources, software, or other acquisition requirements.

ActiveNet to NWS Fund Transfer

Scope:	Parks staff indicated they would like to automate the transfer of funds from ActiveNet (Class/facility use) to New World finance rather than preparing manual journal entries.
Business Value:	Low
Level of Effort:	Low
Duration:	1 - 3 months
Cost:	\$5 - \$10

Business Application Portfolio

Scope:	The development of an application portfolio will enable CSD to effectively manage its core business applications by providing the foundation to: <ul style="list-style-type: none"> ■ Evaluate the impact of information technology changes and proposed changes in vendor support of the business applications.
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	<ul style="list-style-type: none"> ▪ Conduct more-frequent periodic reviews of the application portfolio. ▪ Develop and defend informed decisions as to the ultimate disposition of an application (retirement, replacement, technical renovation, functional enhancement). ▪ Define service levels based on the impact of the application on operations/departmental requirements. ▪ Optimize ISD staff resource allocation. ▪ Evaluate and prioritize decisions to source application support (such as to “cloud” or software-as-a- service (SaaS) solutions).
Business Value:	High
Level of Effort:	Medium
Duration:	3 - 6 months
Cost:	\$0 - \$25

Business Continuity and Disaster Recovery Plan

Scope:	Create a Business Continuity Plan that would help to ensure timely recovery of core applications in event of an unplanned event or outage based on business and operational imperatives. The plan should also define the implementation strategy and identify hardware, software, off-site services, and training required to meet business and operational recovery requirements. The project would also create a disaster recovery plan for the on-going operation of the technology infrastructure during a time of local or regional emergencies. The project would create a business impact analysis that identifies mission critical business applications and the potential impact if they are not available, the steps that can be taken to sustain operations without automation and the maximum amount of time that the department can sustain operations without the application being available.
Business Value:	High
Level of Effort:	High
Duration:	6 - 12 months
Cost:	\$25 - \$55

CAD System

Scope:	The Sacramento Regional Fire/EMS Communications Center will be installing Northrop Grumman's CommandPoint CAD system in the next 2-3 years as a replacement for the current CAD system. In the interim, they are upgrading hardware to provide a more reliable platform for the existing CAD system.
Business Value:	High
Level of Effort:	High
Duration:	6 - 12 months
Cost:	N/A

Communication and Collaboration

Scope:	<p>SDI recommends the development of a number of channels for communication and collaboration including:</p> <ul style="list-style-type: none"> ▪ An online forum where users can collaborate with each other and ISD regarding issues, questions, or pending upgrades, obtain information regarding the status of a request, or obtain immediate assistance from ISD without having to file a ticket and then wait for a response. ▪ A knowledge base and self-help features to enable users to diagnose and/or resolve common issues. ▪ Outreach to the user community to review issues and to discuss new, or different, ways that they can use information technology to meet their business needs. <p>This project would provide the development and implementation of a plan to provide improved communication and collaboration between ISD and the user community.</p>
Business Value:	High
Level of Effort:	Medium
Duration:	3 - 6 months
Cost:	\$0 (CSD Staff)

Cybersecurity Plan

Scope:	<p>Develop a plan generally conformant with the requirements of NIST (National Institute of Standards and Technology), or the International Organization for Standardization (IOS), or the SANS Institute that identifies the steps to be taken to prepare for a cybersecurity attack, the steps required to identify intrusions, to neutralize them, and to identify exposures that lead to intrusions. In addition, the cybersecurity plan should define the necessary steps to improve the security of physical facilities including server rooms, wiring closets, and remote facilities. This project would define a strategy to educate users, especially those using mobile devices, regarding security risks, safe networking practices, and their responsibility to protect information and assets.</p>
Business Value:	High
Level of Effort:	High
Duration:	6 - 12 months
Cost:	\$40 - \$50 (Outside contractor - annual fee)

Digital Plan Submission and Markup

Scope:	<p>Conduct a review and evaluation to determine the implementation strategy for the submission of digital planning documents in a format that would facilitate online retrieval and eventual archiving. In addition, review and evaluate the feasibility of automating the entire plan submittal process to allow the public to submit required information and receive feedback electronically. This project would define the field requirements, applicable application software, equipment, and workflow to access plans and redline changes at the source. This project would determine the appropriate use of GIS, CityWorks, Bluebeam, and MobileEyes for Inspections.</p>
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Business Value:	High
Level of Effort:	High
Duration:	6 - 12 months
Cost:	\$150 - \$200

Enterprise Content and Document Management Strategy

Scope:	CSD is highly dependent on paper documents (for functions such as plan review, etc.) and on electronic documents and content (primarily video) that are stored in a variety of unstructured repositories that make it difficult to locate and manage. In addition, CSD has not implemented a District-wide process for records retention. This project would provide for the development of a District-wide strategy for the management of documents and content with the objectives of: enabling CSD to make better use of Laserfiche and/or Tyler’s Content Manager to reduce reliance on hard copy documents and to reduce the use of unstructured repositories for the storage of documents and content; to identify requirements for record retention; and to develop a plan for the implementation of the strategy including the potential upgrade of Laserfiche to a current version.
Business Value:	High
Level of Effort:	High
Duration:	6 - 12 months
Cost:	\$25 - \$50

Enterprise IT Budget

Scope:	SDI recommends that CSD establish a separate ISD budget which would include all District-wide technology expenses (hardware, software, personnel, contracts, supplies, etc.) in a manner that is clear and transparent with regard to the costs that are directly related to each department as well as those costs that are related to shared, District-wide assets (such as the IT infrastructure). CSD should also consider creating an Internal Service Fund (ISF) for IT expense charge-back to divisions/departments. This process would more accurately distribute IT costs based on division/department utilization rather than charging a disproportionate share to the Administrative Services Division as is done currently.
Business Value:	High
Level of Effort:	Medium
Duration:	3 - 6 months
Cost:	\$0 (CSD staff)

Fuel Master – In Progress

Scope:	Fire is currently implementing the Fuel Master application as a replacement for GasBoy (which relies on obsolescent hardware and an unsupported version of Windows). As part of the implementation, Fire would like to consider the development of an automated interface between Fuel Master and RTA (the fleet management application).
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Business Value:	Medium
Level of Effort:	Low
Duration:	1 - 3 months
Cost:	N/A

GIS Roadmap – In Progress

Scope:	<p>CSD has attempted to become more reliant on GIS data ensuring that the information is current, accurate, and accessible. In addition to its own GIS data, the District also consumes GIS data from other sources such as the Sacramento Regional EMS/Fire Communications Center. In some instances, an absence of accurate and current GIS data has led District staff members to use other tools, such as Google Maps and Google Earth, which provide some, but not all of the data that is needed. The District is also considering implementing CityWorks (an industry-leading asset and work order management system) which is highly GIS-centric. At present, the District does not have dedicated GIS staff resources.</p> <p>This project would provide for the development of a GIS roadmap for the District with the objectives of: identifying requirements for the day-to-day operation, support, and expansion of the ERSI GIS application; cataloging existing geospatial functions and identifying their strengths and weaknesses; reducing redundancies; identifying opportunities to use the GIS to provide mobile access to documents and contents (such as structure plans, etc.) and providing the foundation for expanding information sharing within the District, with neighboring communities, and the public.</p>
Business Value:	High
Level of Effort:	Medium
Duration:	3 - 6 months
Cost:	\$25 - \$30

Grandstream VoIP – In Progress

Scope:	The District is currently moving its VoIP telephone system from Mitel to Grandstream. This project started about six months ago and should be complete by end of the calendar year. Grandstream Networks has been manufacturing IP voice and video telephony, video conferencing and video surveillance products since 2002.
Business Value:	High
Level of Effort:	Medium
Duration:	End of 2019
Cost:	N/A

ImageTrend Post Implementation Review

Scope:	Fire uses the web based ImageTrend Records Management System (RMS) for a variety of purposes. In the course of the interviews with Fire personnel there was some question as to whether ImageTrend could be used to manage and track fire inspections. SDI has recommended that Fire conduct a post-implementation review for ImageTrend
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	with the objectives of identifying lessons learned in the course of the implementation, open items that need to be remediated, and any functionality provided that is not currently being used and that could benefit the operation of the Fire Department.
Business Value:	Medium
Level of Effort:	Medium
Duration:	3 - 6 months
Cost:	\$0 - \$25

Information Sharing Roadmap

Scope:	<p>CSD has a varied portfolio of business applications, each business application having its own user interface and database. Many of these business applications either store the same fields of information (which are redundantly maintained, sometime inconsistently by different staff members) or need to send information to other applications (such as In CSD's financial system). In addition to data, many of these applications will eventually need to provide access to documents and content that are stored in separate repositories. For example, components of CSD assets will likely exist within the asset management system, GIS, and the financial system.</p> <p>This project would provide for the development and implementation of an Information Sharing Roadmap for the District to enable it to better manage information, reduce costs, and increase productivity.</p>
Business Value:	High
Level of Effort:	Medium
Duration:	3 - 6 months
Cost:	\$25 - \$35

IT Asset Inventory

Scope:	<p>The District has a substantial inventory of IT assets including servers, storage devices, desktop computers and supporting peripheral devices (scanners, printers, etc.), mobile devices (mobile digital computers, laptops, notebooks, iPads, Smartphones, etc.) and wired and wireless network components. While ISD has coordinated the acquisition of the majority of these devices, some have been acquired independently. ISD estimates that they are presently supporting over 400 devices, but the District does not have a current, complete, and accurate inventory of these devices which results in a number of difficulties which include:</p> <ul style="list-style-type: none"> ▪ Limiting the ability of the District to plan for the refreshment of these devices and identifying opportunities to reduce acquisition and support costs through consolidation and leveraging support agreements. ▪ Limiting the ability of ISD to provide support. ▪ Limiting the ability of the District to account for all IT assets. <p>This project would provide for the development of a current, complete, and accurate inventory of IT assets.</p>
Business Value:	High

Level of Effort:	Medium
Duration:	3 - 6 months
Cost:	\$0 - \$30

IT Asset Refreshment Plan

Scope:	<p>As a result of not having either a current IT Asset Inventory or an established budget for the periodic refreshment of IT Assets, the District does not have an enterprise plan for the equipment refreshment. The consequences of not replacing devices in a timely and consistent manner include lost productivity for staff members due to device failures, increased costs for the support of devices that fail in service, and reductions in service to staff and the public.</p> <p>This project would provide for the development and implementation of an IT Asset Refreshment Plan for CSD.</p>
Business Value:	High
Level of Effort:	Low
Duration:	1 - 3 months
Cost:	\$0 - \$10

IT Infrastructure Documentation

Scope:	<p>ISD does not have current and complete documentation for all components of the District’s IT Infrastructure that is readily available to all ISD staff members and that can be annotated as needed. In the absence of this documentation, the productivity of ISD staff members is reduced and ISD’s ability to sustain service delivery levels in the event that staff members leave or are not available is limited.</p> <p>This project would provide for updating and/or creating documentation for CSD’s IT infrastructure using a tool such as a Wiki to make the information more readily available to staff members.</p>
Business Value:	Medium
Level of Effort:	Medium
Duration:	3 - 6 months
Cost:	\$0 - \$5

IT Policies and Procedures

Scope:	<p>SDI recommends that CSD develop or update IT policies and procedures with the proposed IT Governance Committee being tasked with ensuring that all District employees are aware of the procedures and their responsibilities are reasonably compliant with them.</p> <p>This project would provide for the development and implementation of IT policies and procedures in a phased manner with the initial set of policies including:</p> <ul style="list-style-type: none"> ▪ Acceptable Use of Technology: Use of computers, telephones, cell phones, BYOD (Bring Your Own Device), portable storage devices, Internet, email, and voicemail.
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	<ul style="list-style-type: none"> ▪ Security: Passwords, levels of access to the network, virus/spyware protection, confidentiality, usage of data and data encryption. ▪ Technology Standards: Type of software, hardware, and systems that will be purchased and used within CSD, including those that are prohibited. <p>As time permits, develop additional technology policies such as: Document Retention, Equipment Sanitation/Disposal, Software License, Green IT, Administrative Rights, Change Control, Data Security, Archiving, Remote Access, etc.</p>
Business Value:	High
Level of Effort:	Medium
Duration:	3 - 6 months
Cost:	\$0 (CSD Staff)

IT Service Catalog

Scope:	<p>There seems to be some confusion between the District’s departments and ISD regarding the services provided by ISD and the service levels the user should expect. This has resulted in a gap between user expectations and the ability to ISD to deliver services (which is limited by funding by staffing).</p> <p>SDI recommends the development of a service catalog that is readily available to the user community. The service catalog would define the services provided by ISD, identify IT standards, and specify user responsibilities. Eventually, this could be expanded to include specific service level agreements between ISD and CSD departments.</p>
Business Value:	Medium
Level of Effort:	Medium
Duration:	3 - 6 months
Cost:	\$0 - \$10

Knox Box Tracking – In Progress

Scope:	<p>Fire personnel are tracking Knox key boxes on an Excel spreadsheet. Apparently, technology (software/hardware) was purchased four years ago but has not been implemented. This project would determine the steps necessary to implement the tracking technology in order to provide tools to authorize or remove users, provide an audit trail of key box activities, log events (date/time stamp), and manage passwords and PINS. If the technology cannot meet Fire’s requirements the project would identify an alternative such as the OperativeIQ application.</p>
Business Value:	Medium
Level of Effort:	Medium
Duration:	3 - 6 months
Cost:	N/A

NeoGOV On/Off Boarding

Scope:	Provide automated functionality to handle the on-boarding of new employees and the termination of existing employees including the automated generation of workflow items related to District-issued property, accounts, and logon-ids, and the elimination of paper forms where feasible. This process is important to Recreation to assist staff in managing its seasonal employee workload.
Business Value:	High
Level of Effort:	Medium
Duration:	3 - 6 months
Cost:	N/A

NWS Position-based Budgeting

Scope:	This NWS module has not been implemented. It would assist in tracking open, filled, and new positions. The module would track each position’s status and compare the budget verses the actual pay to provide budget forecasting.
Business Value:	High
Level of Effort:	Medium
Duration:	3 - 6 months
Cost:	N/A

NWS Benefits Enrollment

Scope:	The employee benefits enrollment remains a paper process. NWS provides an automated process, but the system appears to not be equipped to handle the State of California electronic security requirements for some employee benefits. To date, Tyler has not been able to resolve this issue. This project would continue the search for resolution so the NWS module can be implemented within the District.
Business Value:	High
Level of Effort:	Medium
Duration:	3 - 6 months
Cost:	N/A

NWS Personal Action Forms

Scope:	NWS Personal Action Form process and functionality did not meet the District’s requirements. As such, the District still uses paper and it requires additional work to enter information into NWS. The PAF doesn’t appear and print out the way the Fire Department requires it to appear. In addition, all employee incentives can’t be accommodated, so a summary is inputted to NWS. This prevents employees from seeing the detail so a manual PAF must be generated. This project would continue the resolution process with the NWS software or utilize another application such as Laserfiche’s workflow.
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Business Value:	High
Level of Effort:	Medium
Duration:	3 - 6 months
Cost:	N/A

On-going Application Training

Scope:	<p>This project would provide for the development and implementation of a plan for providing continuing training for the District’s staff members including:</p> <ul style="list-style-type: none"> ▪ The identification of training needs and the development of a training schedule. ▪ The development of subject matter experts within CSD. ▪ The use of on-demand, self-training materials provided by vendors for their products. ▪ The use of professional trainers. ▪ The use of ISD staff members to conduct periodic training for items such as Office Applications (Exchange, Excel, Word, etc.).
Business Value:	High
Level of Effort:	Medium
Duration:	3 - 6 months
Cost:	\$0 - \$25

Project Management Principles

Scope:	<p>Despite the District’s increased reliance on information technology (particularly business applications); CSD does not utilize a formal project management methodology. Since most projects are initiated today without a formal project charter and status reporting process, it is difficult to determine if projects have been completed on-schedule, on-budget, and whether they have met original expectations.</p> <p>This project would provide for the implementation of an industry-standard project management methodology – it is envisioned that an example methodology should be available to the District through MISAC or other professional organizations, as well as from a number of commercial providers.</p>
Business Value:	High
Level of Effort:	Medium
Duration:	3 - 6 months
Cost:	\$0 - \$10

Remote Access

Scope:	<p>The District does not have a formal, adopted policy relative to employee remote access. The IS Manager oversees this process and may grant access on a case-by-case basis. This project would create a District-wide remote access policy, define a process for</p>
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	access approval, and provide guidelines for termination of the rights once access is no longer needed.
Business Value:	Medium
Level of Effort:	Low
Duration:	1 - 3 months
Cost:	\$0 - \$5

Root-Cause Analysis

Scope:	SDI recommends that a more structured approach is needed to identify the underlying cause of common problems and remedy them so that they do not continue to needlessly consume IT resources. This project would provide for the development and implementation of a standardized, well-documented process for root-cause analysis.
Business Value:	Medium
Level of Effort:	Low
Duration:	1 - 3 months
Cost:	\$0 - \$5

Service Desk Management System

Scope:	<p>ISD uses a free version of the Manage Engine service desk management system to support the creation of work orders in response to user requests for service. SDI has recommended that ISD should:</p> <ul style="list-style-type: none"> ▪ Ensure that the information in the Manage Engine is complete, accurate, and timely. ▪ Take steps to ensure that all user requests for assistance are entered into Manage Engine as soon as possible and updated when completed. ▪ ISD should ensure that the implementation of Manage Engine is complete and enables ISD to make the fullest possible use of the functionality provided by the application.
Business Value:	Medium
Level of Effort:	Medium
Duration:	3 - 6 months
Cost:	\$25 - \$35

SharePoint

Scope:	CSD has installed SharePoint but has done so without a clear and shared vision for the implementation, use, and governance of the product across the District. SDI has found that SharePoint is extremely valuable as a collaboration tool and as a replacement for traditional Intranet sites for many organizations, but is not, by itself, a substitute for a fully functional document, records, and content management solution. This project would define the role of SharePoint within CSD in conjunction with the enterprise
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	content and records management solution and define the use, maintenance, training, and management of SharePoint for CSD.
Business Value:	Medium
Level of Effort:	High
Duration:	6 - 12 months
Cost:	\$0 - \$20

Single Sign-On Application

Scope:	SDI recommends that CSD consider implementing a single sign-on/identity management solution to allow users to log in once and gain access to all systems they are authorized to use without additional log in prompts. With a single login, employees can also gain simple one-click access to all their cloud applications from mobile devices such as Smartphones and tablets.
Business Value:	Medium
Level of Effort:	Medium
Duration:	3 - 6 months
Cost:	\$20 - \$40

Situational Awareness/Digital Mapping

Scope:	Fire Department staff stated that they need a situational awareness/digital mapping application. This project would define the department’s requirements, identify an application solution, and acquire the necessary hardware and software for situational awareness which may be supplemented by digital mapping technology. The objective is to assist Fire Department personnel in “knowing what is going on at an incident so they can figure out what to do safely and efficiently”.
Business Value:	High
Level of Effort:	Medium
Duration:	3 - 6 months
Cost:	N/A

Standard Device Configurations

Scope:	CSD does not have documented standards for IT Assets (whether ISD supported or user supported) including standard configurations for devices (including items such as mobile devices, wireless routers, etc.). SDI recommends that the District, through the IT Governance Committee, work with the user departments and ISD to develop and implement standard device configurations.
Business Value:	High
Level of Effort:	Medium
Duration:	3 - 6 months
Cost:	\$0 - \$5

Video Systems Upgrade Plan – In Progress

Scope:	Create a District-wide plan for the on-going expansion and maintenance of security cameras throughout the District. This project would leverage the wireless network and provide the ability to view assets via video for remote monitoring and to increase the level of security at these facilities. This project would identify the camera needs, hardware, and software tool to manage and monitor camera activity.
Business Value:	High
Level of Effort:	High
Duration:	6 - 12 months
Cost:	N/A (\$15 - \$25 outside contractor for Plan development)

Website Review

Scope:	Enhance the current website to improve its ease of use and increase information to the public (i.e. provide direct links to additional information; standardize calendars and other resources; improve site search capabilities; freshen the look and feel of the site; capability for public to provide email address for notifications regarding projects/programs; make it easier to author and publish content to the website).
Business Value:	Low
Level of Effort:	High
Duration:	6 - 12 months
Cost:	\$0 - \$10

Work Order System

Scope:	Determine the District’s strategy for the Implementation of a Computerized Maintenance Management System (CMMS) to consolidate the existing work order and asset management applications (Facility Dude, RTA, CityWorks) in use within the District. The scope of the project would be to select the most robust solution capable of tracking and managing asset activities (work orders), resource scheduling, preventative maintenance work orders, capital planning/budgeting, reporting, field/mobile access, inventory management, time keeping, etc. The solution should also be integrated to the finance, GIS, document management, and mobile applications.
Business Value:	High
Level of Effort:	High
Duration:	6 - 12 months
Cost:	\$100 - \$150

Section 3 – Information Technology Trends

Not only does information technology continually evolve but the pace of this evolution is continually accelerating. As a result, the ways in which organizations use information technology are changing as are the expectations of internal and external stakeholders for access to information and services. A key consideration in evaluating the potential impact of information technology trends is that they do not impact the operations and priorities of organizations in different sectors of government services to the same degree. Although predicting the future of information technology can be problematic, SDI has identified five key information technology trends that are relevant to the District, that have become mature (i.e., are stable, scalable, and that are effectively supported), and that will likely impact CSD's business objectives and priorities in the future and shape how the organization implements this IT Strategic Plan. Trends discussed in this section of the report include:

- Mobility and the Consumerization of IT.
- Analytics (Business Intelligence and Artificial Intelligence).
- Strategic Sourcing and Cloud Services.
- “Smart” Organizations / Digital Transformation.
- Transformation of IT Environments and Service Delivery.

Each of these is discussed below.

⇒ Mobility and the Consumerization of IT

“Customer-centric government means that agencies respond to customers’ needs and make it easy to find and share information and accomplish important tasks... The mantra of “anytime, anywhere, any device,” is increasingly setting the standard for how information and services are both delivered and received in a two-way exchange of information and ideas.” – Digital Government: Building a 21st Century Platform to Better Serve the American People, US Office of Management and Budget

The consumerization of information technology refers to the use of personal devices, most often mobile, to obtain access to organizational services and information (also sometimes referred to as BYOD – bring your own device). This is particularly relevant to the District staff who are increasingly using their own devices in the field to take pictures of installations and problems they encounter and to retrieve and share information. As CSD has seen consumerization and mobility are closely linked. Collectively, they represent a significant opportunity for government to become more customer-centric and to improve the effectiveness and timeliness of service to the public; however, they are also vexing for managers and IT planners since:

- The proliferation of devices is a challenge for support organizations as users attempt to obtain connectivity to secured wireless networks and utilize applications. It is estimated that the introduction of mobility in an organization can increase Help Desk Workload by as much as 10%.¹ Some organizations adopt a “bring your own device” policy as being preferential to attempting to limit the devices that users employ; often with the caveat that IT support for

¹ The Impact of Mobility on the IT Service Desk, Gartner, 2013

other than officially supported devices will be provided only as available and with no guarantees as to response time. The practicality of these policies tends to be limited since the priority of a service request tends to be driven more by the nature of the incident or request and the person reporting it than by the device involved.

- User access to enterprise information and services from mobile / wireless devices potentially exposes both the enterprise assets and the mobile device to cyber-attacks.
- Public-facing solutions need to be both open and adaptive to optimize user experience from a universe of devices, (each with different screens, browsers, and operating systems) that is continually evolving.
- “Follow me” mobility fundamentally changes the paradigm of the standard desktop computing model where the computer, the operating system, the applications, plus the user’s data and preferences are integrated into a single platform (either a desktop PC that remains in the same location or a laptop or notepad that moves with the user and then connects to the host network). Whereas desktop computing is device and location centric, mobility is user centric.

Despite these challenges, mobility is a “game changer” in the public sector, enabling users to move as needed and to enter or update information on a real time basis thus eliminating the need to capture information on paper or offline and then enter or upload the information in the office. In addition, mobility enables access to information where and when it is most needed (i.e., in responding to incidents and emergencies).

⇒ Analytics (Business Intelligence and Artificial Intelligence)

“One increasingly common way to get BI into the hands of ... decision makers more quickly and painlessly is by leveraging an existing implementation of another enterprise application such as Enterprise Resource Planning (ERP) or Customer Relationship Management (CRM).” – Analytical Execution for Today’s Mid-Sized Enterprise, Aberdeen Group

There has been considerable progress in the development of tools that enable organizations to consume a growing body of information for either tactical / reactive purposes (business intelligence) or for strategic / proactive purposes (business analytics). The collection, aggregation, and analysis of information from disparate business units and sources across an enterprise are often referred to as “Big Data,” by the information technology industry. Big Data provides the foundation for business intelligence and business analytics. Recent trends in this area have included making these tools more “user friendly” and available.

The development and maintenance of the “enterprise data architecture” required to support the use of BI/BA tools is one of the “hidden costs” of implementing business intelligence. The development of the enterprise business architecture includes:

- The development of processes (including processes for its governance, support, and evolution) and the allocation of staff resources to support the data architecture since both the data being collected and the organization’s use of the data will change over time.
- Standards and policies to ensure that business applications will be able to exchange information with other business applications and support the integration and compilation of information.

As noted by the Aberdeen Group (please see text box above), mid-sized organizations are often able to leverage the data stores within enterprise applications (such as ERP) and dashboard technology within the application to achieve an effective, but limited, implementation of BI. Nonetheless, organizations without an enterprise data architecture, supporting standards, and staff to support it, often attempt to support the information needs of decision-makers through a cumbersome combination of ad-hoc applications, databases, and spreadsheets. These tools often use data inconsistently, are seldom well documented or able to quickly meet new requirements, and eventually become a drain on organizational resources. This can quickly become a worst-case scenario as the total cost of ownership for these ad-hoc processes quickly mounts while the return on the organization's investment decreases.

Artificial Intelligence (AI)

One of the primary challenges being faced in the implementation of analytics is the ability to process masses of information including disparate forms of information including data and media content as well as to enable case workers to consistently maximize options and outcomes for clients. AI can also be used to analyze this mass of disparate data to optimize the delivery of services in real or near-real time with less human intervention. The AI environment is developing very rapidly, and for this reason as well as due to the cost and complexity of AI, many enterprises implement AI as a cloud-based service.

⇒ Strategic Sourcing and Cloud Services

"Unless very small, most enterprises will continue to have an on-premises (or hosted) data center capability... but enterprises... need to focus on managing and leveraging the hybrid combination of on-premises, off-premises, cloud and non-cloud architectures, with a focus on managing cloud-delivered capacity efficiently and effectively." - Thomas J. Bittman, Vice President, Gartner.

Strategic sourcing is based on the concepts of: (a) obtaining and using the most effective service provider to respond to user needs; and (b) enabling permanent IT staff members to focus on high-priority, high-value tasks and technologies while allocating functions such as the support of business applications (including support for the products and the system infrastructure supporting them as well as non-mission critical "utility" functions) to lower-cost service providers.

For many organizations in both the public and private sector who have aging IT facilities and infrastructures, the use of "cloud" based services including Platform as a Service (PaaS), Desktop as a Service (DaaS), and Software as a Service (SaaS) offer an alternative to initial capital expenditures, the recruitment of additional staff members, or the procurement of traditional staff-supplementation services (contractors). An additional benefit for many organizations is that using SaaS simplifies their disaster recovery and business continuity planning since they can quickly resume operations from a facility that has connection to the internet.

Firms supporting commercial-off-the-shelf business applications are also moving toward cloud-based models since they provide the opportunity to lower product development and support costs and to streamline the development and delivery of new releases and functionality by reducing the number of variations between client installations. Increasingly, a number of commercial-off-the-shelf business applications are now being offered only as cloud-based application services.

Common strategies for cloud-based services include:

- *Public Cloud* – Public Cloud services are generally shared (thus “public”) with other user organization and all users of the service sharing a common infrastructure and/or code base but with their data kept separately (but often located in the same database). The advantages of a public cloud service include reduced cost (as a result of the cost for the service being spread over a larger number of users), but organizations find that they have less flexibility (the code base generally changes for all users at the same time) and less control over the security of their information.
- *Private Cloud* – is similar to a public cloud, but in a COTS / SaaS environment the private cloud is based on a separate code base and database for each organization (although multiple organizations may share physical resources in a virtualized computing environment). Since the code base is not shared with other user organizations, users have more control over the timing of updates and the installation of new versions and more control over the security of their data, but at a higher cost than for Public Cloud services. Organizations can also host legacy, proprietary solutions in a private cloud.
- *Hybrid Cloud* – a combination of private and public cloud services, potentially from different service providers including both services that are hosted on-premises as well as cloud-based services. The deployment of hybrid cloud architectures (and the need to support them) is becoming a significant trend in both government and the private sector. An industry source noted that, ““The ability of hybrid cloud to function as an extension of an existing IT environment and processes allows IT to quickly deliver the agility benefits of cloud computing to the business. IT can use the same management tools and governance policies they have already adopted in their data centers and maintain security and visibility.”² Finally, hybrid cloud solutions also appeal to organizations that need to have their business applications continuously available, since in a “multi-cloud” environment (that could potentially include both locally hosted and remotely hosted services) access can failover to the backup service.

As noted above, commercial-off-the-shelf application providers are increasingly turning to SaaS as their preferred method of delivery. Compared to the traditional model where software was installed in multiple client sites, often with some variation in both the installation of the software and the supporting systems environment and with differing levels of technical currency, SaaS greatly simplifies the process of providing user support and helps limit the variety of releases and versions that the application provider must support. SaaS can be delivered either as private cloud or public cloud offering (with private cloud offering more flexibility and security and public cloud offering the opportunity to lower license / subscription and support costs through the economies of scale). For user IT organizations, SaaS dramatically reduces application management and support costs, particularly with regard to backup and disaster recovery.

² Mathew Lodge, vice president, Cloud Services Product Management and Marketing, VMware, cited in White Paper: Cloud Adoption - Hybrid Is the Future, VMware, 2016

⇒ “Smart” Organizations / Digital Transformation

“Smart Cities are, by design, municipalities that address these challenges via a process of digital transformation (DX); in fact, the mission of Smart Cities can be described as outcomes-based digital transformation.” This means using new methods of innovation and creativity, and new sources of information, to enhance experiences, increase sustainability and resilience, and improve financial and operational performance. IT that uses a combination of cloud, mobility, and data analytics has the power to provide new solutions to long-standing urban challenges and enable new experiences for residents and communities, visitors and tourists, and local businesses.” – Accelerating the Digital Transformation of Smart Cities and Smart Communities, IDC (Sponsored by Microsoft)

The implementation of “Smart” (internet-enabled) technologies is different in that this trend is not a single technology, per-se, but rather represents an integrated approach to the utilization of a variety of emerging information technologies that enable local governments and agencies to share information (such as planned growth or changing demographics) to respond to trends (such as incidents, workload, power demand and supply, etc.), and to proactively re-allocate or reprogram resources in response to these trends. Although SDI sees “Smart” technologies as an emerging trend; it is maturing rapidly as a result of the need for communities to maximize the use of assets and facilities as well as public expectations. For waste water treatment facilities in specific, “smart” assets enable agencies to monitor workload and performance and to proactively respond to devices whose performance has become marginal before they fail, as well as to use Wi-Fi enabled sensors to enable them to respond to overflow conditions and the presence of pollutants or contaminants (such as fats, oils, and grease) in the collection system and to identify the source.

The Internet of Things (IoT) provides the foundation for many “Smart” initiatives. For some time, devices have stored data so that it could be manually downloaded and accessed on demand. Combining this capability with the ability to access the internet (and thus the ability to both autonomously receive and transmit information) has brought us to the IoT. McKinsey has suggested six distinct types of applications to consume this information; tracking behavior, enhanced situational analysis, sensor-driven decisions analytics, process optimization, optimized resource consumption, and complex autonomous systems.

Although some agencies look at the implementation of “smart” technologies in very tactical and local terms (involving highly specialized and isolated IoT applications), industry research indicates that the effective implementation and continued use of “smart” technologies includes:

- The development and implementation of open and collaborative processes to develop the visions for the implementation of “smart” technologies both within the District and with other organizations it serves (such as City of Elk Grove, City of Galt). Governance should include the ability to prioritize initiatives, program funds, and take advantage of opportunities made possible by private / public partnerships, and to assess the reproducibility of interoperable solutions. The governance process will also need to provide leadership for the management of the changes in operations brought about by “smart” technologies.
- The implementation of secure, resilient, and ubiquitous wireless services that enable access to the data produced by “smart” services as needed (such as from remote and/or mobile devices) and that can scale to meet expected as well as unexpected surges in demand. Planning for the resilience, security, and performance of the wireless services is critical as is the development of

processes and agreements to support 24 x 7 operations. IBM has noted that “A resiliency plan should concentrate on both the business and IT processes that are most vital to the enterprise. Creating and sustaining processes that support resilient business operations and infrastructures requires identification of the minimum required process functionality during disruptive events, alternate processes and procedures that will allow operations to continue during times of stress, and redefinition of processes to achieve better workload balance.”³

- The development of a comprehensive plan for the implementation and continuing support of the “smart” services that leverages public / private partnerships as well as regional partnerships to facilitate collaboration and information exchange.
- The development and implementation of a plan and the processes that are required to support continuing communication and collaboration with external agencies to identify needs, priorities, and preferred delivery channels.
- The development and implementation of a plan to leverage the information produced by “smart” devices, including the use of business intelligence, business analytics, and artificial intelligence. A critical success factor for the effective use of these tools is surmounting separate silos of information through the development of an enterprise data architecture that provides a framework for the storage and aggregation of the information produced by “smart” devices.

⇒ Transformation of IT Environments and Service Delivery Models

Changes in information technology, particularly the move to Cloud-based services, mobility, and the increasing user dependence on IT services to effectively meet changes in public needs and expectations are, in turn, changing how organizations govern the use of information technology and manage the delivery of IT services. Services that were formerly delivered by internal IT departments are now being delivered by external (usually Cloud-based) service providers with the objectives of reducing costs, increasing scalability and sustainability, and freeing up valuable internal resources to focus on the organization’s key needs.

Figure 5.3, IT Service Delivery Options, depicts the impact of this transformation, illustrating how the services provided and the responsibilities of IT organizations are changing as organizations transform from current IT environments (the left side of the diagram) that are primarily based on services that are hosted on premises with some cloud-based applications to hybrid environments (the right side of the diagram) in which the IT organization supports a greater variety of services with a general shift from services that are based on-premises to services that are cloud-based.

³ “The Evolution of Business Resiliency Management,” IBM Global Technology Services, Thought Leadership White Paper, June, 2011

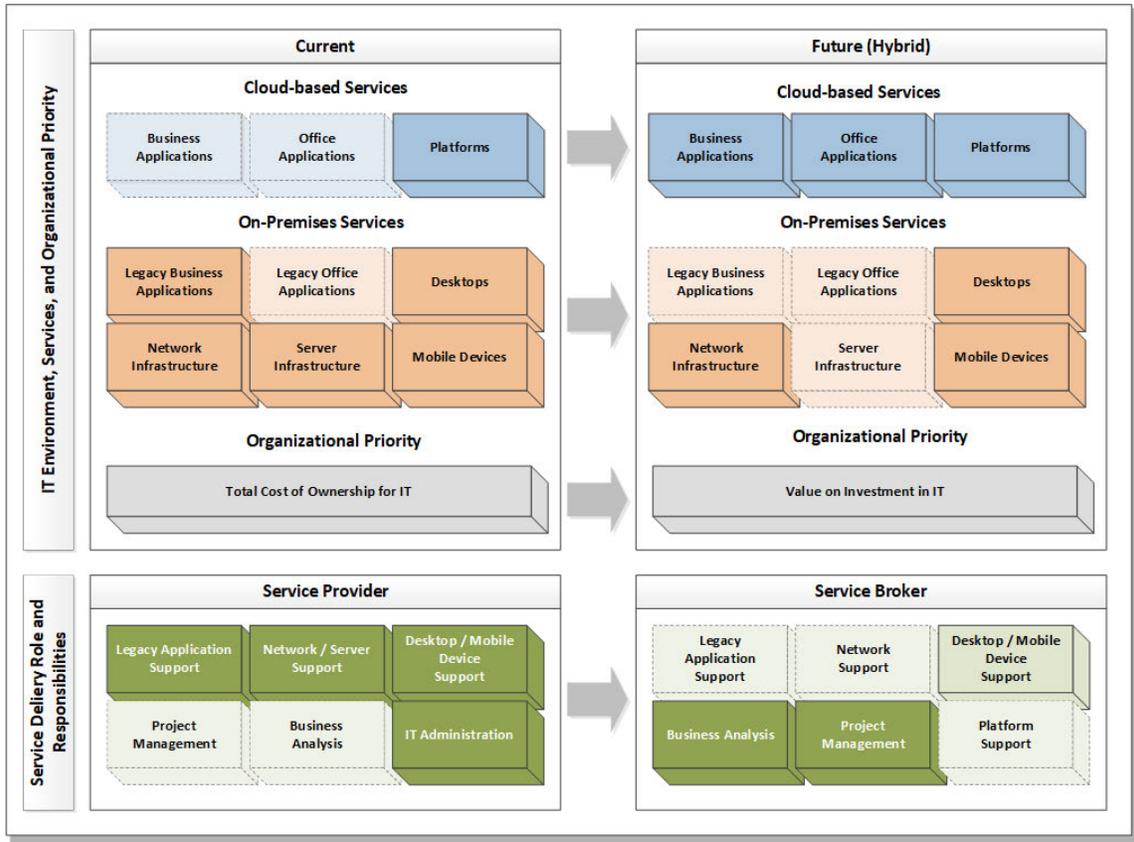


Figure 5.3 – IT Service Delivery Options

In this model, both the current and future IT environments (depicted in the two upper frames) consist of cloud-based services, on-premises services, and organizational priority for information technology. SDI anticipates that the following transformations in each of the areas will occur over the time frame of the District’s IT Strategic Plan:

- **Cloud-based Services:** The lighter blue boxes with dotted lines represent cloud-based services that are emerging today while the darker blue boxes with solid lines represent established services. The darker blue boxes with solid lines) over the time frame of the District’s IT Strategic Plan. Although, business applications and office applications (such as Microsoft Office 365) are available today, these are not as well developed (and thus competitive) as are platform services; however, in the next five years the former will become just as ubiquitous.
- **On-Premises Services:** The support of on-premises infrastructure and the delivery of services based on this infrastructure such as legacy business applications and office applications are a traditional core competency of IT organizations. Of these services (depicted by the orange-shaded boxes), legacy office applications are already being gradually being phased out in the current IT environment and shifted to the cloud and SDI anticipates that the same will happen for legacy business applications and on-premises servers in the future.
- **Organizational Priority:** SDI is of the opinion that one of the most difficult transformations over the length of the IT Strategic Plan will be the shift in organizational priorities from minimizing IT investments (particularly in staffing) to using IT resources (both internal and external) in the

future to obtain greater value (such as operational efficiencies, etc.) for their investments in information technology. In the future IT environment, IT governance and planning will play critical roles in enabling organizations to respond to increased user and customer expectations by ensuring that IT and user resources are allocated (or reallocated as needed) based on organizational objectives and priorities. Absent governance, organizations can adopt cloud-based services without a complete understanding of the benefits, costs, risks, and support requirements, resulting in organizations incurring additional costs for the ownership of information technology without fully realizing the potential value that could be obtained.

The lower two frames in Figure 5.3, depict the impact that the transformation from the current IT environment to the future IT environment will have on the service delivery roles and responsibilities of IT organizations in general. As depicted above:

- **In the current IT environment** IT organizations are generally service providers who deliver services (including legacy application support, network / server support, desktop / mobile-device support, and IT administration) based on the on-premises IT infrastructure that they support. With the exception of some enterprise-level services such as office applications, the adoption of cloud-based in being generally driven by the user community (sometimes in collaboration with the IT organization) rather than being driven by the IT organization. Although some IT organizations provide project management services, few are staffed to provide support for business analysis activities such as requirements analysis and business process re-engineering (BPR) and thus rely on external service providers.
- **In the future IT environment** IT organizations will need to transform from being primarily service providers to service brokers, organizations that can continue to deliver legacy, on-premises services, while also being able to work with the user community to enable them to select and implement cloud-based services that are consistent with organizational priorities and standards and that can effectively exchange information with both legacy business applications and cloud-based business applications. SDI is of the opinion that the shift from on-premises IT infrastructure and business applications to web-based services will free up internal IT resources to perform higher-level functions such as planning for innovation, business analysis, business process re-engineering, and assisting the users in both optimizing IT services to meet their needs. As a result, the role of the IT organization in the future will be somewhat reversed compared with the current environment in that project management and business analysis will become core competencies, with other services either farmed out to external service providers (the light shaded boxes with dotted lines), or shared, such as desktop / mobile device support. As a result, IT organizations will need to reconsider how they are organized and staffed.

Section 4 – IT Strategic Plan Development

4.1 – Introduction

Change is a constant concern for public sector executives who must often respond to increased public expectations and new mandates with limited resources and information technology environments that are not agile. Without a plan to manage and respond to change, organizations tend to become reactive

rather than proactive and, as a result, obtain reduced benefits for their investments in information technology. Strategic planning enables organizations to find a balance between immediate and long-term needs. It follows that the process for the development of a strategic plan needs to take the same considerations into account.

This multi-year IT Strategic Plan sets forth a roadmap for CSD that identifies current technology projects and, to the extent possible, future technology needs. The plan lays out the strategy and steps to meet those needs and to make IT resources move effective in delivering high quality services to internal and external users.

4.2 – Development of the IT Roadmap and Project Schedule

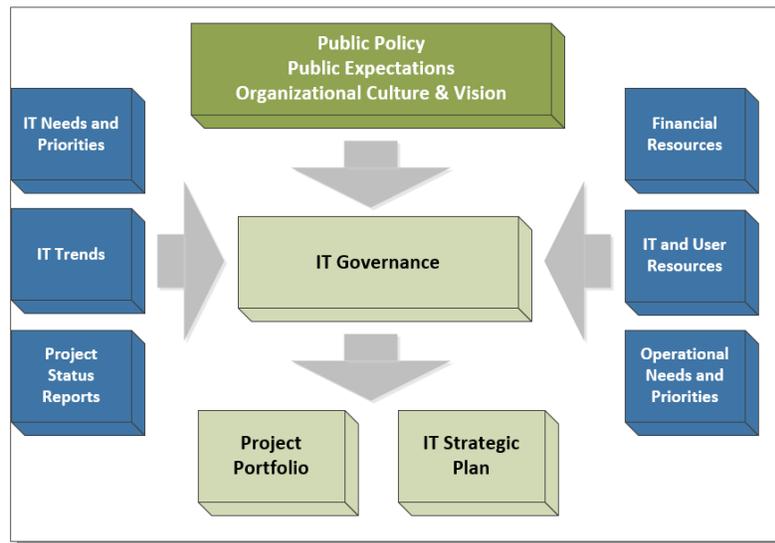


Figure 4.1 – IT Strategic Planning Process (Source: SDI)

As depicted in Figure 4.1, IT Strategic Planning Process, IT Governance plays a pivotal role in enabling organizations to effectively allocate their IT resources to respond to new and/or changed requirements (including public policy and public expectations), trends in information technology, organizational needs and priorities, and resources. The key deliverables for IT governance include the project portfolio (which defines what the organization needs to do) and the IT Strategic Plan (which defines how the organization proposes to implement the projects). The development of the IT Strategic Plan will provide CSD with a baseline for continued planning.

The details of the IT Strategic Plan are provided below including:

- Figure 4.2, Project Roadmap Following Executive Team Review: Provides an overview of the project roadmap that was developed by the Executive Team. Figure 4.2 provides the District’s vision for the IT Strategic Plan in terms of priorities and dependencies. Figure 4.2 includes:
 - A month by month review of projects that are in progress during the second quarter of FY 2019/20 (Oct., Nov., Dec.).
 - Proposed project schedule by remaining quarters of FY 2019/20.

- Proposed project schedule by half year intervals for FY 2020/21.
- Proposed project schedule by year for FYs 2021/22, 2022/23, and 2023/24.
- Figure 4.3, Project Roadmap Following SDI Review: Provides an updated overview of the IT Strategic Plan projects after adjustments were made to fit the timeline, plan for in-progress projects, and available resources. Therefore, while Figure 4.3, generally follows the priorities and dependencies established by the District; the project timelines can vary. The project implementation plan strives to set reasonable expectations as to when the projects will be initiated and completed. However, a project's eventual start date will be driven based on factors that cannot be predicted at this time including funding, budget approval, and contingencies. While the intent of the IT Strategic Plan is to support the District's budgeting process by providing direction and input necessary to justify expenditures; it is not meant to include detailed specifications, requirements, or recommended vendor solutions. The IT Strategic Plan assumes that CSD staff will follow appropriate planning and procurement processes for each project that include activities such as detailed requirements analysis, formal evaluation and selection, and implementation methods.
- Following the development of Figure 4.3, Project Roadmap Following SDI Review, SDI refined the information for each of the projects and the results of this process are depicted in Figure 4.4, Project Schedule, Part 1 of 2 and Part 2 of 2. Figure 4.4 provides a Gantt-format project schedule for the projects (reflecting the priorities and dependencies defined by CSD's Executive Team) and information for each project. It also provides an indication of the total number of projects concurrently scheduled by quarter. Please note that the resource requirements and/or the duration for each project may vary based on factors such as the eventual scope and objectives of the project (particularly if the project is divided into multiple phases) and the division of responsibilities between CSD and external service providers. The number of concurrent activities is a significant metric for planning purposes since the number of concurrent activities is indicative of the overall workload since even activities being performed by external service providers will need to be overseen by CSD staff.
- Figure 4.5, Summary of Project Attributes and Cost Per Fiscal Year, is similarly based on the refinement of the project information and provides a summary for each of the projects that includes:
 - The name of the project, the sponsor and the project's status (either in-progress or planned).
 - The estimated low and high range cost estimates for in \$000's. Project costs that cannot be estimated at this time are shown as "N/A". Some projects have a range of cost beginning with \$0 indicating that the project could be completed by internal staff. Please note that, in particular, the costs for augmenting the District's IT staff could not be estimated at this time pending a decision by CSD as to whether to utilize internal staff, external services, or some combination of them.
 - The estimated duration of the project in quarters.
 - The estimated level of risk associated with the project (High, Medium, Low).
 - The estimated business value of the project to the District, rated as High, Medium, Low.

- The estimated mid-range cost (the average of the low and high cost) for the project.
- The cost per fiscal year for each project. Please note that based on general public sector procurement practices the total cost for a project is considered to be encumbered at the time the project is initiated; however, the actual expenditure of funds occurs over the length of the project based on milestone and/or progress payments. Since the project's progress and payment schedule is not known at this time, the full cost of the project is allocated in the fiscal year in which it is initiated.
- Finally, please note that a large proportion of the projects have been scheduled for FY 2019/20 and FY 2020/21, and collectively they will likely require more resources than the District has at the present time and thus the creation of an enterprise IT budget and the development of a strategy to augment IT staff resources will be critical to the ability of the District to implement the IT Strategic Plan.

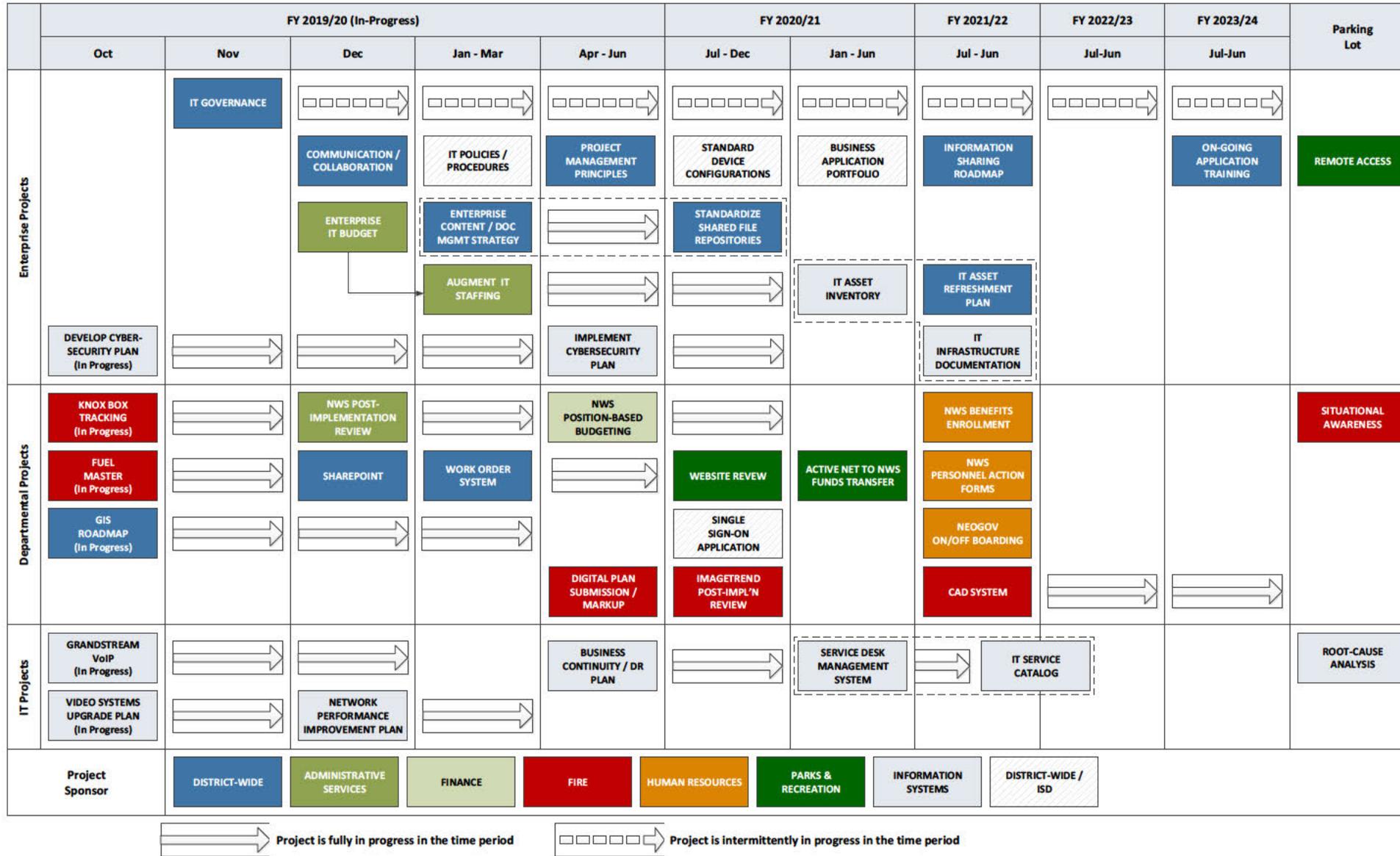


Figure 4. 3 – Project Roadmap Following SDI Review

Project Name (Grouping Sequence)	Project Sponsor(s)	Status	Business Value	Level of Effort	Level of Risk	Initial Priority	Duration (Qtrs)	FY 2019/20			FY 2020/21				FY 2021/22				FY 2022/23				FY 2023/24				Parking Lot	
								Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Enterprise Projects																												
IT Governance	District-wide	Recommendation	High	Low	Low	High	19	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Communication and Collaboration	District-wide	Recommendation	High	Medium	Low	Medium	2	■	■																			
IT Policies and Procedures	District-wide ISD	Recommendation	High	Medium	Medium	Medium	6		●	●	●	●	●	●														
Project Management Principles	District-wide	Recommendation	High	Medium	Low	Medium	2			■	■																	
Standard Device Configurations	District-wide	Recommendation	High	Medium	Medium	High	2				■	■																
Business Application Portfolio	District-wide ISD	Recommendation	High	Medium	Low	Medium	2						■	■														
Information Sharing Roadmap	District-wide	Recommendation	High	Medium	Low	Medium	2								■	■												
On-going Application Training	District-wide	Recommendation	High	Medium	Low	Low	4																		●	●	●	●
Remote Access	Parks	Planned	Medium	Low	Low	Low	N/A																					■
Enterprise IT Budget	Administrative Services	Recommendation	High	Medium	Medium	High	2	■	■																			
Enterprise Content and Document Management Strategy	District-wide	Recommendation	High	High	Low	High	4		■	■	■	■																
Develop Plan																												
Reorganize Shared File Repositories																												
IT Staff Augmentation	Administrative Services	Recommendation	High	Medium	Low	High	4		●	●	●	●																
IT Asset Inventory	ISD	Recommendation	High	Medium	Low	High	2				■	■																
IT Asset Refreshment Plan	District-wide	Recommendation	High	Low	Low	High	1						■															
IT Infrastructure Documentation	ISD	Recommendation	Medium	Medium	Low	Medium	4						●	●	●	●												
Cybersecurity Plan	ISD	Recommendation	High	High	Medium	High	5	■	■	■	■	■																
Develop Plan																												
Implement Plan																												

Figure 4.4, Project Schedule, Part 1 of 2



Project Name (Grouping Sequence)	Project Sponsor(s)	Status	Business Value	Level of Effort	Level of Risk	Initial Priority	Duration (Qtrs)	FY 2019/20			FY 2020/21				FY 2021/22				FY 2022/23				FY 2023/24				Parking Lot
								Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Departmental Projects																											
Knox Box Tracking	Fire	In Progress	Medium	Medium	Low	Low	1	■																			
NWS Post-Implementation Review	Administrative Services	Recommendation	High	Medium	Low	High	2	■	■																		
NWS Position-Based Budgeting	Finance/	Planned	High	Medium	Low	Low	2			■	■																
NWS Benefits Enrollment	Human Resources	Planned	High	Medium	Low	Low	2							■	■												
Situational Awareness/Digital Mapping	Fire	Planned	High	Medium	High	Medium	N/A																	■			
Fuel Master	Fire	In Progress	Medium	Medium	Low	Medium	1	■																			
SharePoint	District-wide	Recommendation	Medium	High	Low	Medium	4	■	■	■	■																
Work Order System	District-wide	Recommendation	High	High	Medium	High	4		■	■	■	■															
Website Review	Parks & Rec.	Recommendation	Medium	High	Low	Medium	4				■	■	■	■													
ActiveNet to NWS Fund Transfer	Parks	Planned	Low	Low	Low	Low	1					■															
NWS Personal Action Forms	Human Resources	Planned	High	Medium	Low	Medium	2							■	■												
GIS Roadmap	District-wide	In Progress	High	Medium	Low	High	2	■	■																		
Single Sign-On Application	District-wide ISD	Recommendation	Medium	Medium	Medium	Medium	2				■	■															
NeoGOV On/Off Boarding	Human Resources	Planned	High	Medium	Medium	Medium	2								■	■											
Digital Plan Submission and Markup	Fire	Planned	High	High	Medium	High	4			■	■	■	■														
ImageTrend Post Implementation Review	Fire	Recommendation	Medium	Medium	Low	Medium	2				■	■															
CAD System	Fire	Planned	High	High	High	High	8								●	●	●	●	●	●	●	●	●	●	●		
IT Projects																											
Grandstream VoIP	ISD	In Progress	High	Medium	Low	High	1	■																			
Business Continuity and Disaster Recovery Plan	ISD	Recommendation	High	High	High	High	4			■	■	■	■														
Service Desk Management System	ISD	Recommendation	Medium	Medium	Low	Medium	2					■	■														
IT Service Catalog	ISD	Recommendation	Medium	Medium	Low	Medium	2							■	■												
Root-Cause Analysis	ISD	Recommendation	Medium	Low	Low	Medium	N/A																	■			
Video Systems Upgrade Plan	ISD	In Progress	High	High	Low	Medium	4	●	●	●	●																
Network Performance Improvement Plan	ISD	Recommendation	High	Medium	High	High	2	■	■																		
								Concurrent Projects by Quarter																			
								12	13	12	17	13	10	6	6	7	4	3	2	2	2	2	2	2	2	2	
<ul style="list-style-type: none"> ■ Project schedule based on full-time staffing ● Project schedule based on part-time staffing 																											

Figure 4.4, Project Schedule, Part 2 of 2

Project Name (Alpha Order)	Project Sponsor(s)	Status	Business Value	Level of Effort	Level of Risk	Initial Priority	Estimated Cost in \$000's		Notes	Est'd Mid-Range Cost	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Parking Lot
							Low	High								
ActiveNet to NWS Fund Transfer	Parks	Planned	Low	Low	Low	Low	\$5	\$10		\$8		\$8				
Business Application Portfolio	District-wide ISD	Recommendation	High	Medium	Low	Medium	\$0	\$25		\$13		\$13				
Business Continuity and Disaster Recovery Plan	ISD	Recommendation	High	High	High	High	\$25	\$55	No Cost in FY 2019 /20	\$40			\$40			
CAD System	Fire	Planned	High	High	High	High	N/A	N/A		N/A						
Communication and Collaboration	District-wide	Recommendation	High	Medium	Low	Medium	\$0	\$5		\$3	\$3					
Cybersecurity Plan	ISD	Recommendation	High	High	Medium	High	\$40	\$50		\$45						
Develop Plan							\$0	\$10		\$5	\$5					
Implement Plan							\$40	\$50	Cost is Annual	\$45	\$45	\$45	\$45	\$45	\$45	
Digital Plan Submission and Markup	Fire	Planned	High	High	Medium	High	\$150	\$200		\$175	\$175					
Enterprise Content and Document Management Strategy	District-wide	Recommendation	High	High	Low	High										
Develop Plan							\$25	\$50		\$38	\$38					
Reorganize Shared File Repositories							N/A	N/A		N/A						
Enterprise IT Budget	Administrative Services	Recommendation	High	Medium	Medium	High	\$0	\$0		\$0						
Fuel Master	Fire	In Progress	Medium	Medium	Low	Medium	N/A	N/A		N/A						
GIS Roadmap	District-wide	Recommendation	High	Medium	Low	High	\$25	\$30		\$28	\$28					
Grandstream VoIP	ISD	In Progress	High	Medium	Low	High	N/A	N/A		N/A						
ImageTrend Post Implementation Review	Fire	Recommendation	Medium	Medium	Low	Medium	\$0	\$25		\$13						
Information Sharing Roadmap	District-wide	Recommendation	High	Medium	Low	Medium	\$25	\$35		\$30			\$30			
IT Asset Inventory	ISD	Recommendation	High	Medium	Low	High	\$0	\$30		\$15		\$15				
IT Asset Refreshment Plan	District-wide	Recommendation	High	Low	Low	High	\$0	\$10		\$5			\$5			
IT Governance	District-wide	Recommendation	High	Low	Low	High	\$0	\$10		\$5	\$5					
IT Infrastructure Documentation	ISD	Recommendation	Medium	Medium	Low	Medium	\$0	\$5		\$3			\$3			
IT Policies and Procedures	District-wide ISD	Recommendation	High	Medium	Medium	Medium	\$0	\$25		\$13	\$13					
IT Service Catalog	ISD	Recommendation	Medium	Medium	Low	Medium	\$0	\$10		\$5			\$5			
IT Staff Augmentation	Administrative Services	Recommendation	High	Medium	Low	High	N/A	N/A	Per CSD	N/A						
Knox Box Tracking	Fire	In Progress	Medium	Medium	Low	Low	\$0	\$5		\$3	\$3					
NeoGOV On/Off Boarding	Human Resources	Planned	High	Medium	Medium	Medium	N/A	N/A		N/A						
Network Performance Improvement Plan	ISD	Recommendation	High	Medium	High	High	\$25	\$35		\$30						
New World Post-Implementation Review	Administrative Services	Recommendation	High	Medium	Low	High	\$0	\$10		\$5	\$5					

Figure 4.5 – Project Cost Per Fiscal Year, Part 1 of 2

Project Name (Alpha Order)	Project Sponsor(s)	Status	Business Value	Level of Effort	Level of Risk	Initial Priority	Estimated Cost in \$000's		Notes	Est'd Mid-Range Cost	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Parking Lot
							Low	High								
NWS Position-Based Budgeting	Finance/	Planned	High	Medium	Low	Low	N/A	N/A		N/A						
NWS Benefits Enrollment	Human Resources	Planned	High	Medium	Low	Low	N/A	N/A		N/A						
NWS Personal Action Forms	Human Resources	Planned	High	Medium	Low	Medium	N/A	N/A		N/A						
On-going Application Training	District-wide	Recommendation	High	Medium	Low	Low	\$0	\$25		\$13					\$13	
Project Management Principles	District-wide	Recommendation	High	Medium	Low	Medium	\$0	\$10		\$5	\$5					
Remote Access	Parks	Planned	Medium	Low	Low	Low	\$0	\$5	Parking Lot	\$3						\$3
Root-Cause Analysis	ISD	Recommendation	Medium	Low	Low	Medium	\$0	\$5		\$3						\$3
Service Desk Management System	ISD	Recommendation	Medium	Medium	Low	Medium	\$25	\$35		\$30	\$30					
SharePoint	District-wide	Recommendation	Medium	High	Low	Medium	\$0	\$20		\$10						
Single Sign-On Application	District-wide ISD	Recommendation	Medium	Medium	Medium	Medium	\$20	\$40		\$30		\$30				
Situational Awareness/Digital Mapping	Fire	Planned	High	Medium	High	Medium	N/A	N/A	Parking Lot	N/A						
Standard Device Configurations	District-wide	Recommendation	High	Medium	Medium	High	\$0	\$5		\$3	\$3					
Video Systems Upgrade Plan	ISD	In Progress	High	High	Low	Medium	\$15	\$25	No Cost in FY 2019 /20	\$20						
Website Review	Parks & Rec.	Recommendation	Medium	High	Low	Medium	\$0	\$10		\$5	\$5					
Work Order System	District-wide	Recommendation	High	High	Medium	High	\$100	\$150		\$125	\$125					
Total Cost Per Fiscal Year:										\$ 480	\$ 119	\$ 128	\$ 45	\$ 58		
Total Cost For Plan:										\$ 830						

Figure 4.5 – Cost Per Fiscal Year, Part 2 of 2

Section 5 – Conclusion

Public and private sector organizations find themselves in the midst of a significant transformation in the way that information technology services are delivered to user communities even as user expectations and requirements rapidly evolve. Organizations are also using information technology differently than they did in the past, with information technology becoming integral to the delivery of information and services to customers rather than a back-office productivity tool. In this environment, agility (the ability to sense change and effectively respond to it) has supplanted utility (doing things as economically as possible through standardization) as a core value.

Accomplishing this transformation is far more difficult than said, as it requires both the organization and IT to adopt and embrace significant changes. For the organization, the adoption of continuing processes for the governance of information technology is a challenge. Managers who were formally concerned primarily with operation of their business units must now also be concerned with how information technology supports the operation of their business units and its business processes as a whole. IT, on the other hand, must move to more agile environments wherein it can perform a number of activities including being a service provider, a service manager, and eventually, a service broker that assists the users in finding the service delivery option that is most appropriate for them. The ability of the IT organization to fulfill all of these roles is a critical component of agility and agility is critical to enabling organizations to thrive in an environment characterized by rapid change.

The IT Strategic Plan is a result of a comprehensive, District-wide planning effort that provided the opportunity for management and staff to review, discuss, and integrate their technology needs into a common framework. Hopefully, it provides an understanding of the District’s technology priorities and serves an overall picture of the information technology environment today, what has been accomplished, what needs to be addressed and how to meet those longer-term objectives.

IT plans are often likened to roadmaps in that they chart the optimal route for an organization to get from where they are today (“the current state”) to where they need to be (“the target state”); however, there are other similarities as well.



Figure 6.1 – ITMP Planning Process (Source: SDI)

As anyone who has embarked on a journey with friends or family knows, no matter how well planned the roadmap is, there are always unforeseen events, opportunities, and obstacles along the way. The participants on the journey may also change over time, resulting in questions from the travelers (both old and new) including:

- “Do we really have to go?”
- “Are we there yet?”
- “Can we get there faster?”

Rather than serving as a long-term roadmap, the IT Strategic Plan will serve more as a baseline against which CSD can assess the impact of change, reset priorities, and re-allocate resources. As a result, the discipline of planning and IT governance will become as important as the development of the baseline plan.

While the creation of the IT Strategic Plan represents the culmination of one step in the planning process, it also marks the beginning of another step – one through which CSD leaders must work together to create an environment that supports the Plan. IT must work closely with management, supervisors, and staff as they begin a journey to create an organizational sense of purpose that goes much deeper than any vision statement, mission statement, or plan can communicate.

Support for the IT Strategic Plan will need to come in terms of priorities, dollars, policies and practices. Successful implementation may mean making compromises, and it will mean exercising patience, taking a District-wide perspective, and maintaining a continued focus on revising the plan as events take place. Finally, it will take cooperation, communication and flexibility to adapt to changing needs, technologies and resources.

From: Theresa [REDACTED] >
Date: June 10, 2020 at 11:54:27 PM PDT
To: Theresa [REDACTED] >
Subject: To whom it may concern,

To whom it may concern,

April 28th, I was taken to the hospital for a fever and high heart rate. I have battled acute [REDACTED], and much more. I have been in [REDACTED] for over four years now, even after receiving a [REDACTED]. Some of my poor health issues come from over 400 hours of [REDACTED], medications to keep me alive, and also getting a [REDACTED] disease from the [REDACTED]. Your firefighters have been amazing to me and to my family through the years.

This call was unlike all the calls before because of covid. My heart rate wouldn't go down, and I had a fever. So needless to say the concern was that I could have covid. I was taken to the hospital, and I had this amazing paramedic! He was able to get my [REDACTED] in the ambulance; most nurses and doctors can not even get an [REDACTED] on me in a hospital bed let alone an ambulance.

His IV was so perfect that they only used [REDACTED] at Uc Davis as a [REDACTED] and used [REDACTED] primarily. He knew exactly what to do, even though I was hesitant, he gave me a series of [REDACTED] my chest pain went away. He had the [REDACTED] going, and although I was negative for covid, I was positive for [REDACTED]. They did [REDACTED] work up and after four days my fever and heart rate was back to normal.

How this young man called the shots and handled everything with such confidence, one would think he had been doing this for years. He is a natural at being compassionate, having sound judgement, and overall a kind and thoughtful advocate that we all need when we are ill. You have found a true gem. Thank you for all that you do Elk Grove firefighters, and a huge thank you to Tony Ott, for making the uncertain times less frightening, especially during covid when we are separated from our families. Tony Ott, you give people hope, even during the worst of times. You have showed me that HOPE is stronger than FEAR.

I can not thank you all enough. I was told I would live 2 to 4 weeks over 4 years ago, and your amazing crew is one of the reasons I am still alive today. Had it not been for all of you; I am certain, I would not be alive today. Now I am fortunate to be able to watch my children grow up. From the bottom of my heart, thank you for all that you do.

Kind Regards,

Theresa, Jeff, Lorenzo, Dominic, and Maverick [REDACTED]

Sent from my iPhone

From: Dean Nishimura <[REDACTED]>
Sent: Thursday, May 28, 2020 3:49:21 PM
To: Steve Sims <SteveSims@csdparks.com>
Subject: Re: Batey Park Pickleball Court

[CAUTION-EXTERNAL SENDER]

Good afternoon Mr Sims,

Thank you for your prompt response forwarding my request for the Pickleball lines at Batey Park. I received an email from Jason Rickard already advising he is gathering information.

I have to commend you and the Elk Grove staff for your responsiveness and willingness to look into new ideas.

Regards,

Dean Nishimura

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From: Steve Sims <SteveSims@csdparks.com>
Sent: Thursday, May 28, 2020 8:51:04 AM
To: Dean Nishimura <[REDACTED]>
Cc: Kelly Gonzalez <KellyGonzalez@csdparks.com>
Subject: Re: Batey Park Pickleball Court

Good Morning Mr. Nishimura,

Thank you for inquiring about Pickleball lines at Batey Park. I have forwarded your request to the Park Maintenance Manager assigned to the parks in your area and he will connect with you soon.

Take care,

Steve Sims, CPRP
Director of Parks and Neighborhood Services

Cosumnes CSD Parks and Recreation
8820 Elk Grove Blvd. Elk Grove CA 95624
Phone (916) 405-5300
stevesims@csdparks.com | www.yourcsd.com

From: Dean Nishimura <[REDACTED]>
Sent: Wednesday, May 27, 2020 2:20:08 PM
To: Steve Sims <SteveSims@csdparks.com>

Cc: Kelly Gonzalez <KellyGonzalez@csdparks.com>

Subject: Batey Park Pickleball Court

[CAUTION-EXTERNAL SENDER]

Hello Mr. Sims,

Would it be possible for the Parks Department to paint a Pickleball court outline on the existing 3 tennis courts at Batey Park? Pickleball is very popular right now and we are finding it difficult to find available pickleball courts here in Elk Grove. The Batey Park tennis courts are oftentimes available but lack the Pickleball court outlines.

I'm not sure if you are the correct person to address this request to so I would appreciate it if you can forward this to the right department if necessary. We would be happy to pay for the paint for the 3 pickleball courts at Batey Park if that helps. 😊

Thank you and I look forward to your reply.

Regards,

Dean Nishimura

Consumers CSD Board and Staff,
I like to thank you for the purchase
of my hog, Christina P. Bacon. Buyers
like you make the FFA Program a success.
(ChrisPBacon)
I've enjoyed my first year with the FFA
and I've also learned a lot. With the
Sale of my hog I will be able to
buy my little cousin who is fighting
leukemia a iPhone for his Birthday
Thank you

Sincerely
Pearla Garay