

TO: BOARD OF DIRECTORS  
FROM: CRAIG A. STEELE  
GENERAL COUNSEL  
REVIEWED: RAY DIENZO R.D.  
GENERAL MANAGER  
DATE: JANUARY 22, 2026



## CONSIDER ANNUAL REVIEW AND ADOPT RESOLUTION TO APPROVE REVISION OF BOARD BY-LAWS AND POLICIES

### ITEM

Consider annual review and revision of the Board By-Laws and Policies [RECOMMEND ADOPT RESOLUTION TO APPROVE REVISION TO THE BOARD BY-LAWS]

### BACKGROUND

Pursuant to Section 16 of the Board By-Laws, the By-Laws and Policies are required to be reviewed annually. The review is to be provided by District Counsel and ratified by Board action.

I have reviewed the Board Bylaws and Policies and, following consultation with staff, recommend that your Board adopt one amendment this year. We recommend that the Board change Section 2.1 to reflect the changes to the meeting frequency. This amendment would match the approved ordinance, which changed the meeting frequency to one meeting per month and takes effect on February 27, 2026. Staff has attached a proposed schedule for the Regular Board meeting schedule for calendar year 2026

Otherwise, the Bylaws and Policies remain current and consistent with applicable law.

### FISCAL IMPACT

Funds for staff time to support the Board's direction to review and revise By Laws are included in the FY 2025-26 Budget.

### STRATEGIC PLAN

Goal 6 – GOVERNANCE AND ADMINISTRATION – Conduct District activities in an efficient, equitable and cost-effective manner.

6.1– Board carry out an annual self-evaluation seeking to provide better policy guidance, by-laws, and increase efficiency and effectiveness

### RECOMMENDATION

Staff recommends that your Honorable Board adopt the attached resolution to approve the revision to the Board By-Laws.

### ATTACHMENT

- A. Resolution 2023-1654 Board By-laws
- B. Resolution No. 2026-XXXX
- C. Board and Holiday Schedule for Calendar Year 2026

**JANUARY 28, 2026**

**ITEM E-1**

**ATTACHMENT A**

**NIPOMO COMMUNITY SERVICES DISTRICT  
RESOLUTION NO. 2026-XXXX**

**A RESOLUTION OF THE BOARD OF DIRECTORS OF THE  
NIPOMO COMMUNITY SERVICES DISTRICT  
ADOPTING AMENDED BOARD BY-LAWS**

**WHEREAS**, the Board of Directors of Nipomo Community Services District (District) is committed to providing excellence in legislative leadership; and

**WHEREAS**, Section 16 of the Board By-Laws and Policies provides for the annual review of the Board By-Laws and Policies by District Legal Counsel; and

**WHEREAS**, Government Code §61045 requires the Board of Directors to adopt Rules or By-laws governing its proceedings; and

**WHEREAS**, as required by the existing Bylaws, District Legal Counsel has reviewed the District's previously adopted Board By-Laws and Policies and, together with staff, recommended that the Board adopt certain revisions; and

**WHEREAS**, the Board has considered the proposed amendments and provided an opportunity for public comment regarding the proposed revisions to the Board By-Laws.

**NOW, THEREFORE, BE IT RESOLVED, DETERMINED AND ORDERED** by the Board of Directors of the Nipomo Community Services District, as follows:

1. The amendments to the Nipomo Community Services District Board By-Laws and Policies attached hereto as Exhibit "A" are hereby approved and adopted.

Upon motion of Director \_\_\_\_\_, seconded by Director \_\_\_\_\_, on the following roll call vote, to wit:

**AYES:**  
**NOES:**  
**ABSENT:**  
**CONFLICTS:**

the foregoing resolution is hereby passed and adopted this 28<sup>th</sup> day of January, 2026.

\_\_\_\_\_  
PHIL HENRY  
Board President  
Nipomo Community Services District

APPROVED:

ATTEST:

\_\_\_\_\_  
RAY DIENZO  
General Manager and Secretary to the Board

\_\_\_\_\_  
CRAIG A. STEELE  
District Legal Counsel

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EXHIBIT "A"

1. OFFICERS OF THE BOARD OF DIRECTORS

- 1.1 The officers of the Board of Directors are President and Vice President.
- 1.2 The President of the Board of Directors shall serve as chairperson at all Board meetings. He/She shall have the same rights as the other Directors of the Board in voting, introducing motions, resolutions and ordinances, and any discussion of questions that follow said actions.
- 1.3 In the absence of the President, the Vice President of the Board of Directors shall serve as chairperson over all meetings of the Board. If the President and Vice President of the Board are both absent, the remaining Directors present shall select one of themselves to act as chairperson of the meeting.
- 1.4 The President and Vice President of the Board shall be elected annually at the last meeting of each calendar year.
- 1.5 The term of office for the President and Vice President of the Board shall commence on January 1 of the year immediately following their election.

2. MEETINGS

- 2.1 Subject to holiday and scheduling conflicts, regular meetings of the Board of Directors shall commence at 9:00 a.m. on the ~~second and fourth~~ Wednesday of each calendar month in the Board Room at the District Office located at 148 South Wilson, Nipomo, CA. The General Manager may occasionally continue a regular meeting to a subsequent Wednesday of a month, or cancel a regular meeting in a given month for lack of business or lack of quorum, with the consent of the Board President and notice to the Board members and public. The Board of Directors reserves the right to cancel and/or designate other dates, places, and times for Director Meetings due to scheduling conflicts and holidays.
- 2.2 Special Meetings.  
  
Special meetings may be called by the President or three (3) Directors with a minimum of twenty-four (24) hours public notice. Special meeting agenda shall be prepared and distributed pursuant to the procedures of the Brown Act by the General Manager or the Assistant General Manager in consultation with the President or, in his or her absence, the Vice President or those Directors calling the meeting.
- 2.3 Directors shall attend all regular and special meetings of the Board unless there is good cause for absence.
- 2.4 No action or discussion may be taken on an item not on the posted agenda; provided, however, matters deemed to be emergencies or of an

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urgent nature may be added to the agenda under the procedures of the Brown Act. Pursuant to the Brown Act:

- (a) Directors may briefly respond to statements or questions from the public;
  - (b) Directors may, on their own initiative or in response to public questions, ask questions for clarification, provide references to staff or other resources for factual information, or request staff to report back at a subsequent meeting;
  - (c) The Board may take action to direct the General Manager to place a matter on a future agenda;
  - (d) Directors may make brief announcements or make a brief report on his/her own activities under the Director Comment portion of the Agenda.
- 2.5 The President, or in his/her absence the Vice President, shall be the presiding officer at District Board meetings. He/She shall conduct all meetings in a manner consistent with the policies of the District. He/She shall determine the order in which agenda items shall be considered for discussion and/or actions taken by the Board. He/She shall vote on all questions, and on roll call votes his/her name shall be called last.
- 2.6 Three (3) Directors of the Board shall constitute a quorum for the transaction of District business. When a quorum is lacking for a regular, adjourned, or special meeting, the President, Vice President, or any Director shall adjourn such meeting; or, if no Director is present, the District Secretary shall adjourn the meeting.
- 2.7 Except as otherwise specifically provided by law, a majority vote of the total membership of the Board of Directors is required for the Board of Directors to take action.
- 2.8 A roll call vote shall be taken upon the passage of all ordinances and resolutions, and shall be entered in the minutes of the Board, showing those Directors voting aye, those voting no, those temporarily absent because of a conflict of interest, and absent. A roll call vote shall be taken and recorded on any motion not passed unanimously by the Board. Silence shall be recorded as an affirmative vote.
- 2.10 Any person attending a meeting of the Board of Directors may record the proceedings with an audio or video recorder or a still or motion picture camera in the absence of a reasonable finding that the recording cannot continue without disruptive noise, illumination, or obstruction of view that constitutes or would constitute a disruption of the proceedings.

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- 2.11 All recording devices, including but not limited to , audio or video recorders, still and/or motion picture cameras shall remain stationary and shall be located and operated in plain public view and from behind the public speaker's podium. The President retains the discretion to alter these guidelines, including the authority to require that all audio or video recorders, still and/or motion picture cameras be located in the back of the room.

3. AGENDAS

- 3.1. The General Manager, in cooperation with the Board President, shall prepare the agenda for each regular and special meeting of the Board of Directors. Any Director may call the General Manager and request an item to be placed on the regular meeting agenda no later than 4:30 p.m. twelve calendar days prior to the meeting date. Such a request must be also submitted in writing either at the time of communication with the General Manager or delivered to the office within the next working day.
- 3.2 The following applies to reconsideration of prior Board actions.
- (a) After the passage of 9 months from the effective date of the motion, resolution, or ordinance, the matter may be placed on the agenda pursuant to Section 3.1, above, or other provisions of the Brown Act.
  - (b) Prior to the passage of 9 months, any member of the Board of Directors or the General Manager may request the Board of Directors, by motion, to agree to reconsider a prior Board action at a subsequent meeting of the Board.
  - (c) The President of the Board of Directors, upon a determination that there is a need to take immediate action, may place an item on the agenda for reconsideration.
- 3.3 Comments on agendized items should be held until the appropriate item is called.
- 3.4 Those items on the District Agenda which are considered to be of a routine and non-controversial nature are placed on the "Consent Agenda". These items shall be approved, adopted, and accepted, etc. by one motion of the Board of Directors; for example, approval of Minutes, approval of Warrants, various Resolutions accepting developer improvements, minor budgetary items, status reports, and routine District operations.
- (a) Directors may request that any item listed under "Consent Agenda" be removed from the "Consent Agenda", and the Board will then take action separately on that item. Members of the public will be given an opportunity to comment on the "Consent Agenda"; however, only a member of the Board of Directors can remove an item from the "Consent Agenda". Items which are removed ("pulled") by Directors of the Board

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for discussion will typically be heard after other "Consent Agenda" items are approved unless the President chooses an earlier or later time.

- (b) A Director may ask questions on any item on the "Consent Agenda". When a Director has a minor question for clarification concerning a consent item which will not involve extended discussion, the item may be discussed for clarification and the questions will be addressed along with the rest of the "Consent Agenda". Directors are encouraged to seek clarifications prior to the meeting if possible.
- (c) When a Director wishes to consider/"pull" an item simply to register a dissenting vote, an abstention or conflict of interest, the Director shall inform the presiding officer that he/she wishes to register a dissenting vote, an abstention or conflict of interest, on a particular item without discussion. The item will be handled along with the rest of the Consent Agenda, and the District Secretary shall register a "no" vote, an abstention or conflict of interest, in the minutes on the item identified by the Director.

4. PREPARATION OF MINUTES AND MAINTENANCE OF RECORDINGS

- 4.1 The minutes of the Board shall be kept by the District Secretary and shall be neatly produced and kept in a file for that purpose, with a record of each particular type of business transacted set off in paragraphs with proper subheads.
- 4.2 The minutes of the Board of Directors shall record the aye and no votes taken by the members of the Board of Directors for the passage or denial of all ordinances, resolutions, or motions.
- 4.3 The District Secretary shall be required to make a record only of such business as was actually considered by a vote of the Board and, except as provided in Sections 4.4 and 4.6 below, shall not be required to record any remarks of Directors or any other person.
- 4.4 The District Secretary shall attempt to record the names and general place of residence of persons addressing the Board during general public comment.
- 4.5 Any Director may request for inclusion into the minutes brief comments pertinent to an agenda item, only at the meeting in which the item is

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discussed. In addition, the minutes shall include the names of speakers who provided public comment on each agenda item and a summary of the Directors' reports. Materials submitted with such comments shall be appended to the minutes at the request of the General Manager, District Counsel, the Board President, or any Director.

- 4.6 Whenever the Board acts in a quasi-judicial proceeding such as in assessment matters, the District Secretary shall compile a summary of the testimony of the witnesses.
- 4.7 Any recording of a District meeting made for whatever purpose at the direction of the District shall be subject to inspection pursuant to the California Public Records Act. Consistent with Government Code Section 54953.5(b), the District will maintain the recordings for a 30-day period after the recording. During the 30-day period, the District will provide, without charge, the necessary equipment for inspection of said recordings at the District Office during regular business hours. In addition to the 30-day requirement, the District will maintain the recordings- in accordance with its current Records Retention Policy

5. DIRECTORS

- 5.1 Directors shall prepare themselves to discuss agenda items at meetings of the Board of Directors. Directors are encouraged to seek clarification prior to the meeting, if possible.
- 5.2 Members of the Board of Directors shall exercise their independent judgment on behalf of the interest of the residents, property owners and the public of the entire District.
- 5.3 Information may be requested from staff before meetings, within such limitations as required by the Brown Act. Information that is requested shall be distributed through the General Manager, and all Directors will receive a copy of all information being distributed.
- 5.4 Directors shall at all times conduct themselves with courtesy to each other, to staff and to members of the audience present at Board meetings.
- 5.5 Differing viewpoints are healthy in the decision-making process. Individuals have the right to disagree with ideas and opinions, but without being disrespectful to others.
- 5.6 Pursuant to §54952.2 of the Brown Act:
- (a) Except during an open and public meeting, a majority of the Board of Directors shall not use a series of communications of any kind,

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directly or through intermediaries, to discuss, deliberate, or take action on any item of business that is within the subject matter of the District.

- (b) Subsection (a) above shall not be construed as preventing District management staff from engaging in separate conversations or communications with members of the District Board of Directors in order to answer questions or provide information regarding a matter that is within the subject matter jurisdiction of the District, provided that District Staff does not communicate to members of the Board of Directors the comments or positions of any other member or members of the Board of Directors.

- 5.7 Directors shall not be prohibited by action of the Board of Directors from citing his or her District affiliation or title in any endorsement or publication, so long as no misrepresentation is made, or implied, about the District's position on an issue.

6. AUTHORITY OF DIRECTORS

- 6.1 The Board of Directors is the unit of authority within the District. Apart from his/her normal function as a part of this unit, a Director has no individual authority. As individuals, Directors may not commit the District to any policy, act, or expenditure.
- 6.2 Directors do not represent any fractional segment of the District but are, rather, a part of the body which represents and acts for the District as a whole.
- 6.3 The primary responsibility of the Board of Directors is the formulation and evaluation of policy. Routine matters concerning the operational aspects of the District are to be delegated to professional staff members of the District.

7. AUTHORITY OF THE GENERAL MANAGER

Pursuant to Government Code §61051, the General Manager shall be responsible for the following:

- 7.1. The implementation of the policies established by the Board of Directors for the operation of the District;
- 7.2 The appointment, supervision, discipline, and dismissal of the District's employees, consistent with the employee relations system established by the Board of Directors;
- 7.3 The supervision of the District's facilities and services;
- 7.4 The supervision of the District's finances.

8. DIRECTOR GUIDELINES

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- 8.1 Directors, by making a request to the General Manager or Assistant General Manager, shall have access to information relative to the operation of the District, including but not limited to statistical information, information serving as the basis for certain actions of Staff, justification for Staff recommendations, etc. If the General Manager or the Assistant General Manager cannot timely provide the requested information by reason of information deficiency, or major interruption in work schedules, workloads, and priorities, then the General Manager or Assistant General Manager shall inform the individual Director why the information is not or cannot be made available.
  - 8.2 In handling complaints from residents or property owners within the District, or other members of the public, Directors are encouraged to listen carefully to the concerns, but the complaint should be referred to the General Manager for processing and the District's response, if any.
  - 8.3 Directors, when seeking clarification of policy-related concerns, especially those involving personnel, legal action, land acquisition and development, finances, and programming, should refer said concerns directly to the General Manager.
  - 8.4 When approached by District personnel concerning a specific District policy, Directors should direct inquiries to the General Manager or Assistant General Manager. The chain of command should be followed. If a Director concludes that a personnel issue is not being adequately addressed in this manner, he/she should refer it to the Board's standing Administration Committee for further consideration, in accordance with District Personnel Policy.
  - 8.5 Directors and General Manager should develop a working relationship so that current issues, concerns, and District projects can be discussed comfortably and openly.
  - 8.6 When responding to constituent requests and concerns, Directors should respond to individuals in a positive manner and route their questions to the General Manager, or in his/her absence, to the Assistant General Manager.
  - 8.7 Directors are responsible for monitoring the District's progress in attaining its goals and objectives, while pursuing its mission.
9. DIRECTOR COMPENSATION
- 9.1 Each Director is authorized to receive one hundred dollars (\$100.00) as compensation for each regular adjourned or special meeting of the Board of Directors attended by him/her.

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- 9.2 Each Director appointed to a committee is authorized to receive one hundred dollars (\$100) as compensation for each public meeting of a standing committee attended by him/her.
- 9.3 Each Director appointed to an ad hoc committee is authorized to receive seventy-five dollars (\$75.00) as compensation for each ad hoc committee meeting attended by him/her.
- 9.4 In no event shall Director compensation exceed \$100 per day.
- 9.5 Director compensation shall not exceed six full days in any one calendar month.

**10. DIRECTOR REIMBURSEMENT**

10.1 Subject to the following rules and budgetary limitations, each Director is entitled to reimbursement for their actual and necessary expenses (including the cost of programs and seminars), for his/her attendance at programs, conferences, and seminars that are related to District functions and/or Director development.

- (a) It is the policy of the District to exercise prudence with respect to hotel/motel accommodations. It is also the policy of the District for Directors and staff to stay at the main hotel/motel location of a conference, seminar, or class to gain maximum participation and advantage of interaction with others whenever possible.

If lodging is in connection with a conference or organized education activity, lodging costs shall not exceed the maximum group rate published by the conference or activity sponsor, provided that lodging at the group rate is available to the member of the Board of Directors at the time of booking. If the group rate is not available, the Director shall use lodging that is comparable with the group rate. Personal phone calls, room service, and other discretionary expenditures are not reimbursable.

- (b) Members of the Board of Directors shall use government and group rates offered by a provider of transportation for travel when available. Directors, using his/her private vehicle on District business, shall be compensated at the prevailing IRS per diem mileage rate.

- (c) Any Director traveling on District business shall receive in addition to transportation and lodging expenses, a per diem allowance to cover ordinary expenses such as meals, refreshments, and tips. The amount set for per diem shall be

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considered fair reimbursement. Per diem will be paid at the current allowable IRS rates based on the county of travel.

- (d) All travel and other expenses for District business, conferences, or seminars outside of the State of California shall require separate Board authorization, with specific accountability as to how the District shall benefit by such expenditure.

10.2 All expenses that do not fall within the reimbursement policy set forth in 10.1, above, shall be approved by the Board of Directors, at a public meeting, before the expense is incurred.

10.3 Board members shall submit an expense report on the District form within thirty (30) calendar days after incurring the expense. The expense report shall be accompanied by receipts documenting each expense. Expense reports for mileage, as referenced in Section 10.1(b), shall be submitted no later than the end of each quarter (March, June, September, and December).

10.4 Members of the Board of Directors shall provide brief reports on the program, conferences, and seminars attended at the expense of the District at the next regular meeting of the Board of Directors.

11. TRAINING

11.1 Ethics Training

- (a) Pursuant to sections 53234 et seq. of the Government Code, all Directors and designated District personnel shall receive at least 2 hours of ethics training every two years.

- (b) Each newly elected Board Member and designated District personnel shall receive ethics training no later than one year from the first day of service with the District and thereafter shall receive ethics training at least once every two years.

11.2 Harassment Prevention Training

Board members, the General Manager, and supervisors that are designated in the Districts conflict of interest code, shall receive harassment prevention training in accordance with the law.

12. COMMITTEES

12.1 Ad Hoc Committees

The Board President shall appoint such ad hoc committees as may be deemed necessary or advisable by himself/herself and/or the Board. The duties of the ad hoc committees shall be outlined at the time of appointment,

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and the committee shall be considered dissolved when its final report has been made.

12.2 Standing Committees

- (a) The Board may create standing committees at its discretion. The Board President shall propose and the Board of Directors shall approve standing committee membership.
- (b) Standing committees shall be advisory committees to the Board of Directors and shall not commit the District to any policy, act or expenditure. Each standing committee may consider District-related issues, on a continuing basis, assigned to it by the Board of Directors. Members of the standing committees shall be appointed by the Board of Directors.
- (c) All standing committee meetings shall be conducted as public meetings in accordance with the Brown Act and Sections 2, 3 and 4 of these By-Laws. Summary notes for each meeting of each committee shall be forwarded to the NCSB Board of Directors as a public record.

13. CORRESPONDENCE DISTRIBUTION POLICY

Time permitting, the following letters and other documents shall be accumulated and delivered to the Board of Directors by Monday of each week and/or with agenda packet.

- 13.1 All letters approved by the Board of Directors and/or signed by the President on behalf of the District, and
- 13.2 All letters and other documents received by the District that are of District-wide concern, as determined by District staff.

14. CONFLICTS AND RELATED POLICY

State laws and a local conflict of interest policy are in place to prohibit Directors and designated employees of the District from making, participating in making, or using their official positions to influence a governmental decision that may have a material financial effect (positive or negative) on that individual's financial interests.. The purpose of such laws and regulations is to insure that all actions are taken in the public interest, and to eliminate not only actual impropriety in the District's decision-making process, but also any appearance of impropriety. Laws which regulate conflicts of interest are very complicated, and the consequences of a violation are significant. The following provides a very brief summary of various conflict related laws. Directors and District employees are encouraged to consult with District Legal Counsel and/or the FPPC at 1-800-ASK-FPPC (1-800-275-3772), prior to the day of the meeting, if they have questions about a particular agenda item in which they may have a conflict of interest.

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**14.1 Conflict of Interest**

Each Director is encouraged to review the District Conflict Code on an annual basis, and take advantage of training opportunities to learn or refresh their knowledge of conflict of interest rules. Directors should consult District legal counsel for advice on conflict of interest issues at the earliest possible time and before participating in governmental decisions in which they may have a conflict of interest. The general rule is that an official may not make, participate in making, or use their official position to influence a governmental decision if it is: reasonably foreseeable that the decision will have a material financial effect on the official or a member of his or her immediate family or on an economic interest of the official or his or her immediate family, and the effect is distinguishable from the effect on the public generally. Further, Directors are required to abstain from Board proceedings in which a campaign contributor of more than \$250 in the previous 12 months is a party or participant; and Directors are prohibited from soliciting or accepting campaign contributions from involved parties or participants during and for 12 months following a local agency decision on contracts, licenses, permits and use entitlements from the District.

14.1.1 FPPC regulations related to interests in real property provide that, if the real property in which the Director has an interest is located 500 feet or less from the boundaries of the property affected by a decision, the impact of the decision on that interest is deemed to be material, and the official has a conflict of interest, unless there is "clear and convincing evidence" that the decision will not have any measurable impact on the official's property. For decisions that affect real property that is located between 500 feet and 1,000 feet of the official's real property interest, the decision is presumed to be material, and the official has a conflict of interest, if the decision would change the parcel's market value, development potential, income potential, highest and best use, or character by substantially altering traffic levels, intensity of use, parking, view, privacy, noise levels or air quality. For decisions that involve real property that is located more than 1000 feet from the official's real property, the regulations assume that the effect of a decision on an official's real property interest is **not** material, and thus not a conflict of interest, unless there is clear and convincing evidence to the contrary.

14.1.2 FPPC Regulations also govern conflicts of interest and establish materiality standards for decisions that would affect officials' sources of income or gifts, investments, business positions, and the other financial interests that each official is required to report on his or her Form 700 disclosure form each year. For advice on these issues, Directors should consult with District Counsel or the FPPC as advised above.

14.1.3 The conflict of interest laws require that any official who has a conflict of interest in any decision of the District must announce the existence and

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nature of the conflict and abstain from making, participating in making or using his or her official position to influence the making of the governmental decision. Abstention also requires the official to leave the room while the issue is being deliberated or voting on, unless the decision is on the Board's consent calendar, in which case the official may remain in the room, note the conflict and abstention on the record and, not participate in any vote or discussion,

14.1.4 Disqualified officials may, in limited circumstances, participate as a member of the public in a proceeding in furtherance of their own personal property interests.

**14.2 Interest in Contracts, Government Code Section 1090**

The prohibitions of Government Code Section 1090 provide that the Board of Directors may not contract with any business in which any Director has a financial interest.

**14.3 Incompatible Office, Government Code Section 1099**

The basic rule is that public policy requires that when the duties of two offices are repugnant or overlap so that their exercise may require contradictory or inconsistent action, to the detriment to the other public interest, their discharge by one person is incompatible with that interest. When a Director is sworn in for such a second, incompatible, office, he/she simultaneously forfeits the first office.

**15. CONTINUING EDUCATION**

Directors are encouraged to attend educational conferences and professional meetings when the purposes of such activities are to improve District operation. Subject to budgetary constraints, there is no limit to the number of Directors attending a particular conference or seminar when it is apparent that their attendance is beneficial to the District.

**16. BOARD BY-LAWS REVIEW POLICY**

Subject to 3.1 the Board By-Laws and Policies shall be reviewed annually at the first regular meeting in February. The review shall be provided by District Counsel and ratified by Board action.

**17. RESTRICTIONS ON BY-LAWS**

The rules contained herein shall govern the Board in all cases to which they are applicable, and in which they are not inconsistent with State or Federal Laws.

**JANUARY 28, 2026**

**ITEM E-1**

**ATTACHMENT B**

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**WHEREAS**, Government Code §61045 requires the Board of Directors to adopt Rules or By-laws governing its proceedings; and

**WHEREAS**, as required by the existing Bylaws, District Legal Counsel has reviewed the District's previously adopted Board By-Laws and Policies and, together with staff, recommended that the Board adopt certain revisions; and

**WHEREAS**, the Board has considered the proposed amendments and provided an opportunity for public comment regarding the proposed revisions to the Board By-Laws.

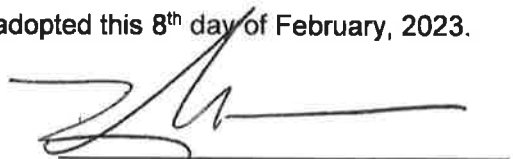
**NOW, THEREFORE, BE IT RESOLVED, DETERMINED AND ORDERED** by the Board of Directors of the Nipomo Community Services District, as follows:

1. The amendments to the Nipomo Community Services District Board By-Laws and Policies attached hereto as Exhibit "A" are hereby approved and adopted.

Upon motion of Director Eby, seconded by Director Woodson, on the following roll call vote, to wit:

**AYES:** *Directors Eby, Woodson, Hansen, Gaddis and Malvarose*  
**NOES:** *NONE*  
**ABSENT:** *NONE*  
**CONFLICTS:** *NONE*

the foregoing resolution is hereby passed and adopted this 8<sup>th</sup> day of February, 2023.

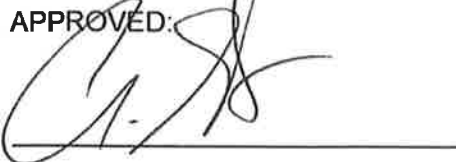


Richard Malvarose  
Board President  
Nipomo Community Services District

ATTEST:

  
MARIO IGLESIAS

General Manager and Secretary to the Board

APPROVED: 

CRAIG A. STEELE  
District Legal Counsel

**NIPOMO COMMUNITY SERVICES DISTRICT  
RESOLUTION NO. 2023-1654**

**A RESOLUTION OF THE BOARD OF DIRECTORS OF THE  
NIPOMO COMMUNITY SERVICES DISTRICT  
ADOPTING AMENDED BOARD BY-LAWS**

**EXHIBIT "A"**

**1. OFFICERS OF THE BOARD OF DIRECTORS**

- 1.1 The officers of the Board of Directors are President and Vice President.
- 1.2 The President of the Board of Directors shall serve as chairperson at all Board meetings. He/She shall have the same rights as the other Directors of the Board in voting, introducing motions, resolutions and ordinances, and any discussion of questions that follow said actions.
- 1.3 In the absence of the President, the Vice President of the Board of Directors shall serve as chairperson over all meetings of the Board. If the President and Vice President of the Board are both absent, the remaining Directors present shall select one of themselves to act as chairperson of the meeting.
- 1.4 The President and Vice President of the Board shall be elected annually at the last meeting of each calendar year.
- 1.5 The term of office for the President and Vice President of the Board shall commence on January 1 of the year immediately following their election.

**2. MEETINGS**

- 2.1 Subject to holiday and scheduling conflicts, regular meetings of the Board of Directors shall commence at 9:00 a.m. on the second and fourth Wednesday of each calendar month in the Board Room at the District Office located at 148 South Wilson, Nipomo, CA. The Board of Directors reserves the right to cancel and/or designate other dates, places, and times for Director Meetings due to scheduling conflicts and holidays.
- 2.2 Special Meetings.  
  
Special meetings may be called by the President or three (3) Directors with a minimum of twenty-four (24) hours public notice. Special meeting agenda shall be prepared and distributed pursuant to the procedures of the Brown Act by the General Manager or the Assistant General Manager in consultation with the President or, in his or her absence, the Vice President or those Directors calling the meeting.
- 2.3 Directors shall attend all regular and special meetings of the Board unless there is good cause for absence.
- 2.4 No action or discussion may be taken on an item not on the posted agenda; provided, however, matters deemed to be emergencies or of an urgent nature may be added to the agenda under the procedures of the Brown Act. Pursuant to the Brown Act:
  - (a) Directors may briefly respond to statements or questions from the public;

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- (b) Directors may, on their own initiative or in response to public questions, ask questions for clarification, provide references to staff or other resources for factual information, or request staff to report back at a subsequent meeting;
  - (c) The Board may take action to direct the General Manager to place a matter on a future agenda;
  - (d) Directors may make brief announcements or make a brief report on his/her own activities under the Director Comment portion of the Agenda.
- 2.5 The President, or in his/her absence the Vice President, shall be the presiding officer at District Board meetings. He/She shall conduct all meetings in a manner consistent with the policies of the District. He/She shall determine the order in which agenda items shall be considered for discussion and/or actions taken by the Board. He/She shall vote on all questions, and on roll call votes his/her name shall be called last.
- 2.6 Three (3) Directors of the Board shall constitute a quorum for the transaction of District business. When a quorum is lacking for a regular, adjourned, or special meeting, the President, Vice President, or any Director shall adjourn such meeting; or, if no Director is present, the District Secretary shall adjourn the meeting.
- 2.7 Except as otherwise specifically provided by law, a majority vote of the total membership of the Board of Directors is required for the Board of Directors to take action.
- 2.8 A roll call vote shall be taken upon the passage of all ordinances and resolutions, and shall be entered in the minutes of the Board, showing those Directors voting aye, those voting no, those temporarily absent because of a conflict of interest, and absent. A roll call vote shall be taken and recorded on any motion not passed unanimously by the Board. Silence shall be recorded as an affirmative vote.
- 2.10 Any person attending a meeting of the Board of Directors may record the proceedings with an audio or video recorder or a still or motion picture camera in the absence of a reasonable finding that the recording cannot continue without disruptive noise, illumination, or obstruction of view that constitutes or would constitute a disruption of the proceedings.
- 2.11 All recording devices, including but not limited to , audio or video recorders, still and/or motion picture cameras shall remain stationary and shall be located and operated in plain public view and from behind the public speaker's podium. The President retains the discretion to alter these guidelines, including the authority to require that all audio or video recorders, still and/or motion picture cameras be located in the back of the room.

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**EXHIBIT "A"**

**3. AGENDAS**

- 3.1. The General Manager, in cooperation with the Board President, shall prepare the agenda for each regular and special meeting of the Board of Directors. Any Director may call the General Manager and request an item to be placed on the regular meeting agenda no later than 4:30 p.m. twelve calendar days prior to the meeting date. Such a request must be also submitted in writing either at the time of communication with the General Manager or delivered to the office within the next working day.
- 3.2 The following applies to reconsideration of prior Board actions.
- (a) After the passage of 9 months from the effective date of the motion, resolution, or ordinance, the matter may be placed on the agenda pursuant to Section 3.1, above, or other provisions of the Brown Act.
  - (b) Prior to the passage of 9 months, any member of the Board of Directors or the General Manager may request the Board of Directors, by motion, to agree to reconsider a prior Board action at a subsequent meeting of the Board.
  - (c) The President of the Board of Directors, upon a determination that there is a need to take immediate action, may place an item on the agenda for reconsideration.
- 3.3 Comments on agendized items should be held until the appropriate item is called.
- 3.4 Those items on the District Agenda which are considered to be of a routine and non-controversial nature are placed on the "Consent Agenda". These items shall be approved, adopted, and accepted, etc. by one motion of the Board of Directors; for example, approval of Minutes, approval of Warrants, various Resolutions accepting developer improvements, minor budgetary items, status reports, and routine District operations.
- (a) Directors may request that any item listed under "Consent Agenda" be removed from the "Consent Agenda", and the Board will then take action separately on that item. Members of the public will be given an opportunity to comment on the "Consent Agenda"; however, only a member of the Board of Directors can remove an item from the "Consent Agenda". Items which are removed ("pulled") by Directors of the Board for discussion will typically be heard after other "Consent Agenda" items are approved unless the President chooses an earlier or later time.

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- (b) A Director may ask questions on any item on the "Consent Agenda". When a Director has a minor question for clarification concerning a consent item which will not involve extended discussion, the item may be discussed for clarification and the questions will be addressed along with the rest of the "Consent Agenda". Directors are encouraged to seek clarifications prior to the meeting if possible.
- (c) When a Director wishes to consider/"pull" an item simply to register a dissenting vote, an abstention or conflict of interest, the Director shall inform the presiding officer that he/she wishes to register a dissenting vote, an abstention or conflict of interest, on a particular item without discussion. The item will be handled along with the rest of the Consent Agenda, and the District Secretary shall register a "no" vote, an abstention or conflict of interest, in the minutes on the item identified by the Director.

**4. PREPARATION OF MINUTES AND MAINTENANCE OF RECORDINGS**

- 4.1 The minutes of the Board shall be kept by the District Secretary and shall be neatly produced and kept in a file for that purpose, with a record of each particular type of business transacted set off in paragraphs with proper subheads.
- 4.2 The minutes of the Board of Directors shall record the aye and no votes taken by the members of the Board of Directors for the passage or denial of all ordinances, resolutions, or motions.
- 4.3 The District Secretary shall be required to make a record only of such business as was actually considered by a vote of the Board and, except as provided in Sections 4.4 and 4.6 below, shall not be required to record any remarks of Directors or any other person.
- 4.4 The District Secretary shall attempt to record the names and general place of residence of persons addressing the Board during general public comment.
- 4.5 Any Director may request for inclusion into the minutes brief comments pertinent to an agenda item, only at the meeting in which the item is discussed. In addition, the minutes shall include the names of speakers who provided public comment on each agenda item and a summary of the Directors' reports. Materials submitted with such comments shall be

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appended to the minutes at the request of the General Manager, District Counsel, the Board President, or any Director.

- 4.6 Whenever the Board acts in a quasi-judicial proceeding such as in assessment matters, the District Secretary shall compile a summary of the testimony of the witnesses.
- 4.7 Any recording of a District meeting made for whatever purpose at the direction of the District shall be subject to inspection pursuant to the California Public Records Act. Consistent with Government Code Section 54953.5(b), the District will maintain the recordings for a 30-day period after the recording. During the 30-day period, the District will provide, without charge, the necessary equipment for inspection of said recordings at the District Office during regular business hours. In addition to the 30-day requirement, the District will maintain the recordings- in accordance with its current Records Retention Policy

**5. DIRECTORS**

- 5.1 Directors shall prepare themselves to discuss agenda items at meetings of the Board of Directors. Directors are encouraged to seek clarification prior to the meeting, if possible.
- 5.2 Members of the Board of Directors shall exercise their independent judgment on behalf of the interest of the residents, property owners and the public of the entire District.
- 5.3 Information may be requested from staff before meetings, within such limitations as required by the Brown Act. Information that is requested shall be distributed through the General Manager, and all Directors will receive a copy of all information being distributed.
- 5.4 Directors shall at all times conduct themselves with courtesy to each other, to staff and to members of the audience present at Board meetings.
- 5.5 Differing viewpoints are healthy in the decision-making process. Individuals have the right to disagree with ideas and opinions, but without being disrespectful to others.
- 5.6 Pursuant to §54952.2 of the Brown Act:
  - (a) Except during an open and public meeting, a majority of the Board of Directors shall not use a series of communications of any kind, directly or through intermediaries, to discuss, deliberate, or take action on any item of business that is within the subject matter of the District.

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(b) Subsection (a) above shall not be construed as preventing District management staff from engaging in separate conversations or communications with members of the District Board of Directors in order to answer questions or provide information regarding a matter that is within the subject matter jurisdiction of the District, provided that District Staff does not communicate to members of the Board of Directors the comments or positions of any other member or members of the Board of Directors.

5.7 Directors shall not be prohibited by action of the Board of Directors from citing his or her District affiliation or title in any endorsement or publication, so long as no misrepresentation is made, or implied, about the District's position on an issue.

**6. AUTHORITY OF DIRECTORS**

6.1 The Board of Directors is the unit of authority within the District. Apart from his/her normal function as a part of this unit, a Director has no individual authority. As individuals, Directors may not commit the District to any policy, act, or expenditure.

6.2 Directors do not represent any fractional segment of the District but are, rather, a part of the body which represents and acts for the District as a whole.

6.3 The primary responsibility of the Board of Directors is the formulation and evaluation of policy. Routine matters concerning the operational aspects of the District are to be delegated to professional staff members of the District.

**7. AUTHORITY OF THE GENERAL MANAGER**

Pursuant to Government Code §61051, the General Manager shall be responsible for the following:

7.1. The implementation of the policies established by the Board of Directors for the operation of the District;

7.2 The appointment, supervision, discipline, and dismissal of the District's employees, consistent with the employee relations system established by the Board of Directors;

7.3 The supervision of the District's facilities and services;

7.4 The supervision of the District's finances.

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**8. DIRECTOR GUIDELINES**

- 8.1 Directors, by making a request to the General Manager or Assistant General Manager, shall have access to information relative to the operation of the District, including but not limited to statistical information, information serving as the basis for certain actions of Staff, justification for Staff recommendations, etc. If the General Manager or the Assistant General Manager cannot timely provide the requested information by reason of information deficiency, or major interruption in work schedules, workloads, and priorities, then the General Manager or Assistant General Manager shall inform the individual Director why the information is not or cannot be made available.
- 8.2 In handling complaints from residents or property owners within the District, or other members of the public, Directors are encouraged to listen carefully to the concerns, but the complaint should be referred to the General Manager for processing and the District's response, if any.
- 8.3 Directors, when seeking clarification of policy-related concerns, especially those involving personnel, legal action, land acquisition and development, finances, and programming, should refer said concerns directly to the General Manager.
- 8.4 When approached by District personnel concerning a specific District policy, Directors should direct inquiries to the General Manager or Assistant General Manager. The chain of command should be followed. If a Director concludes that a personnel issue is not being adequately addressed in this manner, he/she should refer it to the Board's standing Administration Committee for further consideration, in accordance with District Personnel Policy.
- 8.5 Directors and General Manager should develop a working relationship so that current issues, concerns, and District projects can be discussed comfortably and openly.
- 8.6 When responding to constituent requests and concerns, Directors should respond to individuals in a positive manner and route their questions to the General Manager, or in his/her absence, to the Assistant General Manager.
- 8.7 Directors are responsible for monitoring the District's progress in attaining its goals and objectives, while pursuing its mission.

**9. DIRECTOR COMPENSATION**

- 9.1 Each Director is authorized to receive one hundred dollars (\$100.00) as compensation for each regular adjourned or special meeting of the Board of Directors attended by him/her.

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- 9.2 Each Director appointed to a standing committee (12.2) is authorized to receive one hundred dollars (\$100) as compensation for each public meeting of a standing committee attended by him/her.
- 9.3 Each Director appointed to an ad hoc committee (12.1) is authorized to receive seventy-five dollars (\$75.00) as compensation for each ad hoc committee meeting attended by him/her.
- 9.4 In no event shall Director compensation exceed \$100 per day.
- 9.5 Director compensation shall not exceed six full days in any one calendar month.

**10. DIRECTOR REIMBURSEMENT**

- 10.1 Subject to the following rules and budgetary limitations, each Director is entitled to reimbursement for their actual and necessary expenses (including the cost of programs and seminars), for his/her attendance at programs, conferences, and seminars that are related to District functions and/or Director development.

- (a) It is the policy of the District to exercise prudence with respect to hotel/motel accommodations. It is also the policy of the District for Directors and staff to stay at the main hotel/motel location of a conference, seminar, or class to gain maximum participation and advantage of interaction with others whenever possible.

If lodging is in connection with a conference or organized education activity, lodging costs shall not exceed the maximum group rate published by the conference or activity sponsor, provided that lodging at the group rate is available to the member of the Board of Directors at the time of booking. If the group rate is not available, the Director shall use lodging that is comparable with the group rate. Personal phone calls, room service, and other discretionary expenditures are not reimbursable.

- (b) Members of the Board of Directors shall use government and group rates offered by a provider of transportation for travel when available. Directors, using his/her private vehicle on District business, shall be compensated at the prevailing IRS per diem mileage rate.
- (c) Any Director traveling on District business shall receive in addition to transportation and lodging expenses, a per diem allowance to cover ordinary expenses such as meals, refreshments, and tips. The amount set for per diem shall be

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considered fair reimbursement. Per diem will be paid at the current allowable IRS rates based on the county of travel.

- (d) All travel and other expenses for District business, conferences, or seminars outside of the State of California shall require separate Board authorization, with specific accountability as to how the District shall benefit by such expenditure.

10.2 All expenses that do not fall within the reimbursement policy set forth in 10.1, above, shall be approved by the Board of Directors, at a public meeting, before the expense is incurred.

10.3 Board members shall submit an expense report on the District form within thirty (30) calendar days after incurring the expense. The expense report shall be accompanied by receipts documenting each expense. Expense reports for mileage, as referenced in Section 10.1(b), shall be submitted no later than the end of each quarter (March, June, September, and December).

10.4 Members of the Board of Directors shall provide brief reports on the program, conferences, and seminars attended at the expense of the District at the next regular meeting of the Board of Directors.

**11. TRAINING**

**11.1 Ethics Training**

- (a) Pursuant to sections 53234 et seq. of the Government Code, all Directors and designated District personnel shall receive at least 2 hours of ethics training every two years.
- (b) Each newly elected Board Member and designated District personnel shall receive ethics training no later than one year from the first day of service with the District and thereafter shall receive ethics training at least once every two years.

**11.2 Harassment Prevention Training**

Board members, the General Manager, and supervisors that are designated in the Districts conflict of interest code, shall receive harassment prevention training in accordance with the law.

**12. COMMITTEES**

**12.1 Ad Hoc Committees**

The Board President shall appoint such ad hoc committees as may be deemed necessary or advisable by himself/herself and/or the Board. The duties of the ad hoc committees shall be outlined at the time of appointment,

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and the committee shall be considered dissolved when its final report has been made.

**12.2 Standing Committees**

- (a) The Board may create standing committees at its discretion. The Board President shall propose and the Board of Directors shall approve standing committee membership.
- (b) Standing committees shall be advisory committees to the Board of Directors and shall not commit the District to any policy, act or expenditure. Each standing committee may consider District-related issues, on a continuing basis, assigned to it by the Board of Directors. Members of the standing committees shall be appointed by the Board of Directors.
- (c) All standing committee meetings shall be conducted as public meetings in accordance with the Brown Act and Sections 2, 3 and 4 of these By-Laws. Summary notes for each meeting of each committee shall be forwarded to the NCSB Board of Directors as a public record.

**13. CORRESPONDENCE DISTRIBUTION POLICY**

Time permitting, the following letters and other documents shall be accumulated and delivered to the Board of Directors by Monday of each week and/or with agenda packet.

- 13.1 All letters approved by the Board of Directors and/or signed by the President on behalf of the District, and
- 13.2 All letters and other documents received by the District that are of District-wide concern, as determined by District staff.

**14. CONFLICTS AND RELATED POLICY**

State laws and a local conflict of interest policy are in place to prohibit Directors and designated employees of the District from making, participating in making, or using their official positions to influence a governmental decision that may have a material financial effect (positive or negative) on that individual's financial interests. The purpose of such laws and regulations is to insure that all actions are taken in the public interest, and to eliminate not only actual impropriety in the District's decision-making process, but also any appearance of impropriety. Laws which regulate conflicts of interest are very complicated, and the consequences of a violation are significant. The following provides a very brief summary of various conflict related laws. Directors and District employees are encouraged to consult with District Legal Counsel and/or the FPPC at 1-800-ASK-FPPC (1-800-275-3772), prior to the day of the meeting, if they have questions about a particular agenda item in which they may have a conflict of interest.

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**14.1 Conflict of Interest**

Each Director is encouraged to review the District Conflict Code on an annual basis, and take advantage of training opportunities to learn or refresh their knowledge of conflict of interest rules. Directors should consult District legal counsel for advice on conflict of interest issues at the earliest possible time and before participating in governmental decisions in which they may have a conflict of interest. The general rule is that an official may not make, participate in making, or use their official position to influence a governmental decision if it is: reasonably foreseeable that the decision will have a material financial effect on the official or a member of his or her immediate family or on an economic interest of the official or his or her immediate family, and the effect is distinguishable from the effect on the public generally. Further, Directors are required to abstain from Board proceedings in which a campaign contributor of more than \$250 in the previous 12 months is a party or participant; and Directors are prohibited from soliciting or accepting campaign contributions from involved parties or participants during and for 12 months following a local agency decision on contracts, licenses, permits and use entitlements from the District.

14.1.1 FPPC regulations related to interests in real property provide that, if the real property in which the Director has an interest is located 500 feet or less from the boundaries of the property affected by a decision, the impact of the decision on that interest is deemed to be material, and the official has a conflict of interest, unless there is "clear and convincing evidence" that the decision will not have any measurable impact on the official's property. For decisions that affect real property that is located between 500 feet and 1,000 feet of the official's real property interest, the decision is presumed to be material, and the official has a conflict of interest, if the decision would change the parcel's market value, development potential, income potential, highest and best use, or character by substantially altering traffic levels, intensity of use, parking,, view, privacy, noise levels or air quality. For decisions that involve real property that is located more than 1000 feet from the official's real property, the regulations assume that the effect of a decision on an official's real property interest is **not** material, and thus not a conflict of interest, unless there is clear and convincing evidence to the contrary.

14.1.2 FPPC Regulations also govern conflicts of interest and establish materiality standards for decisions that would affect officials' sources of income or gifts, investments, business positions, and the other financial interests that each official is required to report on his or her Form 700 disclosure form each year. For advice on these issues, Directors should consult with District Counsel or the FPPC as advised above.

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14.1.3 The conflict of interest laws require that any official who has a conflict of interest in any decision of the District must announce the existence and nature of the conflict and abstain from making, participating in making or using his or her official position to influence the making of the governmental decision. Abstention also requires the official to leave the room while the issue is being deliberated or voting on, unless the decision is on the Board's consent calendar, in which case the official may remain in the room, note the conflict and abstention on the record and, not participate in any vote or discussion,

14.1.4 Disqualified officials may, in limited circumstances, participate as a member of the public in a proceeding in furtherance of their own personal property interests.

**14.2 Interest in Contracts, Government Code Section 1090**

The prohibitions of Government Code Section 1090 provide that the Board of Directors may not contract with any business in which any Director has a financial interest.

**14.3 Incompatible Office, Government Code Section 1099**

The basic rule is that public policy requires that when the duties of two offices are repugnant or overlap so that their exercise may require contradictory or inconsistent action, to the detriment to the other public interest, their discharge by one person is incompatible with that interest. When a Director is sworn in for such a second, incompatible, office, he/she simultaneously forfeits the first office.

**15. CONTINUING EDUCATION**

Directors are encouraged to attend educational conferences and professional meetings when the purposes of such activities are to improve District operation. Subject to budgetary constraints, there is no limit to the number of Directors attending a particular conference or seminar when it is apparent that their attendance is beneficial to the District.

**16. BOARD BY-LAWS REVIEW POLICY**

Subject to 3.1 the Board By-Laws and Policies shall be reviewed annually at the first regular meeting in February. The review shall be provided by District Counsel and ratified by Board action.

**17. RESTRICTIONS ON BY-LAWS**

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The rules contained herein shall govern the Board in all cases to which they are applicable, and in which they are not inconsistent with State or Federal Laws.

JANUARY 28, 2026

ITEM E-1

ATTACHMENT C

# 2026

## NCSD Board and Holiday Calendar

January						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

February						
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March						
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29	30	31				

April						
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May						
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24	25	26	27	28	29	30
31						

June						
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July						
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26	27	28	29	30	31	

August						
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	Board meeting
	Half-day holiday
	Holiday

TO: BOARD OF DIRECTOR

REVIEWED: RAY DIENZO *R.D.*  
GENERAL MANAGER

DATE: JANUARY 22, 2026

**AGENDA ITEM**

**E-2**

**JANUARY 28, 2026**

**APPROVE TASK ORDER WITH  
RAUCH COMMUNICATIONS CONSULTANTS INC.  
TO UPDATE NIPOMO COMMUNITY SERVICES DISTRICT  
STRATEGIC PLAN**

**ITEM**

Approve Task Order With Rauch Communications Consultants Inc. to update Nipomo Community Services District's Strategic Plan [RECOMMEND REVIEW OPTIONS AND APPROVE TASK ORDER WITH RAUCH COMMUNICATIONS CONSULTANTS, INC.]

**BACKGROUND**

The Nipomo Community Services District ("District") has valued the strategic plan process since 2006 when it first began to formalize an effort for increased community engagement. The Board first adopted a formal strategic plan in July 2009 and updated the plan in 2010, 2011, 2014, and 2018.

In October 2013, your Board approved a contract with Rauch Communications to develop an updated strategic plan ("Plan") for the District. Through their work efforts, your Board updated the Plan at the March 26, 2014 Regular Board Meeting and subsequently in April 25, 2018. Since that time, staff has been focused on addressing the Highest Priority Issues identified in the Plan and achieving the underlying Goals and Objectives that support the resolution of these issues.

As part of the Plan, a list of actions were compiled that identify staff members responsible for completing particular actions, the timing for when the action was to begin and its status as of the date of publication. As stated in the Plan, "The staff work plan is a linked series of actions developed by staff that, when accomplished, will meet the mission, vision, goals and objectives identified by the Board of Directors." Many of the action items in the staff work plan that support your Board's goals and objectives have been completed. It would be appropriate to update the Plan and tailor it to the current environment to assure staff continues to have your Board's clear direction for meeting the District's mission, vision, goals and objectives.

In the proposal, there is an option to do either one workshop or two workshops. The cost estimates for these options are \$22,920 and \$29,030, respectively. Staff recommends that the plan be sufficiently updated with the one workshop option. If approved, staff anticipates work starting in February and being completed by late spring.

**FISCAL IMPACT**

Cost for updating the District's strategic plan is included in the District's approved FY 2025-26 budget.

**STRATEGIC PLAN**

Goal 6. GOVERNANCE AND ADMINISTRATION. Conduct District activities in an efficient, equitable and cost-effective manner.

**RECOMMENDATION**

Staff recommends your Board approve the task order for Rauch Communications Consultants Inc., to conduct the 2026 Strategic Plan update.

**ATTACHMENT**

- A. Rauch Communications Consultants Inc. Proposal

JANUARY 28, 2026

ITEM E-2

ATTACHMENT A

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**DATE:** January 5, 2025

**PAGES:** 17

**TO:** Ray Dienzo, General Manager

**FROM:** Martin Rauch

**RE:** Strategic Plan Proposal

Attached is the proposal, as requested, to assist Nipomo Community Services District (NCSO) in developing a comprehensive Strategic Plan.

Using proprietary techniques that have been honed through the successful development of strategic plans over nearly 50 years, Rauch Communication Consultants (RCC) will assist the district to consider where it stands today, evaluate past achievements, address future challenges, consider new opportunities, and provide the direction that will allow it to proceed confidently into the future.

This proposed process would include the development of an updated strategic plan, including mission, vision, values, goals, and objectives. There will be a practical, doable work plan to carry it out, along with a monitoring and oversight process. The process will also help to clarify and enhance Board and Manager roles and relationships and improve their effectiveness as a team.

Here's why NCSO would be well served by Rauch Communication Consultants (RCC):

- In-Depth Strategic Planning Expertise, Decades of experience leading hundreds of strategic planning processes.
- Regional and Statewide Experience around Southern California and across the State, including with NCSO and many other CSDs.
- We Know Special Districts; virtually all our clients are special districts. We understand the finance, governance, operations, facilities, administration, and challenges districts face.
- Organizational and Governance Experts. We have worked with over 225 Special Districts over the years. We are faculty for the California Special District Leadership Academy and teach regularly at statewide conferences on planning and governance issues.
- Practical and Accountable Implementation Plans that provide useful and actionable guidance.
- Get-To-The-Point Approach. We have refined our approach to get maximum results quickly. We know you are busy, and we make every minute count.

Please contact me if you have additional questions or would like to discuss this proposal further.

Regards,



Martin Rauch, Senior Consultant

## Project Understanding

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Our initial understanding from discussions with staff is that the District is generally well run. However, even the best-run organizations face strategic issues. For NCSD, we understand that it is timely to review and consider long-term water capacity planning and how to ensure a long-term, reliable water supply while maintaining water affordability. Also, a review and clarification of board/manager roles and relationships could strengthen the effectiveness of the board and manager team. Finally, like many Districts, there are challenges meeting the cost of facility maintenance, upgrade, and replacement, maintaining staffing in a competitive environment, and identifying the District's role in environmental sustainability.

A professionally facilitated strategic planning process will be a valuable, and perhaps essential, tool to help the District proactively address these complex issues, identify practical opportunities, and chart a clear path forward. Strategic planning is also widely recognized as a best practice for effective governance and can further enhance the performance and stability of NCSD.

### **The Outcomes and Benefits Of Our Proposed Strategic Planning Process**

**A Strong Foundation for Newer Board Members and a Unifying Process for the Entire Board.** Our strategic planning workshops offer an ideal forum for both new and experienced Board members to gain a comprehensive understanding of the key issues facing the District. These sessions foster deeper engagement among Board members and senior staff, creating a shared understanding and building consensus around long-term priorities.

**Enabling the District to Act Proactively and with Clarity.** In today's fast-changing environment, strategic planning equips the District to address challenges thoughtfully and in order of priority. It offers a structured, forward-looking approach to evaluating programs, setting direction, and resolving complex issues—more effectively and comprehensively than is typically possible during regular Board meetings.

**Clarifying Roles and Empowering Effective Governance.** The strategic planning process strengthens the Board's role in setting policy direction while reinforcing staff authority to carry out that direction effectively. This clear delineation of roles enhances organizational efficiency and supports a productive Board-staff relationship.

**Professional Facilitation Enhances Participation and Perspective.** By engaging a professional facilitator, the General Manager or Board President is freed from leading the session and can participate fully alongside the rest of the team. A skilled facilitator brings an objective, outside perspective and can share relevant insights and best practices drawn from work with many other districts facing similar challenges.

# Approach to Strategic Planning

Rauch Communication Consultants proposes to use a step-by-step, proven approach to strategic planning that has been adapted to meet the needs of NCSD. It may be modified following step 1 to further customize it to meet the specific needs of the district and the situation.

## 1. COORDINATION, RESEARCH, INTERVIEWS, AND PLANNING.

**1A. Kickoff, Review Relevant Documents, Interviews, and Planning.** The purpose of the initial kickoff conference call is to clarify expectations, participants, process, documents to review, desired outcomes, and any other open issues.

Initial analysis. This stage initiates analysis that depending on the situation and may include the equivalent of a needs assessment, gap analysis, SWOT, and TOWS analysis, etc., that will be carried out explicitly or implicitly throughout the process.

Confidential Interviews (by phone or Zoom). Experience has shown that one of the best tools for gaining early insight into key issues facing an organization at the start of a strategic planning process is one-on-one confidential interviews with key individuals. The confidential interview process gives the people who have the greatest influence on the organization a chance to candidly express their interests, concerns, and perspectives. Interviews provide the following benefits:

- Introduces the facilitator to the key participants, which helps the facilitator plan how to facilitate the specific involved players most effectively.
- Provides an arena for the facilitator to gather any sensitive information that people may feel uncomfortable bringing to the table. This allows the facilitator to ensure that all key issues are dealt with.
- Helps the interviewees to start thinking about strengths, weaknesses, opportunities, threats, and their own goals and priorities.

We are proposing to interview the five Board members, the General Manager, Finance Director, Director of Engineering and Operations, Utility Manager, and Legal Counsel. These would be conducted by phone or Zoom.

## 2. WORKSHOPS TO GATHER INSIGHT REGARDING CRITICAL ISSUES AND PRIORITIES.

Following the steps above, the consultant will have a much deeper understanding of the District, Board, staff, community, and others. With the knowledge at hand, the consultant will determine if changes in the approach described here are recommended.

**2A. Board Workshop #1 (onsite, in-person).** The strategic planning workshops are the heart of the process. Our workshops are designed to engage all the participants, ensure everyone's perspective is voiced and heard, and obtain consensus on key issues rapidly and effectively. The workshop takes inputs from the interviews and research phase and uses a set of proprietary, facilitated small and larger group exercises designed to provide the equivalent of a needs analysis, SWOT, and gap analysis as well as the background understanding needed to set clear policy direction. Each workshop is custom-designed to meet the needs of the group. Below are examples of the types of topics likely to be covered:

- Expectations. Each participant will be asked to share their expectations for what results they want the process to achieve. We will check to ensure the expectations are met before the end of the process.
- Report on Progress. The General Manager will make a brief report on progress on the last strategic plan.
- Self-Assessment: Rating the District Today. To chart a path to the future, the District will need to identify where it stands today: what is working what is not working optimally, and how various aspects of the District are viewed by each participant.
- Identifying Strengths, Weaknesses, Opportunities, and Threats. Identifying the significant current and future issues that can impact the organization and the most promising opportunities to deal with those threats or make improvements.
- Identifying the Highest Priority Issues. The group discusses and identifies the most critical challenges or opportunities that the District must tackle if it is going to accomplish its mission.
- Developing Strategic Issues Areas. With the facilitator's assistance, the group will take all the information above and organize it into an initial set of strategic issue areas and priorities. These strategic issues will later be translated into goals and objectives. Workshop #1 normally runs from morning until roughly mid-afternoon or so.

**Note:** *These will be Brown Act meetings, and the public is welcome. If members of the public attend, our recommendation is to provide them an opportunity to comment or ask questions at the beginning and end, thereby reserving the core workshop for the Board and management team.*

**2C. OPTIONAL Board Workshop #2 (onsite, in-person).** *We recommend the addition of a second half-day workshop as described below. The benefit of this additional workshop is to give the board time to articulate and come to a firmer consensus on key issues. It also makes possible the refinement of more accurate direction and priorities for staff to implement.*

*If the District chooses not to add the second workshop described here, the content of this workshop can be completed by stretching the first workshop and through the consultant working offline with staff. Relying on a single workshop to accomplish all of the Board's policy-level direction does work, although it is not as optimal as utilizing a second workshop.*

Before the workshop, the consultant will take the detailed inputs from the interviews, first workshop, and any public (survey and/or public workshop) and develop an initial list of candidate goals and objectives which are reviewed and refined with staff in advance. Each workshop is custom-designed to meet the needs of the group. Below are examples of the types of topics likely to be covered:

- Review and edit, as desired, the board-level policy direction in their Goals and Objectives. This is the core policy-level direction that will be acted upon by staff and is a critical step in the strategic planning process.
- Prepare a brief description that captures the core strategy embedded in the Plan, the highest priority, and any new areas of strategic focus. Being immersed in many hours of discussion and pages of details gives the participants the opportunity to sharpen and

deepen their shared understanding of the Plan in a summarized way that can be remembered without reference to notes and held in one's mind.

- Vision Development. While there is no need to update the mission, vision, and values given how recently they were last updated, the group may undertake a visioning exercise because it is helpful in identifying and developing consensus on priorities.

### 3. IMPLEMENTATION PLANNING AND 'REALITY CHECK'

**3A. Develop a Three- to Five-Year Implementation Plan (Tactics), Budget, and Staffing.** In order to properly evaluate the feasibility of the plan and later implement it, it is necessary to develop an implementation plan. In other words, what initiatives or work must be implemented to achieve the goals, objectives, and priorities and the expected outcomes? Any performance measures are included here. The level of detail varies by organization, but there should be enough to make it possible to reality check the plan and determine if the plan is doable in terms of monetary resources (budget), staff time and expertise, as well as sequencing. The detail also helps provide accountability. If any of the Board's goals, objectives, or priorities are not doable with current resources, it can then be brought to their attention so the board can consider adjustments to the plan or acquire additional resources (resource development).

This is primarily a staff-driven process. It should include the engagement of the management team or key senior staff.

### 4. DEVELOP A MONITORING AND OVERSIGHT PLAN, PREPARE A PLAN FOR PRESENTATION TO THE BOARD, MAKE ANY FINAL EDITS AND FINALIZE

The final plan will be clear, practical, usable, and organized in a way that it can be readily understood, reported on, and monitored.

**4A. Reporting, Monitoring, and Oversight Plan.** The consultant will work with staff to document a process for reporting on the Plan, communicating to the public, and for performance measurement, board oversight, and monitoring of progress. This would include when and how the Plan will be updated and rolled forward so that there is always a multi-year guide to the future.

**4B. Present to Board, Finalize and Approve (Remote, online).** The consultant will present the final plan to the Board and public via a online workshop. If there are any final comments, changes, or questions, the consultant will make final refinements, proof the document, and produce a final, approved copy. If the District would like the presentation to be in person, travel time will be added.

### DELIVERABLES

The final Strategic Plan would include the current mission, vision, values if available, and develop new goals, and objectives with outcomes and measures for a few key objectives. In addition, the plan would summarize the current and expected challenges and opportunities facing the District identified in the process. There would be a practical and usable implementation plan (tactics), including timing and someone named responsible for each strategic initiative, as well as a plan for monitoring and oversight by the Staff and the Board. The entire document would be written clearly, include professional graphic design, flow in a logical order, and integrate the findings, goals, and objectives in a seamless, easy-to-follow manner, and be made fully accessible by an accessibility specialist..

**TIMING**

The project is planned to start in February or March and be complete in spring, 2026 in time to incorporate new direction from the plan into the budget process.

## Selected Examples of Experience

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### **Experience With Facilitation and Strategic Planning**

**Association of California Water Agencies, Strategic Plan.** ACWA is the oldest and largest statewide organization of water agencies in California, with a membership consisting of public agencies along with numerous engineering, legal, and financial organizations. Rauch Communication Consultants planned and conducted its Vision 2000 strategic planning process, which resulted in a significant alteration of the organization's structure and direction. The new plan was developed with a comprehensive outreach program to the membership involving numerous coordination meetings and is today considered a complete success.

**California Special Districts Association, Strategic Plan.** Rauch Communications was called in to assist this major statewide organization in preparing a Strategic Plan. The plan was received enthusiastically by both the Board and Staff and implemented.

**Santa Clara Valley Water District.** This agency provides water supply and flood control services for a major portion of Silicon Valley. With an annual budget running in the hundreds of millions of dollars, it impacts numerous aspects of the economic, residential, and environmental aspects of life in the area. Rauch Communication Consultants conducted the initial strategic planning workshops of the Board of Directors and senior management, which defined the future direction of the district.

**National Water Resources Association, Strategic Plan.** This Washington-based national organization brings information about federal policy to its membership and provides lobbying before Congress on their behalf. Rauch Communication Consultants planned and conducted the process leading to the development of their strategic plan.

**San Diego County Water Authority Water Storage Plan.** Facilitated monthly discussion meetings with over 20 water agencies and the Water Authority in developing a countywide water storage plan. Relationships among the players were difficult initially, but we successfully reached a consensus on a plan.

**Castaic Lake Water Agency.** This agency's plan, covering the whole of a rapidly developing area in Los Angeles County, involves the development of a multi-phase resources plan. The Agency is a large water importer serving the area. Rauch Communication Consultants conducted the annual strategic planning retreats of the Board of Directors.

**Joshua Basin Water District Strategic Plan and Manager Performance Evaluation.** The Board had been unhappy with its General Manager and was internally divided and unable to provide clear direction to the Manager. We worked with the Board and management to develop a strategic plan and an oversight and evaluation process for the Manager. Over time, the Board and new management set a clear new direction and moved forward.

**San Joaquin River Exchange Contractors Water Association.** We helped them develop two strategic plans that tackle the very complex issues facing the Contractors. This helped them manage the 2011-2016 drought more effectively than many of their other agricultural neighbors. We also facilitated the resolution of several complex issues that had challenged the members for many years.

**Kern County Water Agency.** This agency supplies all the imported water in Kern County, an agricultural area with a rapidly growing urban center. The Agency imports over one million acre feet of water per year. Rauch Communication Consultants planned and conducted the development of its strategic plan, working closely with the Board, senior management, numerous member districts as well as a major city and the county. Over 57 different agencies and key individuals were interviewed along the way. The plan was unanimously adopted.

**Las Virgenes Municipal Water District.** Worked with the Board and staff to annually update and incrementally restructure the existing strategic plan as well as facilitate the annual development of updated action plans. Las Virgenes Municipal Water District provides both water and wastewater services, with wastewater issues predominating in the planning process: expanding recycled water use, maintaining a strong environmental focus, meeting NPDES and discharge challenges, and more.

**Arvin Edison Water Storage District.** This large and successful agricultural District is well known for its complex, sophisticated, and wide-ranging, In-lieu, banking, exchange, and other water management programs that involve upwards of 400,000 acre-feet of water per year in some years. Despite their successes, as a result of strategic planning, they made a substantial structural reorganization, committing their General Manager 100% full time to only focusing on developing long-term future water supplies in response to perceived long-term threats. The rest of the management team was reconfigured to accommodate the changes.

**Novato Sanitary District.** This agency had aging treatment facilities under regulatory mandates to make upgrades to the collection system with significant capacity and I&I problems. The consultant helped the District develop a strategy for a major upgrade of its collection system, a complete rebuild of its treatment plant, and a transition to operating the treatment under contract to a private corporation under intense public scrutiny. RCC also facilitated the development of a formal strategic plan and an update several years later. The organization currently enjoys extremely high service quality, low rates, and customer satisfaction.

**Rancho Murieta Community Services District.** Worked closely with the Board of Directors and staff to create a new mission statement, vision, objectives, goals, and set of action items as part of the complete Strategic Plan for this Community Services District that provides sanitary, water, security, roads, and other services.

**Coachella Valley Mosquito and Vector Control District.** We have completed two strategic plans for the Coachella Valley Mosquito and Vector Control District, and they asked us for a proposal to follow up in 2025. These plans included a survey of all staff and department-level meetings with line staff with the support of Rauch Communication Consultants.

**Orange County Sanitary District.** During a time when the District struggled to respond to record high numbers of residents contracting West Nile Virus, with numerous deaths resulting from the disease and never-before-experienced percentages of mosquitos carrying the virus. We worked with the management team and entire staff to develop a comprehensive work plan to ensure a more rapid, flexible, and effective response in the future, both in typical years and during crisis years. The plan included specific actions for mosquito, rats, and ant control, use of seasonal employees, infrastructure changes, public outreach, and interdepartmental communication, realignment of their work zones, succession, planning, and professional development, and management and planning changes.

issues. This has been undertaken through several workshops, policy updates, and training.

**San Mateo County Harbor District.** This District lacked Board consensus and included some divisive Board issues that have required skilled facilitating to navigate. The project included extensive interviews among stakeholders and two community forums that were advertised in a variety of local newspapers through signs, posters, and email announcements.

**Hayward Areas Recreation and Park District.** We worked with this District to develop a comprehensive strategic plan that coordinated with their long-term Master Plan. Hayward Area Recreation and Park District is the largest Urban Park and Recreation District in the State with over 111 properties covering over 1,700 acres and providing a wide range of recreation, sport, nature, senior, special interest, and other services.

### **Experience Helping Districts Resolve Complex Challenges**

**Friant Water Authority Organizational Redesign and Strategic Plan.** The Authority delivers about one million-acre-feet of water each year. RCC worked with this large Board of 23 and staff that were divided into many camps and subgroups and became nearly paralyzed with dissension. The workshop was complex, with as many as 50 or 75 people participating (directors, managers, agency staff, attorneys, etc.) Members were threatening to leave the organization, and about half of them eventually did. We helped them to rebuild the group from the ground up with a new governance structure, helped them to plan and organize to hire a new CEO, and developed a strategic plan. The organization is now flourishing and all of the members have returned.

**San Luis Delta Mendota Water Authority Strategic Plan, Change Cost Allocation, and Hire New CEO.** The strategic planning process included four workshops for the large Board of over 20 members, as well as review, comment, and approval of portions of the plan at several Board meetings. Special Cost Allocation Process. One important side topic taken up was how Authority costs are allocated to its members. Because of the complexity and importance of this issue, an ad hoc Activity Budget Cost Allocation Group was formed to explore the issue and recommend changes to the Board. The consultant worked with staff to plan and facilitate four meetings of the ad hoc group, which developed several changes that were later approved by the Board. These changes spread costs more equitably across the membership and provided more clarity about costs. Executive Director Recruitment. The strategic planning process was scheduled to kick off in spring 2018. However, the resignation of the then Interim Executive Director and / General Counsel moved the Board to start by focusing on recruiting a new Executive Director. The first workshop was completed in time to provide information to support the recruitment process. The consultant supported the hiring of an executive recruitment firm by helping the Authority develop a list of possible firms, draft the request for proposals, interview recruiters, develop an initial list of potential candidates for the recruiter, and edit the recruitment brochure to reflect the organization's vision and the position's requirements.

RCC facilitated a second complete strategic planning process four years later.

## What Our Clients are Saying About our Qualifications

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“Two things surprised me when Martin led our Board members through strategic planning: The first was that he was an incredibly quick study in understanding the issues and the nuances of working through them. The second was how he got our Board to open up and freely discuss the issues. Not only was I surprised at how much he got them to talk and share, but the Board members were surprised at how like-minded they were at the end of the process.”

Arvin Edison WSD

“Thanks for your guidance in helping the Board members make decisions that resulted in a healthy working, and successful atmosphere in our District...We have a Board and Management team who get along and support each other. Again, thank you for your capable knowledge and assistance...”

Cordova Recreation and Park

“Our board was having a tough time communicating between ourselves, and unable to communicate with staff. The workshop you put together for us has given us a clear vision and made all the difference in the world.”

Three Valleys Municipal Water District

“Thanks for your assistance with this long overdue process. Great workshop outcome. It went a long way to provide the current Board camaraderie and trust.”

San Diego County Water District

“It was one of the most productive series of meetings of this kind I have participated in professionally.”

Cucamonga County Water District

“Over the years, I have done many, many strategic plans, and this one was impressive for how efficient the process was, and it got to the point in a practical and useful way. Too often, strategic plans just get put on a shelf until next year. This one has checkpoints and useful targets and tasks regularly thru next year.”

Director Novato Sanitary District

“Though your skilled mentoring and carefully executed annual planning sessions . . . this District has been able to rise from the depths of public unrest to a position of public trust. . . So much of what we have accomplished is credited to the tools that you have given us along the way.”

San Juan Water District

“On behalf of the Board of Directors and staff of the California Special Districts Association, I wanted to take a moment to thank you for the wonderful job you did at our 2007 Board Planning Session. You did your homework; found the common denominator, and provided the Board and my executive staff with a positive outlook for the future of CSDA...We were all impressed and came away with a sense of positive change for the Association.”

California Special Districts Association

“This strategic plan was impressive for how efficient the process was, and how it got to the point in a practical and useful way.”

Novato Sanitary District

"It was one of the most productive series of meetings of this kind I have participated in professionally."  
Cucamonga County Water District

"Rauch Communication Consultants has been working with our board of directors and management team for the past ten years. They have facilitated annual strategic planning workshops that have helped us keep everyone focused on the critical priorities of our district. With RCC's help, we have learned to address the major long-term issues and develop effective action plans to deal with them. It has really made a difference!"

Truckee Donner Public Utility District

"...a glowing recommendation for your ability to prepare a Strategic Plan."  
Squaw Valley Public Utilities District

"RCC has helped us develop our strategic plan and updates for several years. The community meeting was particularly successful. Over 70 people attended, and thanks to excellent facilitation, there was active participation. The meeting brought a great sense of community to the process and helped unite the Board around the public consensus."

Montara Water and Sanitary District

You were always looking ahead, working to solve problems before they occurred. You were also willing to challenge project decisions when you thought we were going in the wrong direction. You gave us insight into people and used a bulletproof process to track all the details and complicated interactions between the project team, policymakers, and the public..."

Meredith Husted Sacramento Regional County Sanitation District

Throughout the project, your guidance and counsel were insightful and invaluable. Your years of experience working with water industry clients on public information and strategic planning efforts were clearly evident. In addition, your project management skills and ability to juggle multiple deliverables at once is commendable.

South Coast Water District

## Partial Client List Showing Our Special District and Local Government Experience

### ASSOCIATIONS, JPAs, STATE, FEDERAL AND OTHERS

Association of California Water Agencies (ACWA)	Sewer Management Board Mid-Coastside
California Special Districts Association (CSDA)	Mission Research Corporation
California Association of Sanitation Agencies (CASA)	Stone Creek Company
California Department of Water Resources	Suburban Water Systems
Special Districts Institute	Boyle Engineering
California Sanitation Risk Management Board	Dokken Engineering
California Association of Public Cemeteries	El Solutions
Friant Water Management Board	McCormick, Kidman, and Behrens
WaterReuse Association	Pennfield and Smith
California Mosquito and Vector Control Association	Redwine and Sherill
American Desalting Association	White House Office of Policy Development
Association of Groundwater Agencies	National Water Resource Association
San Luis Delta-Mendota Water Management Board	North Bay Watershed Management Board
San Joaquin River Exchange Contractors Water Management Board	San Gabriel Valley Water Association
North Bay Water Reuse Management Board	San Gabriel Basin WQA
Faculty Association of Community Colleges	Santa Barbara Special District Association
National Water Resource Association	Cachuma Operations Maintenance Board
Water Education Foundation	Cachuma Conservation Release Board
Pacific Coast Association of Port Authorities	California Sign Association

### LOCAL GOVERNMENT AGENCIES

ALAMEDA COUNTY	Lassen Municipal Utility District	Central Marin Sanitary Agency
Hayward Area Recreation & Park	LOS ANGELES COUNTY	County of Marin
Livermore Area Recreation & Park	Los Angeles County Park and Rec	Novato Disposal Services, Inc.
BUTTE COUNTY	Castaic Lake Water Agency	San Quentin Village and Murray Park
Oroville-Wyandotte Irrigation District	Central Basin MWD	MERCED COUNTY
CALAVERAS COUNTY	Pico Water District	Central California Irrigation District
Calaveras County Water District	Upper San Gabriel Valley MWD	MONO COUNTY (and MADERA)
CONTRA COSTA COUNTY	West Basin MWD	Mammoth Community Water District
Diablo Water District	San Gabriel Valley MWD	MONTEREY COUNTY
Contra Costa Water District	Water Replenishment Dst. of So. Cal.	Marina Coast Water District
Steger Sanitary District	San Gabriel County Water District	Monterey Peninsula Water Management District
Dublin San Ramon Service District	Main San Gabriel Basin Management Board	Monterey Regional Water Pollution Control Agency
EL DORADO COUNTY	California Domestic Water Company	Pebble Beach CSD
South Lake Tahoe PUD	Pasadena Historical Museum	NAPA COUNTY
IMPERIAL COUNTY	Three Valleys MWD	Napa County
Imperial Irrigation District	Newhall County Water District	Napa Sanitation District
KERN COUNTY	Las Virgenes Municipal Water District	NEVADA COUNTY
Bear Valley Community Services District	Conjunctive Use Working Group (?)	Northstar CSD
Arvin Edison Water Storage District	Palmdale Water District	Truckee-Donner Public Utility District
Indian Wells Valley Airport District	City of Sierra Madre	Tahoe Truckee Unified School District
Indian Wells Valley Water District	City of Arcadia	
Kern County Water Agency	City of El Monte	
West Kern Water District	City of La Puente	
North of the River Municipal Water District (Bakersfield)	East Pasadena Water Company	
Oilfield Mutual Water Company	Foothill Municipal Water District	
North Kern Water Storage District	Valley County Water District	
Golden Empire Transit District	MARIN COUNTY	
Terra Bella Irrigation District	Las Gallinas Valley Sanitary District	
Friant Water Users Management Board	North Marin Water District	
Cawelo Water District	Sausalito-Marín City Sanitation Dst.	
Arvin Community Services District	Tamalpais CSD	
North Bakersfield Recreation and Park District	Sanitary District #5 (Tiburon)	
Inyokern Community Services District	Novato Sanitary District	
Shafter Park and Recreation District	Ross Valley Sanitary District	
LASSEN COUNTY	San Rafael Sanitation District	
	City of San Rafael	

ORANGE COUNTY

Municipal Water District of Orange County  
Mesa Consolidated Water District  
Los Alamitos County Water District  
South Coast Water District  
Serrano Irrigation District  
El Toro Water District  
Orange County Water District  
Costa Mesa Sanitary District  
Capistrano Beach County Water District  
Coastal Municipal Water District  
Midway City Sanitary District  
Tri-Cities Municipal Water District  
Yorba Linda Water District  
Placentia Library District  
Laguna Beach County Water District  
Emerald Bay Service District  
Moulton Niguel Water District  
Orange County Vector Control

PLACER COUNTY

San Juan Water District  
North Tahoe Public Utility District  
Squaw Valley Public Services District

PLUMAS COUNTY

East Plumas Health Care District

RIVERSIDE COUNTY

Coachella Valley Mosquito & Vector Control District  
Mission Springs Water District  
29 Palms Municipal Water District  
Rancho California Water District  
South Mesa Water Company  
Elsinore Valley MWD  
Santa Rosa CSD  
Beaumont Cherry Valley Water District  
Santa Ana Watershed Project Management Board  
Desert Healthcare District

SACRAMENTO COUNTY

County of Sacramento Public Works Agcy.  
Sacramento Regional County Sanitation District  
Fair Oaks Water District  
Arcade Water District  
Sacramento Metropolitan Water Management Board  
Carmichael Water District  
Rio Linda Water District  
Northridge Water District  
Rancho Murrieta Community Services District  
Cordova Recreation and Park District

SAN BERNARDINO COUNTY

Big Bear Municipal Water District  
Monte Vista Water District  
Big Bear Airport District  
Yucaipa Valley Water District  
Bear Valley Community Hospital District  
Bear Valley Community Services District  
City of Big Bear Water and Power Department  
Joshua Basin Water District  
Inland Empire Utility Agency  
East Valley Water District  
Big Bear Area Regional Wastewater Agency  
Victor Valley Water District  
Cucamonga County Water District  
San Antonio Water Company  
Chino Basin Management Board  
ITI Desert Water District  
San Bernardino Valley Water Conservation District  
Big Bear City CSD  
City of Big Bear Lake  
Hi-Desert Water District  
West San Bernardino County Water District

SAN DIEGO COUNTY

San Diego County Water Management Board  
Padre Dam Municipal Water District  
Rincon del Diablo MWD  
Vallecitos Water District  
Helix Water District  
Leucadia Wastewater District  
North County Fire Protection District  
North County Cemetery District  
Olivenhain Municipal Water District  
Santa Fe Irrigation District  
Otay Water District  
Fallbrook Public Utility District  
Rainbow Water District  
Vista Irrigation District

SAN FRANCISCO COUNTY

Golden Gate Bridge, Highway, & Trans. District

SAN JOAQUIN COUNTY

Ripon Fire Department  
SAN LUIS OBISPO  
Templeton CSD  
Port San Luis Harbor District  
San Simeon CSD  
Cambria Community Services District  
Nipomo Community Services District

SAN MATEO COUNTY

East Palo Alto Sanitary District  
San Mateo County Harbor District  
Montara Water & Sanitation District  
Sewer Management Board Mid-Coastside

SANTA BARBARA COUNTY

City of Santa Barbara  
Goleta Sanitary District  
Montecito Sanitary District  
Carpinteria Sanitary District  
Santa Maria Public Airport District  
Goleta Water District  
Montecito Water District  
Cachuma Project Management Board  
Goleta West Sanitary District  
Mosquito and Vector Management District  
Isla Vista Recreation and Park District  
Lompoc Hospital District  
Santa Barbara County Vector Control District  
Carpinteria Valley Water District  
Santa Ynez Community Services District  
La Cumbre Mutual Water Company

SANTA CLARA

Santa Clara Valley Water District  
West Valley Sanitation District  
SANTA CRUZ COUNTY  
Scotts Valley Water District  
Pajaro Valley Water Management Agency (Watsonville)

SANTA CRUZ COUNTY

Central Fire Protection District  
Santa Cruz FPD  
Soquel Creek Water District

SOLANO COUNTY

Rural North Vacaville Water District

SONOMA COUNTY

TULARE COUNTY

Friant Water User Management Board  
Visalia Public Cemetery District  
VENTURA COUNTY  
Camrosa County Water District  
Rancho Simi Rec. & Park District  
Casitas Municipal Water District  
Conejo Recreation and Park District  
Ojai Valley Sanitary District  
Calleguas Municipal Water District  
Meiners Oak County Water District  
Marina Coast Water District  
Camarillo Health Care District

## Project Team

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### **MARTIN RAUCH, Primary Consultant, Rauch Communication Consultants**

Martin Rauch is President of Rauch Communications Consultants, a full-service strategic planning and public outreach firm with a main office near San Jose California

#### **DECADES OF FACILITATION AND STRATEGIC PLANNING EXPERIENCE**

He brings to this task extensive experience in group dynamics, developing consensus, Strategic planning, and facilitation. Martin conducts strategic planning sessions for the Boards and senior managers of client organizations. He also provides training in effective Board meetings, roles and relationships of Board members and managers, and other related topics. He specializes in the preparation and facilitation of a wide variety of meetings. These complex events include focus groups, citizen's advisory committees, community presentations and public meetings.

Working out of RCC's San Jose Office, Martin also assists the Board of Directors and senior managers by tailoring public information projects that meet the special requirements of each client.

#### **EXPERIENCED TRAINER**

**(1991 to 2011). Special District Board Management Institute.** Mr. Rauch served as a regular speaker at the Institute certificate program from about 1992 to 2011. During much of that time, he was part of the leadership team that developed the curriculum and recruited speakers.

**(2013 to Now). Special District Leadership Foundation.** Mr. Rauch is a regular speaker for CSDA and is on the Board of the Special District Leadership Foundation. He is the principal author of the Special District Leadership Foundation certificate course on Setting Direction (strategic planning), as well as Governance Foundations.

**1992-2021. Regular Presenter at Statewide Association Conferences.** Mr. Rauch has been invited as a speaker to other statewide associations over the years.

#### **OTHER EXPERIENCE AND TRAINING**

Prior to his work for public agencies, he served for years as a community organizer and educator for nonprofit organizations, organizing community groups and producing educational and information materials. He holds a Bachelor of Arts degree with High Honors from the University of California at Santa Barbara. Martin's formal training also includes completion of Business Mediation Training at UC Berkeley, as well as courses in Facilitating and Mediating Effective Agreements. Martin is a certified Balanced Scorecard Professional (BSP) from the Strategy Management Group and The George Washington University College of Professional Studies.

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*Mr. Rauch is the principal author of the CSDA Special District Leadership Foundation certificate course on Strategic Planning and the Governance Foundations course.*

**LYNDA BOYD, Project Manager, Rauch Communications Consultants, Staff**

Lynda manages the production of documents, coordinating the writing, printing, and mailing of materials, setting up schedules, and coordinating project team activities and interviews to keep projects moving smoothly and on schedule.

**AMANDA GREEN, Consulting Support, Research and Writing, affiliate  
(contractor)**

Amanda assists with facilitating virtual meetings by utilizing our special online whiteboarding software. She also transcribes and organizes notes from interviews, surveys, and workshops, as well as writes and helps prepare strategic planning reports. Amanda has worked on most RCC strategic planning projects for special Districts in the past decade as well as public engagement programs. With a Master's Degree in Public Administration from Harvard University School of Government and 15 years' experience, Amanda provides a range of support as an assistant during large and complex meetings, researching, planning, and writing.

## Project Budget

We propose to complete the core strategic plan for a consulting \$22,920 plus expenses for a one workshop plan. This is a time and materials, not-to-exceed quote.

NCSO STRATEGIC PLAN PROPOSAL	Senior	Assoc.	Admin.	Sub Tot	Optional
	\$275	\$90	\$80		
Hours	22	4	10	36	
<b>1A. Kickoff, Review Documents, Interview, Coordination (10) interviews. Summarize the interviews and integrate input into the process.</b>	\$6,050	\$360	\$800	\$7,210	
Hours	38	14	1	53	
<b>2A. Board Workshop #1 (Onsite, in-Person). Plan and facilitate meeting, transcribe and summarize notes and incorporate into the Plan.</b>	\$10,450	\$1,260	\$80	\$11,790	
Hours	4	3	1	8	
<b>2B Committee Engagement. Prepare survey, collate and incorporate responses for Board review</b>	\$1,100	\$270	\$80	\$1,450	
Hours	18	12	1	0	31
<b>2C Board Workshop #2. Plan and facilitate meeting, transcribe and summarize notes and incorporate into the Plan.</b>	\$4,950	\$1,080	\$80	\$0	\$6,110
Hours	2	2	0	4	
<b>3A. Develop a Three- to Five-Year Implementation Plan (Tactics), Reality Check, and Metrics.</b>	\$550	\$180	\$0	\$730	
Hours	1	1	0	2	
<b>4A. Reporting, Monitoring, Oversight Plan, and Communication</b>	\$275	\$90	\$0	\$365	
Hours	5	0	0	5	
<b>4B. Present to Board, Confirm Plan or Make Final Changes and approve. Incorporate any comments, proof, finalize and deliver digitally. (Remote, online).</b>	\$1,375	\$0	\$0	\$1,375	
SUBTOTAL FOR ONE WORKSHOP PLAN				\$22,920	
ESTIMATE FOR 2ND WORKSHOP					\$6,110
<b>TOTAL FOR TWO WORKSHOP PLAN</b>				<b>\$29,030</b>	

**Cost Estimate Details.** Note that while individual elements may take more or less time than shown below, the total consulting fee will not exceed \$29,935. No out-of-scope work will be undertaken without prior written approval from the Client. Out-of-scope work includes new tasks or extra work not due to inefficiencies on our part on existing tasks, which is requested for reasons beyond RCC's control.

**Our Rates.** The consulting rate for the senior consultant is \$275/hr. Associate consultants are \$90 to \$115/hr. The graphic designer and webmaster rate is \$105/hr. Social media and writing specialist's rates are \$45 to \$90/hr. The rate for the Project Manager is \$80/hr.

**Travel and Expenses Additional.** Basic material expenses, including, workshop location and food, travel expenses (transportation, meals, and lodging), office printing, and sales tax, are additional and passed on at cost. Car mileage is at the IRS California rate at the time or the actual rental car and insurance cost plus fuel.

## Insurance

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**Professional Liability Insurance.** \$1,000,000 for Each Occurrence, \$300,000 For Damage to Rented Premises (Each Occurrence), \$10,000 Medical Expenses (Any One Person), \$1,000,000 Personal and Adv Injury, \$2,000,000 General Aggregate, and \$2,000,000 Products-Comp/OP AGG.

**Automobile Liability.** \$1,000,000 Combined Single Limit.

**Workers Compensation and Employers' Liability.** \$1,000,000 E.L Each Accident, \$1,000,000 E.L. Disease – Each Employee, \$1,000,000 E.L. Disease – Policy Limit.

**Professional Liability:** \$1,000,000 Aggregate, \$1,000,000 Each Act, \$1,000,000 Each Judgement.

TO: BOARD OF DIRECTORS  
 FROM: RAY DIENZO, P.E. *R.D.*  
 GENERAL MANAGER  
 DATE: JANUARY 22, 2026

**AGENDA ITEM  
 F  
 JANUARY 28, 2026**

**GENERAL MANAGER'S REPORT**

**ITEM**

Standing report to your Honorable Board -- *Period covered by this report is 1/11/2026 – 1/24/2026.*

**DISTRICT BUSINESS**

**Administrative**

*No changes from previous Board meeting*

The District encourages residents to provide reports of any observed water waste. The District also keeps an accounting of leak adjustments as a measure of non-revenue water lost to leaks and tracks late fee waivers. The table below provides December 2025 data and calendar year 2025.

<b>OFFICE ACTIVITIES</b>	<b>Dec-25</b>	<b>Jan 25 – Dec 25</b>
Leak Adjustments	4	35
Leak Adjustment Amount	\$1,553.75	\$5,143.75
Late Fee Waivers	0	87
Late Fee Waiver Adjustment Amount	\$0.00	\$4,558.65

**Water Production, Delivery, and Demand**

*No changes from previous Board meeting*

In December, the District used 37.2 AF of groundwater and 95.6 AF of supplemental water. For the six (6) months of the 2025-2026 Fiscal Year, the District pumped 241.5 acre-feet (AF) of Groundwater and imported 979.6 AF of supplemental water. Of the imported water, 746.4 AF was used by the District, 169.0 AF was delivered to Woodlands Mutual Water Company (WMWC), and 64.3 AF was delivered to Golden State Water Company (GSWC).

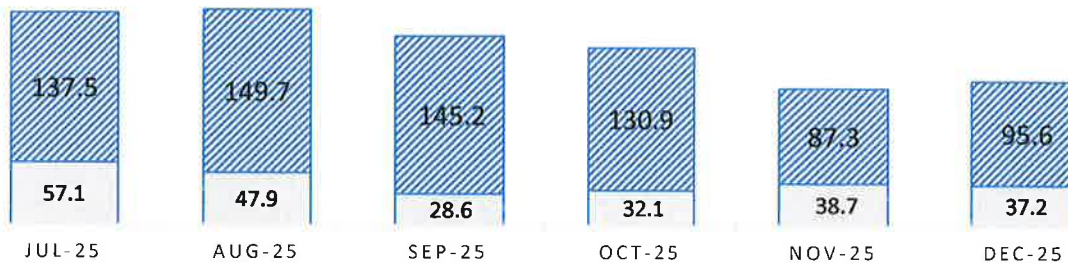
The table below summarizes the water data for the current month and the year to date; all values are in acre-feet (AF).

	Dec-25	Year to Date Jul- Jun 2025
A. Total NCSD Groundwater Production	37.2	241.5
B. Total Supplemental Water Imported (B1+B2+B3)	133.3	979.6
B1. Supplemental Water used by NCSD	95.6	746.4
B2. Supplemental Water Delivered to WMWC	18.1	169.0
B3. Supplemental Water Delivered to GSWC	19.6	64.3
Total NCSD Water Demand (A+B1)	132.8	987.9

## NCSD WATER DEMAND FISCAL YEAR TO DATE

UNITS IN ACRE-FEET

□ Groundwater    ■ Imported



Under the current Stage 2 of the NMMA Water Shortage Response Stages, the District’s targeted groundwater pumping reduction goal is to pump no more than 2026 AFY (20% reduction of 2009-2013 average District GW Pumping of 2533 AFY). With the increased volume of imported water, the District is projected to pump less than 1000 AF this fiscal year. The District is on pace to pump 604.5 AF of Groundwater for the FY25-26.

### Other Items

- Dana Reserve Project *(no update since 12/10/2025 Board Meeting)*
  - o County of SLO Planning Commission approved the amended project on 9/16/2025 and County Board Meeting on November 4, 2025 – amended project passed by 3-2 vote.
- Strategic Plan Update – Consider on January 28<sup>th</sup> Board meeting
- Countywide Water Action Team / DESAL update *(no update since 12/10/2025 Board Meeting)*
  - o Staff attended the 8/19/2025 meeting to receive an updated presentation on the Countywide desalination plan criteria and siting alternatives.
  - o On Monday, September 15, the County conducted a Virtual Community Meeting and Engagement Session for the County’s DESAL Plan. Visit [slocounty.ca.gov/desal](http://slocounty.ca.gov/desal) for links to the video recording and presentation slides.
  - o Staff attended the 11/17/2025 – the group discussed and narrowed the plan to five (5) alternatives for potential facility sites.

### Status of Board of Directors Requests

- Status of insurance coverage for the lightning damage at the Southland WWTP
  - o Staff has engaged with our insurance company. Anticipated resolution will most likely be early this year.
- Status of Electric Vehicle infrastructure and vehicle conversion
  - o Staff will present an initial analysis for the next proposed truck purchase. This analysis will be presented in February 25, 2026.

### Monthly Investment Policy Report

Pursuant to Section 8.A of the District’s Investment Policy, we will be posting a summary of our current investments every month. Today’s report is available in the Investment Policy Quarterly Report, Item D-3 in today’s agenda packet.

**Upcoming Water Resource and Other Meetings**

1/22/2026	- SLO Chapter CSDA Annual Meeting	5:00 PM	Café Roma, SLO
1/28/2026	- NCSD Board Meeting	9:00 AM	District Board Room
2/4/2026	- Water Resources Advisory Committee	1:30 PM	SLO Library Community room
2/5/2026	- Blacklake Oversight Committee	2:00 PM	District Board Room
2/7/2026	- Blacklake Management Association Annual Meeting	9:00 AM	BL Clubhouse
2/9/2026	- IWMA Local Task Force	1:00 PM	Teams
2/23/2026	- NMMA - Technical Group	10:00 AM	Zoom

**Safety Program** – No issues

**RECOMMENDATION**

Staff seeks direction for format changes or future information your Board would desire to be included in future general manager reports.