

**POLICY TITLE: Members of the Board of Directors**  
**POLICY NUMBER: 4050**

**4050.1** Directors shall thoroughly prepare themselves to discuss agenda items at meetings of the Board of Directors. Information may be requested from staff or exchanged between Directors before meetings.

**4050.1.1** Information exchanged before meetings shall be distributed through the General Manager, and all Directors will receive all information being distributed.

**4050.1.2** Copies of information exchanged before meetings shall be available at the meeting for members of the public in attendance, and shall also be provided to anyone not present upon their request.

**4050.2** ~~Directors shall at all times conduct themselves with courtesy to each other, to staff, and to members of the audience present at Board meetings~~ As Directors we agree to strive to: 1) Show respect. Never dismissing or devaluing others; 2) Listen openly, trying to really hear what other people are saying without defensiveness or mentally preparing a response; 3) Ask probing – not challenging – questions to further understanding and knowledge; 4) Address process, not personalities; 5) Paraphrase for understanding; 6) Use “I” messages (no blame); 7) Look for common ground; 8) Maintain confidentiality (builds trust); 9) Work toward the future – learning from the past; 10) Each be responsible for the success of the meeting by participating equally and raising concerns.

**4050.3** Directors shall defer to the ~~chairperson~~ Board President for conduct of meetings of the Board, but shall be free to question and discuss items on the agenda. All comments should be brief and confined to the matter being discussed by the Board.

**4050.4** Directors may request for inclusion into minutes brief comments pertinent to an agenda item only at the meeting that item is discussed (including, if desired, a position on abstention, ~~or~~ dissenting vote, or recusement).

**4050.5** Directors shall ~~abstain-recuse themselves~~ from participating in consideration on any item involving a personal or financial conflict of interest. Unless such a conflict of interest exists, however, Directors should not abstain from the Board's decision-making responsibilities.

**4050.6** Requests by individual Directors for substantive information and/or research from District staff will be channeled through the General Manager.

*Revised, Approved and Adopted* 12/15/2020 01/26/2021

**POLICY TITLE: Board Meeting Agenda**  
**POLICY NUMBER: 5020**

**5020.1** The General Manager, in cooperation with the Board President, shall prepare an agenda for each regular and special meeting of the Board of Directors in accordance with the Ralph M. Brown Act. (Cal. Govt. Code, section 54950-54963) Any Director may ~~call~~ contact the General Manager and request any item to be placed on the agenda no later than 3:00 P.M. two days prior to the posting of the agenda for the next meeting date (per Section 5020.4).

5020.1.2 Agenda Items shall be submitted by email or in writing and contain the following: Subject(possible motion), Reason and Support for need, and Recommended Action.

**5020.2** Any member of the public may request that a matter directly related to District business be placed on the agenda of a regularly scheduled meeting of the Board of Directors, subject to the following conditions:

**5020.2.1** The request must be in writing or emailed and be submitted to the General Manager together with supporting documents and information, if any, at least seven business days prior to the date of the meeting;

**5020.2.2** The General Manager shall be the sole judge of whether the public request is or is not a "matter directly related to District business"; the public member requesting the agenda item may appeal the General Manager's decision at the next regular meeting of the Board of Directors. Any Director may request that the item be placed on the agenda of the Board's next regular meeting.

**5020.2.3** The Board of Directors may place limitations on the total time to be devoted to a public request issue at any meeting, and may limit the time allowed for any one person to speak on the issue at the meeting. The Board President may also extend the time made available on any issue upon request of the speaker or any member of the Board.

**5020.3** This policy does not prevent the Board from ~~taking hearing testimony~~ Public Comments at regular and special meetings of the Board on matters which are not on the agenda which a member of the public may wish to bring before the Board. However, the Board shall not take action on such matters at that meeting.

**5020.4** At least 72 hours prior to the time of all regular meetings, an agenda, which includes but is not limited to all matters on which there may be discussion and/or action by the Board, shall be posted conspicuously for public review at the District office. If the District maintains a website, the agenda shall be posted on the website for public information at the same time. All information made available to the Board (except confidential information allowed by State law per legal counsel authority) shall be available for public review prior to the board meeting.

**5020.4.1** The agenda for a special meeting shall be posted at least 24 hours before the meeting in the same locations.

*Reviewed and adopted by the Board of Directors on 2/27/18 1/26/2021*

## Definition of *testimony*

**1a:** a solemn declaration usually made orally by a witness under oath in response to interrogation by a lawyer or authorized public official

**b:** firsthand authentication of a fact : EVIDENCE

**c:** an outward sign

**2a:** an open acknowledgment

**b:** a public profession of religious experience

## Definition of *comment* (Entry 1 of 2)

**1:** COMMENTARY

**2:** a note explaining, illustrating, or criticizing the meaning of a writing  
*Comments* on the passage were printed in the margin.

**3a:** an observation or remark expressing an opinion or attitude  
*critical comments* *constructive comments*

**b:** a judgment expressed indirectly  
sees the film as a *comment* on modern values

## comment

### verb

commented; commenting; comments

### Definition of *comment* (Entry 2 of 2)

#### transitive verb

: to make a comment on

#### intransitive verb

: to explain or interpret something by comment  
*commenting* on recent developments  
*commented* on the poem's symbolism

### Examples of *comment* in a Sentence

**Noun** The most frequent *comment* was that the service was slow. I find your *comments* offensive.

**POLICY TITLE: Board Meeting Conduct**  
**POLICY NUMBER: 5030**

**5030.1** Meetings of the Board of Directors shall be conducted by the **Board** President in a manner consistent with the policies of the District. Policy No. 5070, "Rules of Order for Board and Committee Meetings", shall be used as a general guideline for meeting protocol.

**5030.2** All Board meetings shall commence at the time stated on the agenda and shall be guided by same.

**5030.3** The conduct of meetings shall, to the fullest possible extent, enable Directors to:

**5030.3.1** Consider problems to be solved, weigh evidence related thereto, and make wise decisions intended to solve the problems; and,

**5030.3.2** Receive, consider and take any needed action with respect to reports of accomplishment of District operations.

**5030.4** Provisions for permitting any individual or group to address the Board concerning any item on the agenda of a special meeting, or to address the Board at a regular meeting on any subject that lies within the jurisdiction of the Board of Directors, shall be as followed:

**5030.4.1** Three minutes may be allotted to each speaker and a maximum of 20 minutes to each subject matter. The **Board President of the Board**, at his/her own discretion may allow additional time upon request of the speaker.

**5030.4.2** No disruptive conduct shall be permitted at any Board meeting. Persistence in disruptive conduct shall be grounds for summary termination, by the **ChairpersonBoard President**, of that person's privilege of address.

**5020.4.3** The **Board** President may eject any person or persons making personal, impertinent or slanderous remarks, refusing to abide by a request from the **Board** President or otherwise disrupting the meeting.

**5030.5** Willful disruption of any of the meetings of the Board of Directors shall not be permitted. If the **Board** President finds that there is in fact willful disruption of any meeting of the Board, he/she may order the disrupting parties out of the room and subsequently conduct the Board's business without them present.

**5030.5.1** After clearing the room of disruptive individuals, the **Board** President may permit those persons who, in his/her opinion, were not responsible for the willful disruption to remain in the meeting room.

*Revised, Approved and Adopted* 1/26/2021

**POLICY TITLE: Board Actions and Decisions**

**POLICY NUMBER: 5040**

**5040.1** Actions by the Board of Directors include but are not limited to the following:

**5040.1.1** Adoption or rejection of regulations or policies;

**5040.1.2** Adoption or rejection of a resolution;

**5040.1.3** Adoption or rejection of an ordinance;

**5040.1.4** Approval or rejection of any major contract or expenditure;

**5040.2** **Action can only be taken by the vote of the majority of the Board of Directors. Three (3) Directors represent a quorum for the conduct of business.**

**5040.2.1** A member abstaining in a vote is considered as absent for that vote. A member ~~abstaining-recusing~~ due to a conflict of interest does not count towards a quorum.

**5040.2.1.1** Example. If three of five Directors are present at a meeting, a quorum exists and business can be conducted unless one Director recuses the abstention is (due to a conflict of interest) or abstains. ~~However, if one Director abstains on a particular action and the other two cast "aye" votes, n~~ No action is taken because a "majority of the Board" did not vote in favor of the action.

**5040.2.1.2** Example. If an action is proposed requiring a two-thirds vote and two Directors abstain, the proposed action cannot be approved because four of the five Directors would have to vote in favor of the action.

**5040.2.1.3** Example. If a vacancy exists on the Board and a vote is taken to appoint an individual to fill said vacancy, three Directors must vote in favor of the appointment for it to be approved. If two of the four Directors present abstain, the appointment is not approved.

**5040.3** The Board may give directions that are not formal action. Such directions do not require formal procedural process. Such directions include the Board's directives and instructions to the General Manager to provide further information at the next meeting of the Board and to respond to questions raised by the Public.

**5040.3.1** The Board President shall determine by consensus a Board directive and shall state it for clarification. Should any two Directors challenge the statement of the Board President, a voice vote may be requested.

**5040.3.2** A formal motion may be made to place a disputed directive on a future agenda for Board consideration, or to take some other action (such as refer the matter to the General Manager for review and recommendation, etc.).

**5040.3.3** Informal action by the Board is still Board action and shall only occur regarding matters that appear on the agenda for the Board meeting during which said informal action is taken.

**recuse:** to disqualify (oneself) as judge in a particular case **broadly :** to remove (oneself) from participation to avoid a conflict of interest

The current legal use of "recuse" as a term specifically meaning "to disqualify (oneself) as a judge" didn't come into frequent use until the mid-20th century. Broader applications soon followed from this sense - you can now recuse yourself from such things as debates and decisions as well as court cases.

**abstain:** **1:** to choose not to do or have something : to refrain deliberately and often with an effort of self-denial from an action or practice *abstain* from drinking

**2:** to choose not to vote Ten members voted for the proposal, six members voted against it, and two *abstained*.

### **Synonyms & Near Synonyms for *abstain***

- decline, refuse, reject, turn down, delay, halt, hesitate, stall, temporize, shilly-shally, vacillate, waffle, waver

*Revised, Approved and Adopted*

01/26/2021

**POLICY TITLE: Rules of Order for Board and Committee Meetings**  
**POLICY NUMBER: 5070**

**5070.1** General.

**5070.1.1** Action items shall be brought before and considered by the Board by motion in accordance with this policy. These rules of order are intended to be informal and applied flexibly. The Board prefers a flexible form of meeting and, therefore, does not conduct its meetings under strict formalized rules such as Robert's Rules of Order.

**5070.1.1.1** If a Director believes order is not being maintained or procedures are not adequate, then he/she should raise a point of order - not requiring a second - to the Board President. If the ruling of the Board President is not satisfactory to the Director, then it may be appealed to the Board. A majority of the Board will govern and determine the point of order.

**5070.2** Obtaining the Floor.

**5070.2.1** Any Director, or Staff member, desiring to speak should address the Board President and, upon recognition by the Board President, may address the subject under discussion.

**5070.3** Motions.

**5070.3.1** Any Director, including the Board President, may make or second a motion. A motion shall be brought and considered as follows:

**5070.3.1.1** A Director makes a motion; another Director seconds the motion; and the Board President states the motion.

**5070.3.2** Once the motion has been stated by the Board President, it is open to discussion and debate. After the matter has been fully debated, and after the public in attendance has had an opportunity to comment, the Board President will call for the vote.

**5070.3.2.1** If the public in attendance has had an opportunity to comment on the proposed action, any Director may move to immediately bring the question being debated to a vote, suspending any further debate. The motion must be made, seconded, and approved by a majority vote of the Board.

**5070.4** Secondary Motions. Ordinarily, only one motion can be considered at a time and a motion must be disposed of before any other motions or business are considered. There are a few exceptions to this general rule, though, where a secondary motion concerning the main motion may be made and considered before voting on the main motion.

**5070.4.1** Motion to Amend. A main motion may be amended before it is



voted on, either by the consent of the Directors who moved and seconded, or by a new motion and second.

**5070.4.2** Motion to Table. A main motion may be indefinitely tabled before it is voted on by motion made to table, which is then seconded and approved by a majority vote of the Board.

**5070.4.3** Motion to Postpone. A main motion may be postponed to a certain time by a motion to postpone, which is then seconded and approved by a majority vote of the Board.

**5070.4.4** Motion to Refer to Committee. A main motion may be referred to a Board committee for further study and recommendation by a motion to refer to committee, which is then seconded and approved by a majority vote of the Board.

**5070.4.5** Motion to Close Debate and Vote Immediately. As provided above, any Director may move to close debate and immediately vote on a main motion.

**5070.4.6** Motion to Recess. Any Director may make a motion to recess. The Board President shall then call for a second and a vote.

**5070.4.7** Motion to Adjourn. A meeting may be adjourned by motion made, seconded, and approved by a majority vote of the Board before voting on a main motion.

**5070.5** Decorum.

**5070.5.1** The Board President shall take whatever actions are necessary and appropriate to preserve order and decorum during Board meetings, including public hearings. The Board President may eject any person or persons making personal, impertinent or slanderous remarks, refusing to abide by a request from the President, or otherwise disrupting the meeting or hearing.

**5070.5.2** The Board President may also declare a short recess during any meeting.

**5070.6** Amendment of Rules of Order.

**5070.6.1** By motion made, seconded and approved by a majority vote, the Board may, at its discretion and at any meeting: a) temporarily suspend these rules in whole or in part; b) amend these rules in whole or in part; or, c) both.

*Revised, Approved and Adopted*

12/15/2020 1/26/2021

## Newberry Springs Civic Hub Strategic Plan (Nov. 17, 2020 Draft)

NOTE: Items shown in red below are the latest suggested revisions. These have not yet been reviewed and approved by the Civic Hub Strategic Planning Committee.

### Executive Summary

The Newberry Community Services District (CSD) is the only local government agency in Newberry Springs. Our mission is to deliver, sustain and improve the delivery of authorized services to the community. By LAFCO charter, the CSD is authorized to provide fire protection, parks and recreation, street lighting and water management service for domestic use, irrigation, sanitation, industrial, fire protection and recreation. ~~for parks, recreation and the volunteer fire department.~~ Region-wide agencies such as the Silver Valley Unified School District as well as community groups such as the Newberry Springs Family Center and the Newberry Springs Economic Development Association are active in providing additional services. The CSD endeavors to partner with these agencies as well as other regional business and community groups.

### Committee Membership

Committee members included Paul Deel (NSEDA), Brian Fisher (Newberry Family Center), Karen Gray (Community Member), Mike Sullivan (Principal, Silver Valley High School/Silver Valley Unified School District), Daphne Lanier (Chief, Newberry Volunteer Fire Dept.), Cory Rogers (Assistant Chief, Newberry Volunteer Fire Dept.), Co-Chair Victoria Paulsen (Director, Newberry CSD) and Chair, Jack Unger (Director, Newberry CSD).

### Mission Statement

The Civic Hub Strategic Planning Committee was formed to study the feasibility of creating a new centralized Civic Hub ~~CSD is planning a new, centralized Civic Hub~~ for Newberry Springs to improve and centralize the delivery of authorized CSD services. Also, as much as allowed by our LAFCO authorizations, to enable the availability of leased land for small commercial businesses ~~services~~ desired by the community. Examples of such small business services include (but are not limited to) auto mechanic, grocery store, coffee shop/restaurant/ice cream parlor, medical clinic, sheriff substation, general store, antique store, small business office center, etc.

## Historic Community Goals, Values and Aspirations

The CSD recognizes and respects that there are many needed and desirable community improvement projects however, the CSD's legal spending authority is currently limited to the following four areas - fire protection, parks and recreation, street lighting and water services (to the extent described in the above Executive Summary). Notwithstanding these limitations, the CSD can support the broader list of community aspirations as much as is practical and legally allowable.

During the past few years, several community studies have been performed regarding community goals and aspirations. The following table includes both goals that are within the scope ("IN Scope") of the CSD's legally-permitted San Bernardino County Local Agency Formation Commission (LAFCO) authorizations as well as goals that are out of the scope of the CSD's authorizations ("OUT of Scope"). There may be some creative ways to incorporate some of the "out of scope" goals in whole or in part within the "in scope" goals. Going forward, it may be appropriate to consider revising (broadening) the CSD's LAFCO authorizations, thereby enabling some currently out-of-scope activities to be brought within the CSD's scope of action.

The findings from one previous community survey, one previous community study as well as the current San Bernardino County Newberry Community Action Guide are summarized in the following table. The "FROM" column indicates which survey, study or guide addresses each item.

- (A) San Bernardino County's 2018 Newberry **Community Planning workshop** conducted as part of the county's "Countywide Plan" preparation.
- (B) Cal Poly graduate student March 2017 **Planning Study**.
- (C) San Bernardino County **Newberry Springs Community Action Guide**. (NOTE: This material was largely the same as that contained in (A) above.

Similar items from the different surveys are listed following each other. The letter (A, B or C) in the "From" column shows which survey the specific **Goal, Value or Aspiration** is drawn from.

	Goal, Value, Aspiration	From (A, B or C)	Comments
<b>IN Scope</b>			
	Improve <b>public safety</b> (EMS, Fire, Sheriff).	<b>A</b>	Improving emergency medical services and fire services would be enabled by the <b>construction of a new civic hub fire station</b> to replace the current station located on the elementary school (leased) property. Improving law enforcement (i.e. Sheriff) is less obvious however a <b>satellite law enforcement office</b> at the civic hub is also a realistic, IN-Scope goal.
	Improve <b>public infrastructure</b> .	<b>A</b>	The <b>civic hub itself is a major public infrastructure improvement</b> . Some elements of public infrastructure such as road improvements fall into the out-of-scope category below.
	<del>Develop a civic hub that provides essential retail support services to the community.</del>  Develop a civic hub that provides essential services and that also provides for the leasing of land to private businesses that choose to provide essential retail services to the community.	<b>B</b>	Help support the establishment of a stable economy by encouraging the establishment of private businesses on leased land in the civic hub so residents can <b>shop and obtain services locally</b> instead of regionally. Examples include a grocery store, auto shop, ATM, medical clinic, restaurant, youth center, shared office center, laundromat, beauty salon and barbershop.
	<del>Maintain</del> Set a positive example by promoting a clean civic hub	<b>A</b>	<b>Emphasize a clean and litter-free civic hub</b> . Provide civic hub <b>recycling</b> facilities.

	and (by extension) a <b>clean community</b> .		
	<p>Provide for a <b>stable economy</b> focusing on economic development, eco-tourism and Route 66 tourism.</p> <p>NOTE: This item has been moved to and is addressed in the "OUT of Scope" section of this table (below).</p>	<b>A</b>	<p>Lease out <b>commercial small business space</b>. In addition, make <b>shared office space</b> available that can be reasonably rented by entrepreneurs of small home-based businesses. Additionally, focus on enabling as many of the points in C1 through C14 of the Community Planning workshop as possible.</p>
	Increase <b>community involvement</b> and volunteerism.	<b>A</b>	<p>The civic hub operation will increase opportunities for <b>volunteerism</b> in operation and maintenance of the civic hub itself. In addition, the civic hub will expand and improve the <b>meeting spaces</b> available for use by a <b>wide range of</b> community organizations.</p>
	<b>Newberry residents value serenity and the desert landscape</b> including wide open spaces, clear night skies, quietness, independence, large lots, agricultural neighbors <b>and a rural</b> , small town atmosphere.	<b>A</b>	<p>These goals and values can be supported by the use of 1) educational and informational <b>kiosks</b>, 2) <b>native plants</b>, 3) low intensity <b>solar-powered</b> lighting and 4) <b>climate-appropriate building architecture</b>.</p>
	Increase investment in <b>community services</b> .	<b>A</b>	<p>A new community center will provide vastly improved meeting spaces for community meetings and events. A new fire station as part of the civic hub will attract and house <b>more volunteer firefighters</b>, provide <b>better training facilities</b>, shorten <b>response times</b>, <b>improve fire</b></p>

			<b>department water availability and lower home insurance rates.</b>
	Improve the <b>fire department</b> water supply.	<b>A</b>	A new water well as part of the civic hub will 1) allow the fire department to <b>improve the supply of water</b> for fire protection and 2) <del>possibly allow the CSD to expand its water services to the</del> <b>community.</b>
	Support <b>fire services</b> through the <del>construction</del> <b>expansion</b> of necessary <b>water infrastructure.</b>	<b>B</b>	One example: A series of backup <b>fire protection water tanks</b> placed throughout the community <b>fed, in part, by the well at the civic hub.</b>
	Engage <b>external agencies</b> to support local interests.	<b>A</b>	Successfully building the civic hub will require more engagement and <b>partnerships with external agencies and districts</b> (to everyone's mutual benefit).
	Establish primary and backup <b>emergency communications systems.</b>	<b>A</b>	The civic hub (both fire department and CSD offices) would provide sufficient space to install primary and backup <b>emergency communications systems</b> including commercial two-way radio equipment, commercial fixed wireless broadband equipment, amateur radio equipment and Citizens Band radio equipment. Space would also be available to install meteorological (weather) and air quality monitoring equipment.
	Establish a community <b>learning center.</b>	<b>B</b>	Provide the opportunity for <b>continuing education</b> for all residents regardless of their age by establishing a community learning center with computers and

			highspeed broadband Internet access.
	Promote <b>tourism</b> .	<b>B</b>	The new community hub will draw tourists in both for their convenience and to satisfy their curiosity about the Newberry community. Establish a Newberry Springs Desert/History <b>Museum</b> as part of the civic hub.
	Provide <b>public spaces</b> to promote the sense of community.	<b>B + C</b>	An open-space plaza (or plazas) will provide outdoor <b>public meeting space</b> for farmer's markets, car shows, art shows and other open-space public activities. A <b>community garden</b> will provide the community shared, hands-on education and practical knowledge.
	Research and prepare a list of funding and grant opportunities.	<b>B</b>	See CalPoly Study Appendix for list.
<b>OUT of Scope</b>			
	Establish a <b>water plan</b> .	<b>A</b>	Although this is a desired community goal, it is currently outside the scope of this strategic plan.  A <del>review</del> of the CSD's current LAFCO-authorized " <b>water powers</b> " ( <del>management, domestic use, irrigation, sanitation, industrial, fire protection, recreation</del> ) should probably be done first followed by a review and discussion of points A1 through A8 of the Community Planning workshop.
	Create a <b>sustainable economic environment</b> that enables	<b>B</b>	Increase <b>home-based businesses</b> . Create a technical <b>assistance</b>

	<p>entrepreneurial opportunities for residents and businesses.</p>		<p>program so <b>that permit process</b> and concerns are communicated to prospective business owners. Adopt <b>zoning overlay districts</b> that maintain community characteristics and needs while also encouraging new development, streamlining the permit process, and reducing impact, development, and permit fees</p>
	<p>Capitalize on our presence along the <b>Route 66 corridor</b>. Give travelers a reason to stop and enjoy our community.</p>	<p><b>A</b></p>	<p>A marketing campaign focused on Newberry's new civic hub can also <b>highlight the attractions</b> of Newberry's <b>Route 66 corridor</b>.</p>
	<p>Encourage <b>tourism opportunities along Route 66</b>. Work with regional groups to promote Newberry Springs as a tourist destination as part of a larger (tourism) network.</p>	<p><b>B</b></p>	<p>Transform Newberry Springs into a <b>key tourist destination</b> along the Las Vegas and Los Angeles corridor.</p>
	<p><b>Promote the adoption of zoning overlay districts</b> that maintain community characteristics and needs while also encouraging new development, streamlining the permit process, and reducing impact, development, and permit fees.</p>	<p><b>B</b></p>	<p>Overlay district(s) have already been mentioned in the context of a centrally located civic hub however a <b>zoning-overlay district</b> for the <b>Route 66 corridor</b>, while out-of-scope, should also be kept in mind.</p>
	<p>Newberry Springs has a higher rate of emergency room visits due to <b>chronic obstructive pulmonary disease (COPD)</b> than San Bernardino County. <u>I will check w/ Planning Dept.</u></p>	<p><b>C</b></p>	<p>Newberry has funding to implement an <b>air quality monitoring program</b> to alert residents to instances of higher than normal PM2.5 and PM10 air quality <b>so corrective actions can be taken by the public</b>. Depending on costs, Local Agency Formation Commission (LAFCO) approval may be needed before <b>implementing this program</b>.</p>



## Possible Civic Hub Configurations

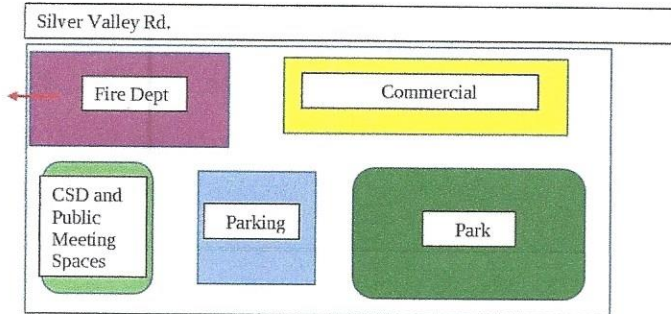
This Civic Hub Strategic Plan contains the following components. a) a new fire station, b) new CSD offices and public meeting spaces, c) a new park, and d) commercial small-business office space (as legally allowed by CSD **LAFCO** authorization). Two potential all-inclusive single-site configurations have been drawn up.

### 40-acre square property parcel



(Draft) CIVICHUB (V3)

## 20-acre rectangular east to west parcel



Other configurations are also possible; for example, a split-parcel configuration for nearby but non-contiguous parcels. To maximize services and to enable the provision of small business commercial services, the civic hub **may** (the legal issues of CSD-provided commercial small-office space needs further research) need to be located on one parcel or on contiguous parcels.

## SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis

A SWOT analysis follows.

### Strengths

- Expansive natural beauty including dark night skies
- Cal Poly Pomona study
- Rural, independent lifestyle
- On and Off freeway access
- Off-road recreational opportunities
- San Bernardino County Newberry Springs Community Action Guide

### Weaknesses

- Minimum number of public services
- High speed Internet access not available everywhere
- Challenging weather (heat, wind, etc.)
- County fees and regulations stifle growth

- Loneliness
- Vacant homes subject to vandalism
- Lack of opportunity
- Lack of services
- Lack of recreational facilities
- Marijuana farms bring criminal cartels
- Water sustainability for long-term community viability and growth

### Opportunities

- Cottage industries
- Tourism along Route 66
- Business growth, shopping, restaurants
- Airbnb sites
- Youth/afterschool programs; summer programs
- Business growth

### Threats

- Excessive upstream water usage
- Invasion of large solar and wind projects
- Restrictions and unreasonable taxes for small scale businesses
- Aging population (losing young families)
- No healthcare facilities
- Crime, pot farms
- Limited fire and emergency medical access due to no railroad crossing at Fort Cady Road
- Need to be governed as a rural community – not held to big-city standards. One set of rules does not fit all.

### **Goals and Timeframes – To be determined by later CSD Board actions**

~~[To be supplied] – pretty tight, (we may need more than 1 meeting to add and review)~~

This section can will outline 6-month, 1-year, 5-year and 10-year goals

## Target Groups and Needs

~~[To be supplied]~~ ... ~~also our stakeholder groups that we ask for input~~

- a) Group description and needs (**example:** Families)
- b) Group description and needs (**example:** Elementary school students)
- c) Group description and needs (**example:** High school and junior high school students)
- d) Group description and needs (**example:** Working adults between the ages of 20 and 65)
- e) Group description and needs (**example:** Seniors)
- f) Group description and needs (Group “x”)
- f)g) Other groups - TBD

## Project Implementation Plans

~~[To be supplied]~~ - We recommend following will follow the San Bernardino County Planning Department “Newberry Community Action Guide” template. Survey Monkey can will also be used however, first the CSD we needs to narrow and define goals and actions. ~~Define the “steps” first~~, then reach out for partners and volunteers.

- a) Project Goal 1
- b) Project Goal 2
- c) Project Goal 3
- d) Project Goal 4
- e) Project Goal 5

## Communication Plans and Messaging

~~[To be supplied]~~ Karen has a prior Communications Plan describing who to notify and how to notify them - from elected officials down to members of the Public.

- a) Ways to reach and inform target group “a”
- b) Ways to reach and inform target group “b”
- c) Ways to reach and inform target group “c”
- d) Ways to reach and inform target group “d”
- e) Ways to reach and inform target group “e”
- f) Ways to reach and inform target group “x”

## Teaming and Partnerships

No single organization can achieve community development alone. A team effort is required. Possible partnerships may include:

- The U.S. Bureau of Land Management
- Newberry Springs Economic Development Association (NSEDA)
- Silver Valley Unified School District (SVUSD)
- Desert Discovery Center
- Mainstreet Murals
- Mojave River Valley Museum
- Newberry Family Center
- U.S. Department of Agriculture
- California Rt. 66 Association
- Silver Valley Fire Alliance
- Daggett CSD
- Yermo CSD
- Daggett Historical Society
- BNSF Railroad
- Union Pacific Railroad
- The Bradco (Real Estate Development) Companies
- Barstow Chamber of Commerce
- Newberry Springs Chamber of Commerce
- Other regional and state agencies

## Key Performance Indicators

~~{To be supplied}~~ The CSD Board will want to specify ~~Need~~ goals and resources first.

[Insert description of key performance indicators here]

## Financial Projections

~~{To be supplied}~~

[Financial projections will likely include ~~Insert~~ estimated capital costs, yearly operating costs, ~~and~~ yearly revenue estimates and any other financial considerations here]

### **Revision History**

This is intended to be the first attempt at Civic Hub strategic planning. It will likely be revised in the future. N/A at this time.

# NEWBERRY COMMUNITY SERVICES DISTRICT

Established 1958

## REGULAR DRAFT MEETING MINUTES

(ZOOM MEETING)

December 15, 2020

**Call the meeting to order- 6:12 p.m.**

### **Pledge of Allegiance**

President Springer asked all present recite the Pledge of Allegiance.

### **Roll Call.**

### **Present:**

President Springer  
Director Deel  
Director Roberts  
Director Paulsen  
Director Unger

### **Absent:**

**Also Present:** General Manager Jodi Howard, Fire Chief Daphne Lanier and members of the public.

### **1. Approval of Agenda**

Motion Director Deel to approve agenda with correction (the park is open).  
Seconded Director Paulsen.

Vote: **Unanimous**

**Motion Passed**

### **2. Public Comments:**

- a. **General Public-** *emailed comments on website*
- b. **Community Reports**

### **3. Reports**

a. **General Manager**

**Treasurer Position-**

b. **Staff**

c. **Strategic Planning Committee** – *report on newberrycsd.net website*

### **4. Agenda Items- Discussion/Possible Action**

- a. Review and Revise Policies-**  
**4050- Members of the Board of Directors**  
**5020- Board Meeting Agenda**  
**5030- Board Meeting Conduct**  
**5040- Board Actions and Decisions**  
**5070- Rules of Order for Board and Committee Meetings**  
Discussion- Reviewed Policies bring back next meeting.
- b. Address water supply for Fire Department/Parks and Recreation**  
Discussion only
- c. Air Quality Monitoring Report.**  
Motion Director Springer for the Newberry CSD to purchase 5 purple air Monitors not to exceed \$2000.00. Seconded Director Paulsen  
Vote: **Unanimous**  
Motion Passed
- d. Review and Revise and Approve the (draft) December 1, 2020 Civic Hub Strategic Plan.**  
Discussion and partial review of plan. Review to be completed at the next Board Meeting.
- e. Discussion and Possible Action Regarding the need for any further work be assigned to the Civic Hub Strategic Planning Committee. If there is no further work assignments, then the Committee's work can be considered to be complete and the Committee can be dissolved.**  
Motion Director Paulsen that the Strategic Planning Committee be dissolved. Seconded Director Unger.  
Vote: **Unanimous**  
Motion Passed
- f. Approval of Minutes for November 17, 2020.**  
Motion Director Deel to approve as presented. Seconded Director Roberts.  
Vote: **Unanimous**  
Motion Passed
- g. Approve Bills Paid and Presented.**  
Motion Director Paulsen to approve bills paid and presented. Seconded Director Roberts.  
Vote: **Unanimous**  
Motion Passed



**5. Old and New Business-**

**6. Directors Comments (1 min)**

**Director Springer-** \*Thanked Larry Clark for his service as a Director  
\* Welcomed Margie Roberts and Paula Deel as Directors.

\* He also thanked Director Unger and Paulsen for their hard work with  
The Strategic Planning Committee.

**Paula Deel-** this Sat. will meet at the CSD to do Christmas light contest.

- Jack and Vickie did a tremendous job and deserve applause for the Strategic Planning Committee.
- Yermo needs a General Manager

**7. Adjournment 8:43 p.m.**

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Board Secretary

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Board President