



Cameron Park Community Services District

## Response to 2017/18 Grand Jury Report Case 17-01

*F3. District Policy 4090 about training is inadequate in that it does not require training for directors, even topics where California State law requires training.*

Response: Respondent Agrees with Finding. While District Policy 4090 does not specify required training for directors, the District has followed California State law in requiring that directors receive *Harassment Prevention Training* and *Ethics AB 1234 Compliance Training*. In addition, special training is periodically provided for directors, especially the newer members. In 2018, training topics included:

- What is a Special District?
- Parliamentary Procedure
- The Brown Act and Ethics
- Finance for Special Districts

Additional training will be provided as directors express the need and staff will be editing the current policy and providing a recommendation to the Board of Directors.

*F7. There are significant deficiencies with the District's financial record keeping.*

Response: Respondent Disagrees Partially with Finding. Until 2016, the District adhered to auditing practices and results of audits showed no abnormalities. The District is currently behind one year, and will be current by early 2019.

Over the past 18 months, there has been a turnover of all the Finance Office staff. Permanent employees left and were unsuccessfully replaced with individuals provided by a temp agency. Once the current General Manager took over, the temporary employees were, once again, replaced with permanent employees. These employees have a vested interest in staying with the District and have been instrumental in making improvements to the department.

District has also procured a new financial software system to replace the old, unsupported system, and the transition to the new system is occurring now. The first financial report is scheduled to be released to the Board at the September Board meeting.

The Rec Trac program registration and facility use reservation system tracks the District's revenues, and is being updated to the most current module. Once updated (expected late Fall 2018), these software systems will represent the District tracking methodology for all expenditures and revenues.

A dual audit is scheduled for early 2019 for Fiscal Years 2016-17 and 2017-18 to bring the District current.

*F8. There may be opportunities to increase revenue-generating use of District facilities.*

Response: Respondent Agrees with Findings. Staff are exploring all areas to increase use of the District's facilities, especially the Community Center. Fees are being reviewed and compared to surrounding agencies with comparable facilities. Fee adjustments will be presented to the Board. A survey is also being considered to determine residents' needs and what we can do to meet these needs, thus increasing revenue-generating use. Great customer service is a District goal to increase returning and new clients.

*F9. The District Strategic Plan is not being used to guide policy decisions.*

Response: Respondent Disagrees Wholly with Finding. Under previous General Manager, the Five-Year Strategic Plan (Plan) was updated in 2016, which was a public process with community and all staff involved. These goals were compared with the goals of other District plans:

- Marketing Plan
- Five-Year Forecast and Assessment
- Fire Department Master Plan
- Goals
- Capital Improvement Plan

The purpose of this comparison was to determine similar goals and create a plan with a timeline to prioritize and achieve these goals. Shortly after this was created, the District underwent a major transition and that General Manager left the District. The current General Manager reviewed the Plan when she began employment, but it was not used as a guide and resource in the first months. The Plan has been pulled for review and being actively used as a guide for future budget decisions. Staff will work with the Budget and Administration Committee to begin citing the Strategic Goals in all Board reports.

*F10. The District website is missing links to important district documents.*

Response: The District Disagrees Partially with Finding. In March, 2016, the website was revised and made compliant with the Americans with Disabilities Act (ADA). Since then, the process for updating the website fell to several staff, and there was not centralized process to ensure the website had current, accurate information. A few missing documents, such as the Strategic Plan, along with the District Fiscal Year 2018-19 budget, are now posted. Staff are meeting with the website contractor this week to discuss roles, responsibilities and processes for improvements.

*R1. District should amend Policy 4090 no later than October 31, 2018 to mandate training for directors and managers. Mandatory training should, at a minimum, include topics on ethics and harassment required by State law.*

Response: Recommendation will be implementing in next 60 days. Attached is the revised Policy 4090 Training, Education and Conferences, which was approved by the Board of Directors on September 19, 2018 (Attachment A).

*R2. Newly-appointed directors and the general manager should attend the California Special Districts Association Leadership Academy no later than December 31, 2018.*

Response: Recommendation requires further analysis during budget process, not to exceed six months. The next Leadership Academy will be April 2019 in San Diego and July 2019 in Napa; details regarding costs have not been released and District attendee(s) will be determined. The General Manager attended the California Special District Association (CSDA) General Manager Leadership Summit in June 2018, with a full scholarship provided by the Special District Leadership Academy, which had many similar topics as the Leadership Academy. The board clerk is scheduled to attend the Board Secretary/Clerk Conference in October and staff have applied for another scholarship. Funds for training is limited and will be contained within the budget; webinars will be encouraged.

Board members have actively sought training in recent years from CSDA, especially on-line webinars and Gold Country Chapter trainings. Topics included ethics, financial planning and risk management (*What is a Special District, Parliamentary Procedure, The Brown Act and Ethics, Your Role as a Director and Finance for Special Districts*). The District hosted a series on local government which Board members attended February through May 2018. Topics included what is a special district, special district financing, parliamentary procedures, and Brown Act and ethics. Information about additional opportunities for ongoing training have been provided to the Board members.

*R3. District staff should develop a written plan by October 31, 2018 designed to increase rental revenues from district facilities.*

Response: Recommendation is being implemented in next three months. Staff are reviewing District facility use fees and comparing those fees to surrounding communities to ensure the District remains competitive and consistent with industry standards. A District Marketing Plan was approved in 2017 which provided guidance to staff on maximizing revenues. A report is scheduled for the Board's review in October that will recommend new and revised fees in all business areas of the District, including the Community Center, architectural review, Fire Marshal and recreation programs. Efforts are being made to ensure responsible use of District facilities to protect the asset. Staff are also working to improve customer service to drive an increase in use as well. Revenues for the community center are trending upward.

*R4. The Board should review and update the Strategic Plan as needed by October 31, 2018.*

Response: Recommendation has been implemented. In a recent Board Budget staff report, the Strategic Plan's goals were cited to ensure that the budget adjustments would be consistent with the Strategic Plan. Staff will continue to cite how District projects, programs and initiatives are consistent with the Strategic Plan by citing the Strategic Goal in Board staff reports.

*R5. No later than October 31, 2018, the District should provide resources and training for staff to update and maintain the District website.*

Response: Recommendation is being implemented and is to be completed in next three months. There has been a recent turnover of several key staff positions. Staff has begun meeting with Uptown Studios, the District's website contractor, to determine services, roles, responsibilities, costs and provide training. Staff's plan is to evaluate the current website and make changes that will be consistent with the California Special District Association's Transparency Certificate. This change may take several months, and staff have a goal to apply for a Transparency Certificate in 2019.

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## Cameron Park Community Services District

### POLICY HANDBOOK

**POLICY TITLE:** Training, Education, and Conferences

**POLICY NUMBER:** 4090

**4090.1** Staff and members of the Board of Directors are strongly encouraged to attend educational conferences and professional meetings when the purposes of such activities are to improve District operation. Hence, there is no limit as to the number of staff or Directors attending a particular conference or seminar when it is apparent that their attendance is beneficial to the District.

**4090.1.1** "Junkets" (a tour or journey for pleasure at public expense), however, will not be permitted.

**4090.1.2** Required training includes:

- Harassment<sup>1</sup>
- Ethics<sup>2</sup>

**4090.1.3** Suggested training includes:

- What is a Special District
- Parliamentary Procedure
- The Brown Act
- Your Role as a Director
- Finance for Special Districts

**4090.2** It is the policy of the District to strongly encourage staff and Board development and excellence of performance by reimbursing expenses incurred for tuition, travel, lodging and meals as a result of training, educational courses, participation with professional organizations, and attendance at local, state and national conferences associated with the interests of the District. Cash advances or use of District credit cards for these purposes is not permitted. A training budget will be approved as part of the District's annual budget process.

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<sup>1</sup> AB 1825 and AB 1661 make at least two hours of sexual harassment prevention training every two years mandatory for all supervisory employees and officials.

<sup>2</sup> Government Code Sections 53234 et seq require all Directors, designated staff and member of all commissions, committees and other bodies that are subject to the Brown Act to receive two hours of training in general ethics principles and ethics law relevant to public services within one year of election or appointment to the Board of Directors and at least once every two years thereafter. All ethics training shall be provided by providers whose curricula have been approved by the California Attorney General and the Fair Political Practices Commission.

# Attachment A

**4090.2.1** The General Manager or designee is responsible for making arrangements for staff and Directors for conference and registration expenses, and for per diem. Per diem, when appropriate, shall include reimbursement of expenses for meals, lodging, and travel. All expenses for which reimbursement is requested by staff and Directors, or which are billed to the District by staff and Directors, shall be submitted to the Finance/Human Resources Officer, together with validated receipts and proof of participation after completing training.

**4090.2.2** Attendance by staff and Directors of seminars, workshops, courses, professional organization meetings, and conferences shall be approved by the General Manager prior to incurring any reimbursable costs. Training costs will be constrained by the District's annual budget.

**4090.2.3** Expenses to the District for staff and Board of Directors' training, education and conferences should be kept to a minimum by utilizing webinars when appropriate; and for travel, using recommendations for transportation and housing accommodations put forth by the General Manager and by:

**4090.2.3.1** Utilizing hotel(s) recommended by the event sponsor in order to obtain discounted rates.

**4090.2.3.2** Staff and/or Directors traveling together whenever feasible and economically beneficial.

**4090.2.3.3** Requesting reservations sufficiently in advance, when possible, to obtain discounted air fares and hotel rates.

**4090.3** A Director shall not attend a conference or training event for which there is an expense to the District if it occurs after they have announced their pending resignation, or if it occurs after an election in which it has been determined that they will not retain their seat on the Board. A Director shall not attend a conference or training event when it is apparent that there is no significant benefit to the District.

**4090.4** Upon returning from seminars, workshops, conferences, etc., where expenses are reimbursed by the District, Directors will either prepare a written report for distribution to the Board, or make a verbal report during the next regular meeting of the Board. Said report shall detail what was learned at the session(s) that will be of benefit to the District. Materials from the session(s) may be delivered to the District office to be included in the District library for the future use of other Directors and staff.