

In compliance with Assembly Bill (AB) 361, which allows for a deviation of teleconference rules required by the Ralph M. Brown Act, this Board of Directors meeting is being conducted in a hybrid in-person/virtual format. Members of the public may participate and provide public comment on agenda items during the meeting in person at the location identified above, by joining the Zoom meeting, or by submitting written public comments to the Board Secretary at boardcomment@cambriacsd.org. Meetings will be streamed on www.slo-span.org.



CAMBRIA COMMUNITY SERVICES DISTRICT

Thursday, January 12, 2023 - 1:00 PM

AGENDA

REGULAR MEETING OF THE CAMBRIA COMMUNITY SERVICES DISTRICT BOARD OF DIRECTORS

In person at:

**Cambria Veterans' Memorial Hall
1000 Main Street, Cambria, CA 93428**

AND via Zoom at:

Please click the link below to join the webinar:

<https://us06web.zoom.us/j/82602291818?pwd=R2NoY2srcG4vaVpCOEpoS09EMGhnQT09>

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Webinar ID: 826 0229 1818

International numbers available: <https://us06web.zoom.us/j/82602291818>

1. OPENING

- A. Call to Order
- B. Pledge of Allegiance
- C. Establishment of Quorum
- D. President's Report

E. Agenda Review: Additions/Deletions**2. BOARD MEMBER COMMUNICATIONS**

Any Board Member may make an announcement, report briefly on his or her activities, or ask a question for clarification.

3. COMMISSION REPORT

A. PROS Chairman's Report

4. PUBLIC COMMENT

Members of the public may now address the Board on any item of interest within the jurisdiction of the Board but not on its agenda today. Future agenda items can be suggested at this time. In compliance with the Brown Act, the Board cannot discuss or act on items not on the agenda. Each speaker has up to three minutes.

5. REGULAR BUSINESS

- A.** Discussion and Consideration to Change Frequency of Standing Committee Meetings
- B.** Discussion and Consideration of Annual Updates to Board, Parks, Recreation and Open Space (PROS) and Standing Committee Bylaws and Appointment of an Ad Hoc Committee
- C.** Discussion and Consideration to Approve Directors' Attendance at the California Special District Association's (CSDA) Special District Leadership Academy and CSDA Board Member Best Practices Virtual Workshop
- D.** Discussion and Consideration of General Manager Position Description, Qualifications, Recruitment Process, and Advertising, and Consideration of Contracting with an Executive Recruiting Agency to Assist in the Process

6. BOARD MEMBER, COMMITTEE AND LIAISON REPORTS

- A.** Finance Committee's Report
- B.** Policy Committee's Report
- C.** Resources & Infrastructure Committee's Report
- D.** Other Liaison Reports and Ad Hoc Committee Reports

7. FUTURE AGENDA ITEM(S)

This is an opportunity to request a formal agenda report be prepared and the item placed on a future agenda. No formal action can be taken except to direct the General Manager to place a matter of business on a future agenda by majority vote

8. ADJOURN TO CLOSED SESSION

- A.** PUBLIC EMPLOYEE PERFORMANCE EVALUATION Pursuant to Government Code Section 54957(b)
Title: Acting General Manager
- B.** PUBLIC EMPLOYMENT Pursuant to Government Code Section 54957(b)
Title: General Manager

CAMBRIA COMMUNITY SERVICES DISTRICT

TO: Board of Directors

AGENDA NO. **5.A.**

FROM: Ray Dienzo, Acting General Manager

Meeting Date: January 12, 2023

Subject: Discussion and Consideration to
Change Frequency of Standing
Committee Meetings

RECOMMENDATIONS:

Staff recommends that the Board of Directors discuss and consider changing the frequency of standing committee meetings.

FISCAL IMPACT:

There is no fiscal impact identified with this action, however each standing committee chairperson receives \$100 per meeting, per the Board Bylaws.

DISCUSSION:

As proposed in past Board meetings, changing the frequency of standing committee meetings was requested for Board discussion and consideration. It has been suggested that changing the frequency of committee meetings to quarterly can still achieve the desired benefits. Committee actions regarding capital improvement projects, financial and policy decisions typically need more than a month to generate any significant progress. And if staff needs committee direction outside of the quarterly schedule, they can request that a special meeting can be convened. Changing this schedule frequency would generate more robust committee meeting agenda topics, and would add efficiency to both committee and staff time.

Staff recommends that the Board of Directors consider changing the frequency of the standing committee meetings to quarterly.

CAMBRIA COMMUNITY SERVICES DISTRICT

TO: Board of Directors

AGENDA NO. **5.B.**

FROM: Ray Dienzo, Acting General Manager

Meeting Date: January 12, 2023

Subject: Discussion and Consideration of Annual Updates to Board, Parks, Recreation and Open Space (PROS) Commission and Standing Committee Bylaws and Appointment of an Ad Hoc Committee

RECOMMENDATIONS:

Staff recommends that the Board of Directors review and discuss any recommended changes to the current CCSD Board Bylaws, PROS Commission Bylaws, and Standing Committee Bylaws and appoint an ad hoc committee to review the bylaws.

FISCAL IMPACT:

There is no fiscal impact associated with this item.

DISCUSSION:

Section 10.1 of the Board of Directors Bylaws provides that the bylaws are to be reviewed annually at the first regular meeting in January. Section 8.1 of the Standing Committee Bylaws provides that the bylaws be reviewed annually at the first regular Board of Directors meeting in January. The Board Bylaws, PROS Commission Bylaws and Standing Committee Bylaws are attached for consideration.

Staff recommends that pending Board action item 5.A. from January 12, 2023, the Standing Committee Bylaws Section 6.3 shall be changed, along with other approved changes.

Attachments: Board of Directors Bylaws
PROS Commission Bylaws
Standing Committee Bylaws

CAMBRIA COMMUNITY SERVICES DISTRICT BOARD
OF DIRECTORS BYLAWS

1. OFFICERS OF THE BOARD OF DIRECTORS

- 1.1 The officers of the Board of Directors are the President and Vice President.
- 1.2 The President of the Board of Directors shall serve as presiding officer at all Board meetings. The President shall have the same rights as the other members of the Board in voting, introducing motions, resolutions and ordinances, and any discussion.
- 1.3 In the absence of the President, the Vice President of the Board of Directors shall serve as presiding officer over all meetings of the Board. If the President and Vice President are both absent, the remaining members shall select one among themselves to act as presiding officer of the meeting.
- 1.4 The President and Vice President of the Board shall be elected annually at the first regular meeting in December and the term of office shall commence immediately upon election and continue until replaced.
- 1.5 The President or his or her designee shall be the spokesperson for the Board and point person for intergovernmental relations.

2. MEETINGS

- 2.1 Regular meetings of the Board of Directors shall be on the second and third Thursday of each calendar month in the Veterans Memorial Hall, located at 1000 Main Street, Cambria, unless otherwise directed by the Board of Directors. The time for holding Regular meetings of the Board of Directors shall be established by resolution.
- 2.2 For regular meetings, a block of time shall be set aside to receive general public comment. Comments on items on the agenda should be held until the appropriate item is called. Public comment shall be directed to the President of the Board and limited to three minutes unless extended or shortened at the President's discretion. During

general public comment:

- (a) Board members may briefly respond to statements or questions from the public; and
- (b) At the President's discretion, Board members may, on their 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; and
- (c) The President of the Board or a Board majority in open session may take action to direct staff to place a matter on a future agenda.

2.3 Meeting Length. The business at regular meetings of the Board of Directors, including any scheduled closed sessions, shall be conducted for no more than a three-hour period, unless extended by a four-fifths (4/5th) vote of the Board. In the event there are remaining items on the agenda at the end of the three-hour period, the Board may adjourn the meeting to a specific date and time in accordance with the provisions of Government Code Section 54955. The intent and purpose of this policy is to encourage a reasonable time period in which the Board of Director's business is discussed and to protect against fatigue in discussing and deciding important District issues.

2.4 Board members shall attend all regular and special meetings of the Board unless excused for emergencies or other good cause:

- (a) Good cause for absence includes circumstances of which the President of the Board is notified prior to the meeting. Good cause also includes Board-authorized meeting absences such as attendance at a conference directly related to the functions and interests of the District or at the meeting of another public agency in order to participate in an official capacity.
- (b) A Board member who is absent for good cause may notify the President by electronic transmission, telephone communication, or letter. The President shall notify the General Manager and the Board of all absences that are excused for good cause. The minutes

shall indicate whether an absence was excused.

(c) A Board member vacancy shall occur upon the happening of any of the events set forth in Government Code section 1770.

- 2.5 The President shall conduct all meetings in a manner consistent with the policies of the CCSD. All comments shall be directed to the President. The President shall determine the order in which agenda items shall be considered for discussion and/or actions taken by the Board, and shall announce the Board's decision on all subjects. On roll call, the maker of the motion shall be called first, the Board member seconding the motion shall be called second, and the remainder are polled with the President voting last, unless the President made or seconded the motion.
- 2.6 A majority of the total membership of the Board shall constitute a quorum for the transaction of business. A majority of the total membership of the Board is sufficient to do business; however, motions must be passed unanimously if only three attend. When there is no quorum for a regular meeting, the President, Vice President or any Board member shall adjourn such meeting, or, if no Board member is present, the Board Secretary shall adjourn the meeting.
- 2.7 A roll call vote, if required by law, shall be taken upon votes on ordinances and resolutions, and shall be entered in the minutes of the Board showing those Board members voting aye, voting no and those abstaining or absent. Unless a Board member states that he or she is not voting because of a conflict of interest and steps down from the dais prior to the discussion of the item, his or her silence shall be recorded as a vote of abstention.
- 2.8 Any person attending a public meeting of the Board of Directors may record the proceedings with an audio or video recording device in the absence of a reasonable finding that the recording cannot continue without noise, illumination, or obstruction of view that constitutes or would constitute a disruption of the proceedings.
- 2.9 All video recording devices shall remain stationary and shall be located and operated from behind the public speaker's podium once the meeting begins. The President retains the discretion to alter these

guidelines, including the authority to require and all recording devices be located in the back of the room.

3. AGENDAS

- 3.1 The General Manager, in cooperation with the Board President and Vice President, shall prepare an agenda for each regular and special meeting of the Board of Directors. An item placed on an agenda in this manner shall only be removed by the General Manager, in cooperation with the President and Vice President. Any Director's request to place an item on the agenda must be approved by the Board President or a majority of the Board members acting in open session.
- 3.2 Those items considered to be of a routine and noncontroversial nature, are placed on the Consent Agenda. These items shall be approved, adopted, and accepted by one motion of the Board of Directors.
 - (a) Board members may request any item listed under Consent Agenda be removed from the Consent Agenda, and the Board will take action separately on that item.
 - (b) A Board member may ask a minor question, for clarification, on any item on the Consent Agenda. The item may be briefly discussed for clarification and the questions will be addressed along with the rest of the Consent Agenda.
 - (c) When a Board member wishes to pull an item simply to register a dissenting vote, the Board member shall inform the presiding officer that he or she wishes to register a dissenting vote without discussion. These items will be handled along with the rest of the Consent Agenda, and the Board Secretary will register a "no" vote in the minutes.
- 3.3 No Board action may be taken on an item not on a posted agenda, except as set forth in Government Code Section 54954.2(b).

4. PREPARATION OF MINUTES

- 4.1 The minutes of the Board shall be kept by the Board Secretary, who may be an employee of the CCSD.
- 4.2 The Board Secretary shall be required to make a record only of such business as was actually passed upon by a vote of the Board and, except as provided in Section 4.3 and 4.6 below, shall not be required to record any remarks of Board members or any other person.
- 4.3 Any Board member may request for inclusion into the minutes brief comments pertinent to an agenda item, only at the meeting in which the item is discussed.
- 4.4 Written comments delivered to the Board at the meeting that were not contained in the Board Agenda Packet for review by the Board prior to the meeting shall be maintained as a separate public record.
- 4.5 The Board Secretary shall attempt to record the names and general place of residence of persons addressing the Board and the title of the subject matter to which their remarks related.
- 4.6 Whenever the Board acts in a quasi-judicial proceeding, the Board Secretary shall create a record of a summary of the testimony of the witnesses.

5. MEMBERS OF THE BOARD OF DIRECTORS

- 5.1 Information that is exchanged before meetings shall be distributed through the Board Secretary, and all Board members will receive all information being distributed.
- 5.2 Board members shall at all times conduct themselves with courtesy to each other, to staff and to members of the audience present at Board meetings.
- 5.3 At the President's discretion, District Counsel shall act as parliamentarian. The rules contained in the current edition of *Rosenberg's Rules of Order* (and *Robert's Rules of Order* 11th Edition for matters on which Rosenberg is silent) shall govern the Board of Directors in all cases to which they are applicable and in which they are not inconsistent with these bylaws, any special rules of order the

Board may adopt and any statutes applicable to the CCSD that do not authorize the provisions of these bylaws to take precedence.

6. AUTHORITY OF DIRECTORS

- 6.1 The Board of Directors is the unit of authority within the CCSD. Apart from their normal function as a part of this unit, Board members have no individual authority. As individuals, Board members may not commit the CCSD to any policy, act or expenditure.
- 6.2 All members of the Board of Directors shall exercise their independent judgment on behalf of the interests of the entire district, including the residents, property owners, and the public as a whole. Board members do not represent any fractional segment of the community, but are rather a part of the body which represents and acts for the community as a whole.
- 6.3 The Board of Directors shall adopt policies for the operation of the district, including, but not limited to, administrative policies, fiscal policies, personnel policies, and the purchasing policies.
- 6.4 The primary responsibilities of the Board of Directors are:
 - a) The formulation and evaluation of policy.
 - b) Monitoring the CCSD's progress in attaining its goals and objectives.
 - c) Appointment, oversight and evaluation of a General Manager to handle all matters concerning the operational aspects of the CCSD.
 - d) Appointment, oversight and evaluation of a District Counsel to handle all matters concerning the legal aspects of the CCSD.

7. BOARD MEMBER GUIDELINES

- 7.1 Board members, by making a request of the General Manager, shall have access to information relative to the operation of the CCSD. If the General Manager cannot provide the requested information in a timely manner, the General Manager shall inform the individual Board member why the information is not or cannot be made available.

- 7.2 Individual Board members should not involve themselves in the day-to-day operations of the District. Their primary role is to participate in the process of establishing the District's policies and goals. The General Manager is responsible for implementing those policies and goals.
 - 7.3 Personnel matters and other operational issues that may be of concern to individual Board members should be addressed through the General Manager. Individual Board members shall not involve themselves or interfere in personnel matters, to protect their impartiality when hearing an appeal of discipline, per the District's disciplinary and grievance process.
 - 7.4 The General Manager shall take direction and instruction from the Board of Directors, as a body, when it is sitting in a duly convened meeting. Individual Board members should refrain from giving orders or instruction to the General Manager or any subordinates of the General Manager.
 - 7.5 When presented with questions or complaints from citizens or staff related to operational or personnel matters, Board members should listen to the concerns expressed and either: (1) confer with the General Manager or District Counsel, as appropriate; or (2) refer the individual to the General Manager for resolution of their concerns.
8. BOARD MEMBER COMPENSATION
- 8.1 Board members may receive compensation of one hundred dollars (\$100.00) for each authorized day of service rendered as a Board member.
 - 8.2 The following are authorized meetings for which a Board member may be compensated:
 - (a) Regular Board meetings.
 - (b) Special Board meetings.
 - (c) Standing Committee meetings of which the Board member is a Committee member.
 - (d) Participation in a training program on a topic that is directly

related to the District, provided that the Board of Directors has previously approved the member's participation at a Board meeting and that the member delivers a written report to the Board regarding the member's participation at the next Board meeting following the training program.

- (e) Representation of the District at a public event, provided that the Board of Directors has previously approved the member's representation at a Board meeting and that the member delivers a written report to the Board regarding the member's representation at the next Board meeting following the public event.
- (f) Representation of the District at a public meeting or a public hearing conducted by another public agency, provided that the Board of Directors has previously approved the member's representation at a Board meeting and that the member delivers a written report to the Board regarding the member's representation at the next Board meeting following the public meeting or public hearing.
- (g) Representation of the District at a meeting of a public benefit nonprofit corporation on whose board the District has membership, provided that the Board of Directors has previously approved the member's representation at a Board meeting and that the member delivers a written report to the Board regarding the member's representation at the next Board meeting following the corporation's meeting.

- 8.3 Board member compensation shall not exceed six days of service in any calendar month.
- 8.4 Board member compensation shall not exceed \$100.00 per day or \$600.00 per month.
- 8.5 Each Board member is entitled to reimbursement for travel, meals, lodging and other actual and necessary expenses incurred in the performance of the duties required or authorized by the Board pursuant to Government Code Section 53232.2
- 8.6 Board members shall provide brief reports on meetings attended at

the expense of the District at the next regular Board meeting, as provided by Government Code Section 53232.3.

9. STANDING COMMITTEES

- 9.1 Standing committees are those that have continuing subject matter jurisdiction, regularly established meeting schedules and one Board member as chairperson. The General Manager may be an ex-officio member of all standing committees.
- 9.2 The following shall be the standing committees of the District:
- a) Finance
 - b) Resources & Infrastructure
 - c) Policy
- 9.3 Committee Rules:
Members' terms and method of appointment, along with detailed rules and procedures for committees, are contained in the Committee Bylaws, a Board-approved set of guidelines and expectations for committees.
- 9.4 Meetings:
- a) All committees shall comply with the provisions of the Ralph M. Brown Act concerning the calling of public meetings and the Board and committee bylaws.
 - b) A written report shall be prepared for each committee meeting by the Chair and forwarded to the Board of Directors. A recording of each meeting will be made available on the District's website.
 - c) With the exception of the Board member serving as Committee Chair, Board members may attend meetings of the District's standing committees as observers only and shall not participate in such meetings.

10. AD HOC COMMITTEES

- 10.1 The President or a majority of the Board may create ad hoc committees consisting of two Board members in accordance with the

provisions of the Brown Act from time to time with specific focus and duration as required. Ad hoc committees shall meet on an as needed basis.

- 10.2 The duties of the ad hoc committee shall be outlined at the time of appointment, and the committee shall be considered dissolved when its final report has been made.

11. BOARD BYLAW REVIEW POLICY

- 11.1 Subject to 3.1 the Board Bylaws shall be reviewed annually at the first regular meeting in January, after which amendments to the Bylaws may be considered for adoption by the Board.

12. COMPLIANCE WITH FEDERAL AND STATE LAW

- 12.1 If it is determined any of these Bylaws conflict with Federal or State rules or statutes, the Federal or State rules or statutes will apply.
- 12.2 These Bylaws are for the purpose of providing guidance to the Cambria Community Services District (CCSD) Board of Directors in the performance their duties.
- 12.3 These Bylaws are not intended to amend any laws governing the behavior of any individual Board member in a private capacity. All Board members will comply with all Federal and State laws governing their conduct in the performance of their duties.

Adopted April 11, 1997
Revisions Adopted by CCSD Board December 15, 1997
Revisions Adopted by CCSD Board December 21, 1998
Revisions Adopted by CCSD Board October 23, 2000
Revisions Adopted by CCSD Board March 21, 2002
Revisions Adopted by CCSD Board September 23, 2010
Revisions Adopted by CCSD Board February 23, 2012

CAMBRIA COMMUNITY SERVICES DISTRICT

PARKS, RECREATION & OPEN SPACE (PROS) COMMISSION **BY-LAWS/GUIDELINES**

WHEREAS the needs assessment survey of 1992 documented community attitudes and interests in respect to parks, recreation, and open space for Cambria, the Cambria Community Services District Board of Directors (hereinafter the Board) that same year therefore formally recognized a volunteer community effort by creating a standing Parks, Recreation and Open Space Commission (hereafter the Commission), an appointed body under the Brown Act, to advise the Board on appropriate issues. Community priorities for parks, recreation, and open space have been set forth in the resulting PROS Master Plan adopted November 11, 1994 and the Commission is charged with seeking opportunities for realization of the goals therein.

I. Statement of Purpose and Authority

The purpose of the Commission is to serve the public with respect to parks, recreation and open space as follows:

- A. Assess existing resources and gather information regarding the parks, open space and recreational needs of the community.
- B. Establish a collaborative working relationship with relevant public and private organizations.
- C. Create plans for meeting the needs of the community within the bounds of current and potential resources.
- D. Anticipate needed funding for proposed actions and identify potential sources.
- E. Recommend plans of action to the Directors of the Cambria Community Services District regarding actions to meet the community needs for parks, recreation and open space.

- F. Facilitate communication with the residents of Cambria both to update community priorities for parks, recreation and open space and to obtain community support for planned actions.

II. Statement of Responsibilities

- A. Create an annual budget in consultation with the General Manager/CCSD Parks and Recreation Department staff and manage expenditures according to established guidelines.
- B. Members of the Commission and their activities are bound by all applicable provisions of the Brown Action (Government Code Sections 54950 et seq.).
- C. Members of the Commission shall not participate in discussion of, or vote on issues constituting conflicts of interest – “no public official shall make, participate in making, or in any way attempt to use his official position to influence a governmental decision in which he knows or has reason to know he has a financial interest.” (Government Code Section 87100).
- D. Members of the Commission are charged with protecting and upholding the public interest and with exhibiting the highest level of ethics in all actions.

III. Terms of Appointments and Offices

- A. The Commission shall consist of five members with full voting privileges. The Commission shall interview applicants and forward recommendations on appointments for consideration by the Board of Directors. Commissioners shall be appointed by a majority vote of the Board of Directors.
- B. Each Commissioner shall serve a four-year term. Upon the request of a retiring commissioner, at the end of a completed term of office, with the recommendation of the PROS Commission, and at the discretion of the CCSD Board of Directors, a Commissioner may be appointed for an additional term of up to four years.
- C. Each Commissioner shall live within the Cambria Community Services District’s boundaries, hold no other public office within the CCSD, and shall serve at the pleasure of the Board.
- D. The members of the Commission shall elect a Chairperson, Vice-Chairperson and Secretary. The Chairperson shall preside over meetings, appoint appropriate committees, sign reports, establish meeting agendas, and represent the Commission at the regular Board meeting. In the absence of the Chairperson, the duties of this office shall be performed by the Vice Chairperson. The terms of these offices shall be two years with elections occurring at the first regular meeting of every odd year.

- E. From the PROS recommended list of applicants, the CCSD Board of Directors may appoint up to three Alternate Commissioners who may substitute for absent members at the request of the chair. Such Alternate Commissioners may participate in any PROS activities, as directed by the Commission Chair, but shall not have vote on matters of interest to the Commission unless serving in the place of a Regular Commission Member.

IV. Commission Responsibilities

- A. Chairperson
1. Chair Commission meetings.
 2. Chair the PROS Executive Committee to include the Chairperson and Vice Chairperson.
 3. Coordinate input for agenda topics for the monthly PROS Commission meetings with CCSD Parks and Recreation Department staff.
 4. Develop an Annual Calendar of Events that includes PROS priorities, workshops as needed, and joint meetings with the CCSD Board of Directors.
 5. Appoint Ad Hoc Committees as needed.
 6. Appoint representatives to act as liaison to community groups and committees.
- B. Vice Chairperson
1. Perform the duties of the Chairperson in their absence.
 2. Coordinate preparation of PROS Priorities with the Chairperson to be submitted to the CCSD Parks and Recreation Department staff.
 3. Attend Executive Committee meetings as needed.

V. Agenda Procedure

- A. PROS Regular Meetings
1. The PROS Commission shall meet within the jurisdictional boundaries of the CCSD except in emergency.
 2. PROS Commissioners provide input on agenda to Chairperson.
 3. Chair and Vice Chair develop draft agenda with CCSD staff.
 4. CCSD staff prepares the final agenda, attachments, and emails to all PROS Commissioners. Agendas are distributed to PROS distribution list.
 5. CCSD staff posts agendas at CCSD Administrative Office, Veteran's Memorial Building, and Cambria Library.

VI. Committees

The Commission shall appoint Ad Hoc Committees as may be deemed necessary

or advisable. The duties of the Ad Hoc Committee shall be outlined at the time of appointment, and the committee shall be considered dissolved when its final report has been made.

VII. Commission Procedures

- A. The Commission shall meet on the first Tuesday of each regularly scheduled meeting unless otherwise publicly noticed 72 hours in advance. The Commission may call public-noticed special meetings as needed.
- B. A majority of the Commission members shall constitute a quorum.
- C. All Commission meetings shall be conducted by laws governing open meetings and public participation.
- D. The Board shall appoint Board liaison to the Commission for the purpose of improving the flow of communication between the entities.
- E. The General Manager, or their designated representative(s), shall assist the Commission as Staff to the Commission.
- F. After two consecutive unexcused absences of a Commissioner, the Commission, by a majority vote, may recommend to the Board the dismissal of said Commissioner.
- G. Should a Commissioner disrupt Commission meetings, or participate in behavior contrary to the charges and responsibilities of the Commission, the Commission, by a majority vote, may recommend to the Board the removal of said Commissioner.
- H. Commissioners desiring to resign shall submit a letter of resignation to the Commission Chairperson and this shall be forwarded to the Board.
- I. To fill a vacancy on the Commission resulting from the expiration of a regular term of office with no request for reappointment, as described in section III.B, such vacancy shall be advertised for a minimum of two weeks in the local Newspaper, and posted at all CCSD public information bulletin boards. The application period shall extend from the date of first posting the vacancy until a date four weeks following. Applications may be obtained at the CCSD Administrative Offices during normal business hours during the application period. An Ad Hoc committee of the Commission, appointed by the Chair, shall interview applicants for such vacancies and forward their recommendations to the CCSD Board of consideration.
- J. Vacancies of unexpired terms of office of regular Commission members

shall be filled from among current alternate members. Such vacancy shall be filled by appointment of an Ad Hoc Committee of the PROS Commission.

VIII. Amendments to Bylaws/Guidelines

The Bylaws/Guidelines may be amended by majority vote at any regular meeting of the Commission provided that written notice of the proposed changes is mailed to each member of the Commission no less than one week in advance. Changes must be approved by the Board.

CAMBRIA COMMUNITY SERVICE DISTRICT STANDING COMMITTEE BYLAWS

1. SCOPE OF RESPONSIBILITY

1.1. Standing Committees are advisory to the Board of Directors. The committees shall gather information, explore alternatives, examine implications, and offer options for the review and deliberation by the Board of Directors.

1.2 Each Standing Committee shall consider only District-related issues approved and assigned to it by the Board of Directors, or issues within the purview of each Committee as defined in “Standing Committee Statements of Purpose and Responsibilities” below.

1.3 Apart from their normal function as part of an advisory resource, committees and their individual members have no authority and may not verbally or by action represent the committee or the CCSD in any policy, act or expenditure.

1.4 The committee and its members shall maintain collaborative working relationships with the public, other Standing Committees and the CCSD Board of Directors.

1.5 Any Standing Committee, or its ad hoc subcommittees, may meet with staff and/or District consultants but shall not interfere with their operational duties, as determined by the General Manager. Any information requests to staff will be specific in nature and relate to the business of the committee.

1.6 Board directed policies developed outside the Policy Committee, shall be referred to that committee for assignment of a policy number and formatting as appropriate but will not require further content review or consideration by the Policy Committee.

1.7 Standing Committee Statements of Purpose and Responsibilities

1.7.1 The Finance Committee shall:

- (a) Provide review for transparent budget processes and financial management that promote fiscal stability and instill public trust,
- (b) Support and work directly with the CCSD General Manager and Finance Manager in enhancing financial integrity and monetary discipline,
- (c) Discuss and receive public input during committee meetings and advise the Board of Directors on financial matters,
- (d) Provide financial review, assessment, and recommendation to CCSD Board of Directors regarding potential funding sources available to the District from private, public, County, State or federal entities,
- (e) Support other Standing Committees' fiscal review needs.

1.7.2 The Resources and Infrastructure Committee shall:

- (a) Assess existing resources and gather information regarding infrastructure and resource needs of the community,
- (b) Support and work directly with the CCSD General Manager and Utilities Manager in identifying/defining plans to meet the infrastructure needs of the community, working within the bounds of current and potential resources and priorities of the District,
- (c) Provide recommendations to the Board of Directors regarding actions to meet the community's infrastructure needs;
- (d) Support other Standing Committees' resource and infrastructure review needs.

1.7.3 The Policy Committee shall:

- (a) Review existing operational and governance policies that the Board has identified as requiring assessment, update, or organization for consistency with other existing policies;
- (b) Identify potential areas of policy needs not currently addressed in the CCSD Policy Handbook, and develop needs assessment regarding impact due to lack of policy and immediacy of need. The Committee Chair shall provide the needs assessment to the Board members for consideration. If determined that a policy is

required, the Board will assign a board member ad hoc committee to define the policy needs and parameters. The result in policy parameters will be brought to the Board members for consideration and as needed, directed to the appropriate resources for policy development.

(c) Support other Standing Committees' policy review needs.

2. COMMITTEE MEMBERS

2.1 The Committee shall consist of five volunteer members from the community and one CCSD Board Director to act as chairperson.

2.2 Each Committee member must live and be registered to vote within the CCSD boundaries.

2.3 Method of appointment:

(a) The Chairperson shall be chosen annually from members of the Board of Directors by majority vote of the Board.

(b) Volunteer committee members shall serve two-year terms. Such terms shall begin in February of odd numbered years.

(c) At the end of a term of office a committee member wishing to continue for another term shall fill out an application as specified in 2.3.(d) below and will be considered for appointment along with the other applicants.

(d) Prior to the beginning of a term, or in the event of a vacancy during an unexpired term, the CCSD shall invite applications for committee membership. Such invitation shall be advertised for a minimum of two weeks in the local newspaper, on the CCSD website and at all Cambria CSD public information bulletin boards. Application forms may be obtained and submitted to the website or the Administrative Offices during normal business hours during the application period.

(e) Any applications received per 2.3.(d) above shall be retained by the District and remain active for two years.

(f) Committee members shall be appointed from the pool of applicants (see 2.3.(d) above) by recommendation of the Committee Chairperson and a majority vote of CCSD Board of Directors.

- (g) The Committee Chairperson shall be responsible for interviewing new applicants and determining their qualifications prior to making a recommendation to the CCSD Board of Directors.

2.4 Committee members shall attend all regular and special meetings of the Committee unless excused for emergencies or other good cause:

- (a) Good cause for absence includes circumstances of which the Chairperson of the Committee is notified prior to the meeting. Good cause also includes Board-authorized or Committee-authorized meeting absences such as attendance at a conference directly related to the functions and interests of the District or at the meeting of another public agency in order to participate in an official capacity.
- (b) A Committee member who is absent for good cause may notify the Chairperson by electronic transmission (e.g., email), telephone communication, or letter. The minutes shall indicate whether an absence was excused.
- (c) A vacancy shall occur if a Committee member is absent from three (3) consecutive regular meetings without good cause, except as otherwise provided for by law or as authorized by the Board of Directors.

2.5. Vacancies of unexpired terms of office of regular Committee members shall be filled by recommendation of the Committee Chairperson from the pool of applicants (see 2.3.(d) above) and appointment by the CCSD Board of Directors.

3. COMMITTEE OFFICERS

- 3.1. The Chairperson shall be chosen annually from members of the Board of Directors by majority vote of the Board
- 3.2. The Vice-Chairperson and Secretary shall be chosen annually by a majority of the a Committee.
- 3.3. No member of the committee shall hold more than one office.
- 3.4. Chairperson duties:
 - (a) Vote only in the event of a tie vote,
 - (b) Preside over meetings,
 - (c) Establish committee meeting agendas,

- (d) Appoint appropriate ad hoc committees,
- (e) Sign reports,
- (f) Represent the Committee at regular CCSD Board meetings,
- (g) Coordinate with CCSD staff input for agenda preparation for the monthly Committee meetings,

3.5. Vice Chairperson duties:

- (a) Perform the duties of the Chairperson in their absence,
- (b) Act as liaison to another Standing Committee as determined by the Chairperson or a majority of the Committee.

3.6. Secretary duties:

- (a) Record the minutes of the meetings in action form, ensuring the accuracy of when, how and by whom the Committee's business was conducted.
- (b) Submit the draft written minutes and recording to CCSD staff for the public record.
- (c) Minutes should include at a minimum:
 - The date, time and location of the meeting,
 - A list of the Committee members present and absent,
 - A record of reports presented and by whom,
 - The text of motions adopted along with a count of yes and no votes and the committee members dissenting,
 - List of items considered for future agenda,
 - Time of meeting adjournment.

4. COMMITTEE MEMBER GUIDELINES AND AUTHORITY

- 4.1. Members of the Committee and their activities are bound by all applicable provision of the Brown Act (Government Code Sections 54950, et seq.).
- 4.2. Members of the Committee shall not participate in discussion of, or vote on issues constituting conflicts of interest – “no public official shall make, participate in making, or in any attempt to use his official position to influence a governmental decision in which he/she knows or has reason to know he/she has a financial interest.” (Government Code Section 87100).
- 4.3. Members of the Committee are charged with protecting and upholding

the public interest and exhibiting the highest level of ethics.

- 4.4. Committee members shall at all times conduct themselves with courtesy towards each other, to staff and to members of the audience present at Committee meetings.
- 4.5. Apart from their normal function as part of an advisory resource, committees and their individual members have no authority and may not verbally or by action represent the committee or the CCSD in any policy, act or expenditure.
- 4.6. After three consecutive unexcused absences of a Committee member, the Committee, by a vote of a majority of a quorum of the Committee, may recommend action to the CCSD Board.
- 4.7. Should a Committee member disrupt Committee meetings or participate in behavior contrary to the charges and responsibilities of the Committee, the Committee, by a majority vote, may recommend action to the CCSD Board.

5. AGENDA PROCEDURE

- 5.1. Members shall provide input on the agenda to the Chairperson.
- 5.2. The Chair shall develop the draft agenda with input from the Vice Chair and CCSD staff.
- 5.3. CCSD staff shall prepare the final agenda and attachments.
- 5.4. CCSD staff shall post agendas at the District Administrative Office and be distributed to all Committee members and to the agenda distribution list.

6. MEETINGS

- 6.1. The Committee shall meet within the jurisdictional boundaries of the CCSD, except as otherwise permitted by the Brown Act.
- 6.2. Information that is exchanged before meetings shall be distributed through the District Clerk, and Committee members will receive all information being distributed as part of the normal meeting Agenda.
- 6.3. The Committee shall meet monthly on dates set annually by the Committee, unless otherwise publicly noticed 72 hours in advance. The Committee may call publicly noticed special meetings as needed, with required 24-hour notice.
- 6.4. A majority of all Committee members, including the Chair, shall

constitute a quorum.

6.5. The business at regular meetings of the Committee, shall be conducted for no more than a two-hour period, unless extended by a majority vote of a quorum of the Committee. In the event there are remaining items on the agenda at the end of the two-hour period, the Committee may adjourn the meeting to a specific date and time in accordance with the provisions of Government Code Section 54955. The intent and purpose of this policy is to encourage a reasonable time period in which the Committee's business is discussed and to protect against fatigue in discussing and deciding important issues.

6.6. All Committee meetings shall be conducted by laws governing open meetings and public participation.

6.7. The CCSD General Manager may determine a staff liaison to the Committee if needed for the purpose of facilitating communication.

7. PARLIAMENTARY AUTHORITY

7.1. The rules contained in the current edition of *Rosenberg's Rules of Order* (and *Robert's Rules of Order* 11th Edition for matters on which Rosenberg is silent), shall govern the Committee in all cases to which they are applicable and in which they are not inconsistent with these bylaws, any special rules of order the Committee may adopt and statutes applicable to the Committee that do not authorize the provision of these laws to take precedence.

8. AMENDMENTS TO BYLAWS

8.1. These standing committee bylaws shall be reviewed annually at the first regular Board of Directors meeting in January after which the amendments may be considered for adoption by the Board.

8.2. The CCSD Board of Directors retains sole authority to amend these bylaws. Any amendments must be approved by a majority of the CCSD Board of Directors.

CAMBRIA COMMUNITY SERVICES DISTRICT

TO: Board of Directors

AGENDA NO. **5.C.**

FROM: Ray Dienzo, Acting General Manager

Meeting Date: January 12, 2023 Subject: Discussion and Consideration to Approve Directors' Attendance at the California Special District Association's (CSDA) Special District Leadership Academy and CSDA Board Member Best Practices Virtual Workshop

RECOMMENDATIONS:

Staff recommends that the Board of Directors discuss and consider approving Directors' attendance at the CSDA Special District Leadership Academy (SDLA) from February 26 – March 1, 2023 and October 22-25, 2023 and approving Directors' attendance at the CSDA Board Member Past Practices Virtual Workshop.

FISCAL IMPACT:

The FY 2022/2023 Administrative Department budget includes \$10,000 for Director training & travel. The estimated cost to attend the CSDA SDLA is \$1,900, per director, including registration and travel expenses. The cost to attend the CSDA Virtual Workshop: Board Member Best Practices is \$200, per director.

The FY 2023/2024 Administrative Department budget will propose \$10,000 for Director training & travel. The estimated cost to attend the CSDA SDLA is \$1,900, per director, including registration and travel expenses.

DISCUSSION:

The CSDA offers training for members of boards and staffs of special districts. The CSDA Special District Leadership Academy includes a program for first-time and returning attendees and will be held February 26 – March 1, 2023 and October 22-24, 2023, and provides the knowledge base to perform essential governance responsibilities. Board governance, legal, human resources, and finance experts will share important skills and information that a director can take back to their district and immediately implement.

First-time attendees will complete all four modules of the Special District Leadership Academy:

- Governance Foundations
- Setting Direction/Community Leadership
- Board's Role in Human Resources
- Board's Role in Finance and Fiscal Accountability

Returning attendees will take a deep dive into common opportunities and challenges facing special districts by registering for the advanced track.

Directors Debra Scott and Michael Thomas would like to attend the first-time attendee session from February 26 – March 1, 2023. Vice President Gray would like to attend the first-time attendee session from October 22-25, 2023 and President Dean would like to attend the returnee session from October 22-25, 2023.

The CSDA Board Member Best Practices virtual workshop covers all the essential best practices of serving as a board member of a special district: the roles of board members and staff, policies and procedures and overview of the laws affecting special districts.

President Dean, and Directors Scott and Thomas would like to attend the CSDA Board Member Best Practices virtual workshop.

Staff recommends that the Board discuss and consider approval of Directors' attendance at the SDLA course of instruction.

CAMBRIA COMMUNITY SERVICES DISTRICT

TO: Board of Directors

AGENDA NO. **5.D.**

FROM: Timothy Carmel, District Counsel

Meeting Date: January 12, 2023 Subject: Discussion and Consideration of General Manager Position Description, Qualifications, Recruitment Process, and Advertising, and Consideration of Contracting with an Executive Recruiting Agency to Assist in the Process

RECOMMENDATIONS:

Staff recommends that the Board review, discuss and consider the General Manager position description, qualifications, and recruitment process, provide direction to staff regarding advertising for the position, and consider contracting with an executive recruiting agency to assist in the process.

FISCAL IMPACT:

The adopted FY 2022/23 Administrative Department budget includes \$2,127 for employee recruitment. The fiscal impact will include any costs associated with advertising the General Manager recruitment. Below are the estimated advertising costs for various commonly used publications.

Vendor	Listing	Amount
The Tribune	Online Only	\$550
The Tribune	Print & Online (2 Sunday posting)	\$775
Government Jobs	60-day listing	\$199
CSDA	45-day listing & Featured Job	\$210
California City News	60-day listing	\$260
Western City	30-day listing	\$300
LinkedIn	Varies	Varies
Indeed	Varies	Varies
CCSD website	Unlimited	\$0
Cal Poly Handshake	30-day	\$0
Cuesta College Job Speaker	30-day	\$0
Grand Total		\$2,294

Also included in today's action is consideration for contracting with an executive recruiter. Based on the executive recruitment proposals received, this cost is estimated to range from \$15,000 to \$25,000. If the Board were to move forward with this option, then staff would return to the Board with a future budget adjustment.

DISCUSSION:

The Board appointed District Engineer/Utilities Manager Ray Dienzo as the Acting General Manager on November 16, 2022, after the former General Manager resigned, while a search is conducted for a permanent General Manager. This agenda item is an opportunity for the Board to receive public input, review, discuss and consider making changes to the position description and position qualifications, and to consider how to move forward with the recruitment process itself, including possibly contracting with an executive recruiting agency to provide professional assistance in the process. Attached is the current position description and the current position qualifications. The last general manager recruitment was handled entirely in house by the Board and staff.

Staff requests direction regarding how to advertise for the General Manager (GM) position. Recommended topics for this discussion should include the following:

- Advertising schedule – e.g., length of advertisement, application deadline, first review of applications (February 28, 2023 suggested).
- Salary range – a new law (SB 1162) requires that a pay scale be included in job postings. Pay scale is defined as the salary or hourly wage range that the employer reasonably expects to pay for the position. Benefits do not need to be included.
- Basic application packet contents – e.g., application, resume, letter of interest, and letters of recommendation.
- Possibility of phasing recruitment options.

In addition, staff recommends that the Board discuss and consider hiring an executive recruiting agency to assist with the GM search. Proposals from recruiters ranged from \$15,000 to \$25,000. Typical tasks include advertising, reviewing applications and pre-interviewing candidates. The resumes of qualified applicants are then forwarded to the Board for interviews. Attached are proposals from several experienced, well established and recommended executive recruitment agencies.

The Board should discuss and consider whether to move forward with an in-house recruitment, an executive recruiting agency, both in parallel, or another combination thereof and provide direction to staff.

Attachments: General Manager Position Description
 General Manager Recruitment Ad
 Executive Recruitment Proposals



CAMBRIA COMMUNITY SERVICES DISTRICT POSITION SPECIFICATION

Position	General Manager
Organization	Cambria Community Services District
Location	Cambria, California
Reports to	Board of Directors
Website	www.cambriacsd.org

ABOUT THE DISTRICT

The Cambria Community Services District, formerly named the Cambria Water District, was formed in 1967. Cambria Water District provided sewer services to the community. In 1976, the Cambria Community Services District (CCSD) was formed. This facilitated the expansion of CCSD services to include water, wastewater, fire protection, lighting, refuse, and Parks, Recreation, and Open Space. The CCSD is governed by a five-member board of directors elected by Cambria voters for four-year overlapping terms. A special district is a very basic form of local government, special to the state of California. There are approximately 2,300 independent special districts in California. When residents or landowners want new services or higher levels of existing services, they can form a special district to pay for and administer them. The CCSD is primarily funded by utility fees augmented by a small amount of property tax revenue. Today, there are three independent special districts in Cambria: The Cambria Community Services District, Cambria Healthcare District, and Cambria Cemetery District.

ABOUT CAMBRIA

The town of Cambria, California is located halfway between San Francisco and Los Angeles on the Central Coast of California, approximately four miles south of Hearst Castle and fifteen miles north of Morro Bay. Cambria is considered one of the most desirable places to live in California. Within thirty minutes of San Luis Obispo and Paso Robles, Cambria offers a quality of life that provides unlimited outdoor amenities, rugged coastlines, rolling hills, clean air, and a Mediterranean climate. Cambria offers excellent schools and a work environment that fosters teamwork, collaborative thinking, and a sense of community.

DEFINITION

The General Manager serves as the Chief Executive Officer of the District and is accountable to the Board of Directors. It should be noted that the general manager may sub-delegate a function delegated to him/her by the Board. However, the general manager still retains responsibility to ensure that any sub-delegated function is carried out appropriately. Where functions are delegated to the general manager to perform on behalf of the Board, it is important for the Board

to ensure there are policies in place to guide the decision making. The Board should keep policies guiding the delegated decisions under regular review. For example, where media liaison is delegated to the general manager, the Board should adopt a media policy to guide statements to the media. The position provides policy guidance to the Board of Directors and management staff; and is responsible for implementation and enforcement of all District ordinances, policies, and procedures, the conduct of all financial and human resources activities and the efficient and economical performance of the District's operations. The General Manager provides highly responsible and complex administrative support to the Board of Directors.

PERFORMANCE EXPECTATIONS

Staff Effectiveness: Promoting the development and performance of staff and employees throughout the organization (requires knowledge of interpersonal relations; skill in motivation techniques; ability to identify others' strengths and weaknesses).

Practices that contribute to this core content area are:

1. Team Leadership: Facilitating teamwork (requires knowledge of team relations; ability to direct and coordinate group efforts; skill in leadership techniques)
2. Coaching/Mentoring: Providing direction, support, and feedback to enable others to meet their full potential (requires knowledge of feedback techniques; ability to assess performance and identify others' developmental needs)
3. Empowerment: Creating a work environment that encourages responsibility and decision making at all organizational levels (requires skill in sharing authority and removing barriers to creativity)
4. Delegating: Assigning responsibility to others (requires skill in defining expectations, providing direction and support, and evaluating results)

Policy Facilitation: Helping the CCSD Board of Directors and other community stakeholders identify, work toward, and achieve common goals and objectives (requires knowledge of group dynamics and political behavior; skill in communication, facilitation, and consensus-building techniques; ability to engage others in identifying issues and outcomes).

Practices that contribute to this core content area are:

1. Facilitative Leadership: Building cooperation and consensus among and within diverse groups, helping them identify common goals and act effectively to achieve them; recognizing interdependent relationships and multiple causes of community issues and anticipating the consequences of policy decisions (requires knowledge of community stakeholders and their interrelationships)
2. Mediation/Negotiation: Acting as a neutral party in the resolution of policy disputes (requires knowledge of mediation/negotiation principles; skill in mediation/negotiation techniques)
3. Facilitating Board effectiveness: Helping the CCSD Board develop a policy agenda that can be implemented effectively and that serves the best interests of the community (requires knowledge of role/authority relationships between elected and appointed officials; skill in responsibly following the lead of others when appropriate; ability to communicate sound information and recommendations)

Service Delivery Management: Functional/Operational Expertise; Understanding the basic principles of service delivery in functional areas--e.g., public safety, community and economic development, human and social services, administrative services, public works (requires knowledge of service areas and delivery options).

Practices that contribute to this core content area are:

1. Operational Planning: Anticipating future needs, organizing work operations, and establishing timetables for work units or projects (requires knowledge of technological advances and changing standards; skill in identifying and understanding trends; skill in predicting the impact of service delivery decisions)
2. Quality Assurance: (Maintaining a consistently high level of quality in staff work, operational procedures, and service delivery (requires knowledge of organizational processes; ability to facilitate organizational improvements; ability to set performance/productivity standards and objectives and measure results)
3. Citizen Service: Determining citizen needs and providing responsive, equitable services to the community (requires skill in assessing community needs and allocating resources; knowledge of information gathering techniques)

Technological Literacy: Demonstrating an understanding of information technology and ensuring that it is incorporated appropriately in plans to improve service delivery, information sharing, organizational communication, and citizen access (requires knowledge of technological options and their application).

Financial Analysis: Interpreting financial information to assess the short-term and long-term fiscal condition of the District, determine the cost-effectiveness of programs, and compare alternative strategies (requires knowledge of analytical techniques and skill in applying them).

Budgeting: Preparing and administering the budget (requires knowledge of budgeting principles and practices, revenue sources, projection techniques, and financial control systems; skill in communicating financial information.

REQUIRED QUALIFICATIONS

Minimum of five (5) years supervisory experience in a related field that includes three (3) years in the public sector/local government is expected. Or any combination of education and experience which would likely provide the necessary knowledge and abilities.

EDUCATION/TRAINING

Minimum: Bachelor's degree in public or business administration, management, civil engineering or related field.

Preferred: Master's degree in any of the above

EXPERIENCE

Minimum: Seven years of management level experience in the areas of staff development, finance/budget, capital projects, personnel management, intergovernmental relations/negotiations and interdepartmental coordination.

Preferred: Extensive management experience reporting to an elected board or commission which has provided a broad knowledge of the operation of local government in California along with water related issues and the operation of a community services district.

SPECIAL LICENSES/CERTIFICATIONS

Minimum: Valid California "C" driver's license. Must maintain satisfactory DMV record and ability to maintain insurability.

The Cambria Community Services District (CCSD) is seeking a General Manager who is a strategic thinker, has experience in budgeting, managing financial resources, personnel management and resources planning, understands the importance of communication, has a strong customer service focus and the ability to maintain cooperative working relationships among various public agencies, while managing the day-to-day operations of the District and carrying out the policies and directives of the Board.

The CCSD provides water, wastewater treatment, solid waste disposal, fire protection services, street lighting services, and parks and recreation services, transit and operation of the Cambria Veterans' Memorial Building to an unincorporated coastal community of about 6,200 residents with an annual budget of about \$13 million.

Electronic submittals are strongly preferred and should be directed to Haley Dodson of the Human Resources Department at hdodson@cambriacsd.org and include the following: completed application, cover letter, resume and proof of required qualifications. All applicants will be reviewed and only those candidates determined to be most qualified for the position on the basis of experience, training and education as submitted, will move forward in the hiring process. The candidate who has successfully completed all prior phases of the hiring process will be subject to a thorough background investigation. The pay scale for the position is \$_____ to \$_____, depending on experience and qualifications.

For additional information, please visit <https://www.cambriacsd.org/employment-opportunities> or contact President Karen Dean at kdean@cambriacsd.org or Haley Dodson at hdodson@cambriacsd.org.

PROPOSAL

Cambria Community Services District

Executive Recruitment Services for General Manager

SUBMITTED BY:

MELISSA ASHER

Sr. Practice Leader, Products and Services

CPS HR Consulting
2450 Del Paso Road, Suite 220
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Your Path to Performance

December 22, 2022

Karen Dean
Board President
Cambria Community Services District
1316 Tamsen Street, Suite 201
Cambria, CA 93428

Submitted via email to: kdean@cambriacsd.org

Subject: Executive Recruitment Services for General Manager

Dear Ms. Dean:

CPS HR Consulting (CPS HR) is pleased to have the opportunity to submit a proposal to assist the Cambria Community Services District (District) with the recruitment of a new General Manager. We are uniquely qualified to undertake this effort as we have vast experience in assisting public agencies with executive search, screening, and placement.

We understand that each agency is unique, and our extensive experience allows us to tailor our process to specifically meet your needs. Our work with local government agencies throughout the United States gives us an in-depth understanding of government operations, programs, and services.

Each recruitment is an opportunity to shape and prepare your organization for the future. We understand how important this transition is for you and are perfectly placed to assist you in this endeavor. Once this project begins, we will work with the District to tailor our process to highlight this exciting opportunity and attract the best possible candidates.

It is our commitment to work in partnership with your organization to a successful result.

Thank you for the opportunity to be considered for this assignment. Should you have questions or comments about the information presented in this proposal, **please contact me at masher@cpsr.us or (916) 471-3358.**

Sincerely,



Melissa Asher
Senior Practice Leader, Products and Services

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Our Approach and Methodology

Key Stakeholder Involvement

The Board of Directors (Board) on behalf of the Cambria Community Services District must be intimately involved in the search for a new General Manager. Our approach assumes their direct participation in key phases of the search process. At the discretion of the Board, other key stakeholders may also be invited to provide input for the development of the candidate profile.

District's Needs

A critical first step in a successful executive search is for the Board to define the professional and personal qualities required of the General Manager. CPS HR has developed a very effective process that will clarify the preferred future direction for the District; the specific challenges the District is likely to face in achieving this future direction; the working style and organizational climate the Board wishes to establish with the General Manager; and ultimately, the professional and personal qualities required of the General Manager.

Commitment to Communication

Throughout the recruitment process, we are strongly committed to keeping you fully informed of our progress. We will collaborate with you to provide updates on the status of the recruitment via your preferred method of communication (phone conference, email, etc.).

We place the highest level of importance on customer service and responding in a timely manner to all client and candidate inquiries. Our previous clients and candidates have expressed a sincere appreciation for our level of service and responsiveness to the management of the recruitment process. As a result, we have many long-term relationships with clients that have led to opportunities to assist them with multiple recruitments.

Aggressive, Proactive, and Robust Recruitment

We take an aggressive approach in identifying and recruiting the best available candidates. There are those candidates who would gladly rise to the professional challenge and apply for this position; however, some of the best candidates are often not actively seeking a new position and may only consider a change once we present them with your opportunity. Evoking the sense of vision and opportunity in qualified persons is among the responsibilities of CPS HR, and we pride ourselves in our efforts to reach the best available potential candidates. We use advertisements, directly email the outreach brochure, post messages and connect with potential candidates on business media such as LinkedIn, and of course, pick up the phone and call qualified individuals and referral sources.

Diversity Outreach Process

CPS HR strives to attract the most highly qualified, diverse candidate pool possible. We are pleased that our diligent efforts have resulted in more than 57% of our executive level placements being people of color and/or female candidates within the past three years.

We accomplished this by advertising with organizations like the National Forum for Black Public Administrators and the Local Government Hispanic Network in order to reach these specific population groups. We also seek candidate referrals from local subject matter experts and the national leadership of groups like Women Leading Government. By taking the time to directly contact these influential industry experts, we ensure that we capture the maximum number of distinguished candidates – particularly those who are well-known in their industries, but who may not be actively looking for a new job.

The result is incredibly diverse candidate pools. Our clients have been quite pleased with our process and end results.

Scope of Work

Our proposed executive search process is designed to provide the District with the full range of services required to ensure the ultimate selection of a new General Manager who is uniquely suited to the District's needs. CPS HR can perform a Partial or Full Recruitment based on the needs of the City. A **Partial Recruitment consists of Phase I and II only.**



Phase I: As desired by the District, our consultant will meet with the Board and other District representatives to ascertain the District's needs and ideal candidate attributes, to target our search efforts, and maximize candidate fit with the District.

Phase II: The recruitment process is tailored to fit the District's specific wants and needs, with targeted advertising, combined with contacts with qualified individuals from our extensive database.

Phase III: The selection process is customized for the District. CPS HR will work with the Board to determine the process best suited to the Cambria Community Services District.

Phase I - Develop Candidate Profile and Recruitment Strategy

Task 1 - Review and Finalize Executive Search Process and Schedule

Task 2 - Key Stakeholder Meetings

Task 3 - Candidate Profile and Recruitment Strategy Development

Task 4 - Develop Recruitment Brochure

The first step in this engagement is a thorough review of the District's needs, culture and goals; the executive search process; and the schedule. CPS HR is prepared to meet with key stakeholders to obtain input in developing the ideal candidate profile and to assist us in understanding key issues and challenges that will face a new General Manager. Activities will include:

- Identifying key priorities for the new General Manager and the conditions and challenges likely to be encountered in achieving these priorities.

- Describing the type of working relationship the Board wishes to establish with the General Manager.
- Generating lists of specific competencies, experiences, and personal attributes needed by the new General Manager in light of the discussions above.
- Discussing recruitment and selection strategies for the Board’s consideration to best produce the intended results.

CPS HR will provide a summary to the Board and District stemming from these activities as an additional source of information for developing the candidate profile and selection criteria.

Following the completion of the meetings above, CPS HR will work with a professional graphic artist to design a recruitment brochure and present it to the District for review prior to printing. Please refer to **Appendix A** for a sample brochure. Additional brochure examples are available on our website at www.cpshr.us/recruitment-solutions/executive-search.

Phase II – Aggressive, Proactive, and Robust Recruitment

Task 1 – Place Advertisements

Task 2 - Identify and Contact Potential Candidates

Task 3 – Resume Review and Screening Interviews

Task 4 – Board of Directors Select Finalists

The recruitment process is tailored to fit the District’s specific wants and needs, with targeted advertising, combined with personal contacts with qualified individuals from our extensive database.

CPS HR will prepare, submit for your approval, and publish advertisements in appropriate magazines, journals, newsletters, job bulletins, and websites to attract candidates on a nationwide, regional, local or targeted basis based on the recruitment strategy.

Within the past three years, more than 57% of our executive level placements have been minority and/or female candidates.

As a consulting firm that interacts with hundreds of public sector executives during engagements, we have a cadre of individuals who we inform of recruitments, both to increase the visibility of the opening and to attract appropriate individuals who fit the special needs of our client. Communication with these professionals ensures that an accurate picture of the requirements of the job is apparent and proliferated throughout their professional networks.

CPS HR will prepare an email distribution list containing prospective candidates and referral sources. These individuals will receive a link to the General Manager brochure along with a personal invitation to contact CPS HR should they have any questions about the position.

CPS HR maintains a comprehensive, up-to-date database of industry leaders and experienced professionals; however, we do not rely solely upon our current database. We also conduct research to target individuals relevant to your specific needs and expectations to ensure that we are thorough in our efforts to market this position to the appropriate audience and to garner a diverse and quality pool of candidates.

We will:

- Convey a strong sense of the purpose and strategy of the District. For many talented individuals, understanding these aspects is one of the key motivators to compete in such an environment.
- Provide guidance and resources to candidates regarding the area's cost of living, mean and median housing prices, higher education opportunities, K-12 education information, and other aspects of interest to those who are considering relocating to the area.
- Actively seek highly qualified candidates who may be attracted by the prospect of collaboration with other departments, providing exceptional leadership to the District or continuing to ensure the public confidence in the integrity of the District.

CPS HR will directly receive and initially screen all resumes. This screening process is specifically designed to assess the personal and professional attributes the District is seeking and will include a thorough review of each candidate's resume, and if applicable, supplemental questionnaire responses and other supporting materials. CPS HR will spend extensive time ascertaining each candidate's long-term career goals and reasons why the candidate is seeking this opportunity, as well as gaining a solid understanding of the candidate's technical competence and management philosophy. We will gather data on any other unique aspects specific to this recruitment based upon the candidate profile, as well as conduct internet research on each candidate interviewed.

CPS HR will prepare a written report that summarizes the results of the recruitment process and recommends candidates for further consideration by the Board. Typically, the report will recommend five to eight highly qualified candidates and will include resumes and a profile on each interviewee's background. CPS HR will meet with the Board, and other stakeholders if desired, to review this report and to assist them in selecting a group of finalists for further evaluation **by the District.**

Phase III – Selection*

**Phase III would not be included in a Partial Recruitment*

Task 1 - Design Selection Process

Task 2 - Administer Selection Process

Task 3 – Final Preparation for Appointment

Task 4 – Contract Negotiation (if requested)

CPS HR will design a draft selection process based on information gathered in Phase I. We will meet with the District to review this process and discuss the District's preferred approach in assessing the final candidates. The selection process will typically include an in-depth interview with each candidate but may also include other selection assessments such as an oral presentation, preparation of written materials, and/or problem-solving exercises.

We will coordinate all aspects of the selection process for the District. This includes preparing appropriate materials such as interview questions, evaluation manuals, and other assessment exercises; facilitating the interviews; assisting the District with deliberation of the results; and contacting both successful and unsuccessful candidates.

Following the completion of the selection process, CPS HR will be available to complete the following components:

- **Arrange Follow-up Interviews/Final Assessment Process:** Should the District wish to arrange follow-up interviews and/or conduct a final assessment in order to make a selection, CPS HR will coordinate this effort.
- **Conduct In-Depth Reference Checks:** The in-depth reference checks are a comprehensive 360-degree evaluation process whereby we speak with current and previous supervisors, peers, and direct reports. (It is our policy to not contact current supervisors until a job offer is made, contingent upon that reference being successfully completed, so as not to jeopardize the candidates' current employment situation.) Candidates are requested to provide a minimum of five references. CPS HR is able to ascertain significant, detailed information from reference sources due to our commitment to each individual of confidentiality, which leads to a willingness to have an open and candid discussion and results in the best appointment for the District. A written (anonymous) summary of the reference checks is provided to the District.
- **Conduct Background Checks:** Upon a conditional job offer, we will arrange for a background check of a candidate's records on driving, criminal and civil court, credit history, education, published news, and other sensitive items. Should any negative or questionable content appear during these checks, CPS HR will have a thorough discussion with the finalist(s) and will present a full picture of the situation to the District for further review.
- **Contract Negotiation (if requested):** Successful negotiations are critically important, and we are available to serve as your representative in this process. With our expertise, we can advise you regarding current approaches to various components of an employment package. We can represent your interests with regards to salary, benefits, employment agreements, housing, relocation, and other aspects, with the ultimate goal of securing your chosen candidate.

Project Timeline

All search activities up to and including the selection of new General Manager can be completed in 12 to 14 weeks. All Partial Recruitment activities be completed in about 10 to 12 weeks. The precise schedule will depend on the placement of advertising and the ability to schedule the project meetings. A proposed schedule of major milestones is presented below.

Task Name	Month 1				Month 2				Month 3				Month 4			
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Initial Meeting	➤															
Draft Brochure		➤														
Brochure Approved/ Printed & Place Ads		➤														
Aggressive Recruiting					➤											
Final Filing Date						➤										
Preliminary Screening							➤									
Present Leading Candidates								➤								
Semi-finalist Interviews										➤						
Reference/ Background Checks											➤					
Final Interviews											➤					
Appointment													➤			
Weeks	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16

Professional Fees

Professional Services

Our professional fixed fees cover all CPS HR services and deliverables associated with a **Partial Recruitment (Phase I and II only) and Full Recruitment (Phases I, II, and III)** of the selected recruitment process. Travel expenses for candidates who are invited forward in the interview process are not included.

Professional Fixed Fee	
Professional Services for Partial Recruitment (Phase I and II only)	\$19,000
Professional Services for Full Recruitment (Phase I, II and III)	\$25,000

**Professional fees would be billed and paid monthly.*

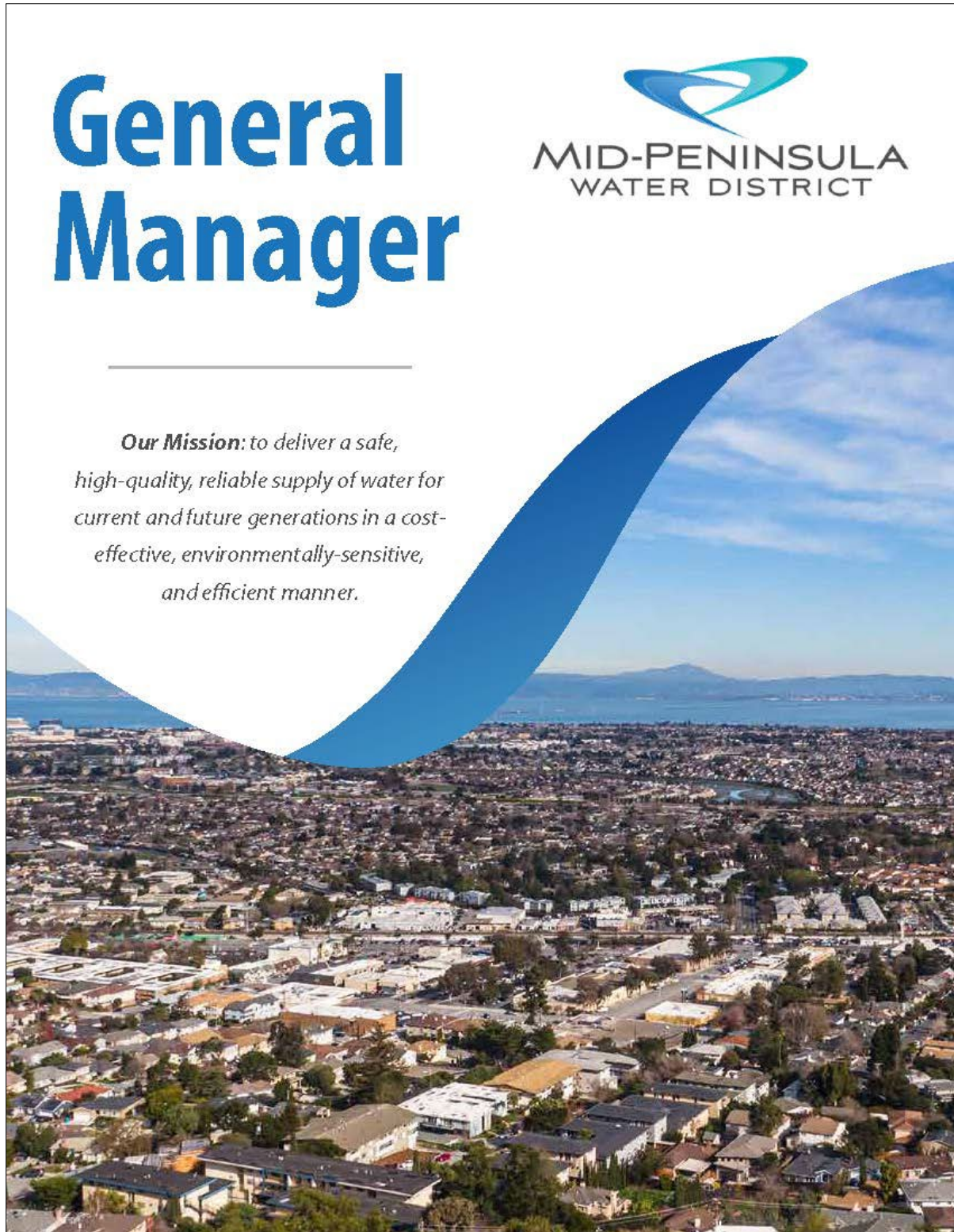
One-Year Service Guarantee

If the employment of the candidate selected and appointed by the District as a result of a **full executive recruitment (Phases I, II, and III)** comes to an end before the completion of the first year of service, CPS HR will provide the District with professional services to appoint a replacement. Professional consulting services will be provided at no cost. The District would be responsible only for expenses such as re-advertising, consultant travel, additional background checks, etc. **This guarantee does not apply to situations in which the successful candidate is promoted or re-assigned within the organization during the one-year period.** Additionally, should the initial recruitment efforts not result in a successful appointment, CPS HR will extend the aggressive recruiting efforts and screen qualified candidates until an offer is made and accepted. **CPS HR does not provide a guarantee for candidates placed as a result of a partial recruitment effort.**




We thank you for your consideration of our proposal. We are committed to providing high quality and expert solutions and look forward to partnering with the Cambria Community Services District in this important endeavor.

Appendix A: Sample Brochure



General Manager



Our Mission: to deliver a safe, high-quality, reliable supply of water for current and future generations in a cost-effective, environmentally-sensitive, and efficient manner.



The Management Position You've Been Waiting For

Come lead our high-performing team at Mid-Peninsula Water District, one of the best public water suppliers within the San Francisco Regional Water System! We have strong leadership from our Board, a team of talented professionals working in a positive and supportive work environment, and stable finances now and into the future. This is an opportunity to provide essential utility services within a growing and dynamic community. We invite you to join us!

General Manager

The General Manager is responsible for directing the activities of the agency and is accountable to the Board of Directors for the District's overall performance. This position provides counsel to the Board regarding strategy, policies, and issues facing the District. The GM assumes responsibility for implementing policy decisions made by the Board and is ultimately responsible for the successful delivery of services to our customers.



About MPWD



The Mid-Peninsula Water District was formed in 1929 and began functioning as a public utility in 1930. Since the first operation, the District has purchased its entire water supply from the City of San Francisco Water Department. The District now supplies water to consumers in an area slightly larger than the city limits of the City of Belmont. Small portions of the service area are within the city limits of the City of San Carlos, Redwood City, and parts of the unincorporated County of San Mateo. The District's service territory covers approximately five square miles and serves approximately 28,000 people. In the event of an emergency the district can serve or be served with inter-ties between neighboring utilities, and currently has inter-ties with Foster City, San Carlos, Redwood city and San Mateo.

The Mid-Peninsula Water District has two main inlets. From Tunnels Pump Station, located on Canada Road near Crystal Springs Reservoir, and Hillcrest Meters, located in Redwood City, water flows through pipes in a variety of sizes ranging from 4" to 24" in diameter. Within the system there are ten storage tanks in which a combined total of 11,360,000 gallons of water are stored. Though most of the system is gravity fed, the system includes nine pumping stations that allow the



Water District to pump uphill when needed. Belmont's average daily consumption during summer months is 4,800,000 gallons per day and the average daily consumption in winter months is 2,600,000 gallons per day.

The number of connections in MPWD's service area and sectors are as follows:

- » The City of Belmont: 7,875 total connections, with: 7,189 single-family, 173 multi-family, 338 commercial, 35 industrial, 76 institutional, and 64 large irrigation accounts.
- » The City of San Carlos: 181 total connections, with: 101 single-family, 30 multi-family, 43 commercial, 2 institutional, and 5 irrigation accounts.
- » Parts of unincorporated San Mateo County with 60 total connections.

The MPWD also has redundancy built into the entire distribution system, enabling either of the two SFPUC RWS transmission mains to supply water to all its customers.

MPWD employs more than 20 full time professionals in operations and administration, as well as contract executive staff such as the District Counsel, the District Treasurer, and the District Engineer.

To learn more go to midpeninsulawater.org.

Ideal Candidate

The next General Manager of the Mid-Peninsula Water District (MPWD) will inherit a well-managed, financially secure, professionally staffed, and industry-respected organization. As such, MPWD seeks experienced government leaders who possess a jack-of-all-trades skillset with **particular expertise in general public administration, such as human resources, budgeting and finance, board management, and organizational leadership**. A strong background in public service, particularly in a city, county, or special district, would be preferable. Specific technical expertise in public utilities and capital project development would be helpful, but is not a requirement.

The GM will be an expert at cultivating meaningful relationships with MPWD staff, board members, industry peers, and customers. This person will instill trust and collaboration, training and empowering staff to excel in their individual specialties, pursue professional certifications, and collaborate with management on novel solutions to address the District's needs over time.

Effective Leadership Skills Are Essential

One of the most important skills the GM will possess is the ability to listen to stakeholders, especially when there is a difference of opinion. Success in this role will require building trust at all levels of the organization by evaluating the various viewpoints, obtaining information from key experts, developing plans in collaboration with staff, and presenting actionable plans to the Board. Competitive applicants will be able to demonstrate their mastery of this style through past work experience.



Education

Equivalent to graduation from a four-year college or university with major coursework in business or public administration, engineering, finance, public policy, management, or a related field and seven (7) years of management or administrative experience in a public agency setting, preferably in the water industry. Master's degree is desirable. Experience working with an elected Board or Council is desirable.

Compensation

Compensation and benefit package will be competitive and negotiable depending on the experience and qualifications of the chosen candidate. A reasonable salary expectation for this position is up to the low \$200,000s.

Recruitment Schedule

February 18, 2022 – Applications accepted

March 23, 2022 – Initial filing deadline

Late March/Early April – Phone screenings with CPS HR Consulting

April 28, 2022 – Semifinal Round Interviews

May 12, 2022 – Final Board Interviews

July 1, 2022 – Approximate start date





Application and Selection Procedure

This position is open until filled. To be considered for this exceptional career opportunity, submit your resume, cover letter, and a list of six work-related references (two supervisors, two direct reports and two colleagues) by the first resume review date of **Wednesday, March 23, 2022**. Resume should reflect years and months of employment, beginning/ending dates as well as size of staff and budgets you have managed.

Please go to our website to submit your application:

<https://www.cpshr.us/recruitment/1892>

For further information contact:

Andrew Nelson or Joanne Peterson

CPS HR Consulting

anelson@cpshr.us | jpeterson@cpshr.us

Website: www.cpshr.us



Resumes will be screened in relation to the criteria outlined in this brochure. Candidates with relevant qualifications will be given preliminary interviews by the consultants. Candidates deemed most qualified will be referred to the Board of Directors. Selected candidates will be invited to participate in further interview and selection activities. An appointment will be made following comprehensive reference and background checks.

The final candidate selected for this role is required to be vaccinated against COVID-19, or receive an exemption.



December 20, 2022

Karen Dean, Board President
Cambria Community Services District
1316 Tamsen Street, Suite 201
Cambria, CA 93428

Dear Ms. Dean:

Thank you for the opportunity to submit our recruitment proposal for the position of Executive Director for the Cambria Community Services District. We feel well suited to fulfill your executive search requirements based on our track record of successful recruitments, our service approach, and overall recruitment expertise.

We have an extensive background with the disciplines of Community Services, Water and Wastewater. We've completed assignments for the Director of Community Services Bureau for Contra Costa County; Director of Library and Community Services for the City of Sunnyvale; Community Services Director for the City of Stockton; Director of Parks, Recreation and Community Services for the City of Culver City; and Director of Housing and Community Development Services for San Diego County.

Additionally, we're currently conducting a recruitment for a Public Works Superintendent for the City of Marina. Most recently we also completed searches for Deputy Director of Public Works/City Engineer for the City of Richmond; Deputy Director of Public Works - Operations for the City of Gilroy, Utilities Assistant General Manager/Energy Delivery and Utilities Assistant General Manager/Water Delivery both for the City of Riverside Public Utilities, Executive Director for the San Luis Obispo County Integrated Waste Management Authority, and a Water Pollution Control Manager for the City of San Leandro. We are also very familiar with your District, having performed various HR duties for you in the past. This experience, combined with our proven ability to understand the unique needs of our clients and a strong focus on service, leads to exceptional results for our clients.

If you have any questions regarding our services or this proposal, please do not hesitate to call me at 408.399.4424 or 408.472.7873 (cell).

Sincerely,
William Avery
William H. Avery

WHA:jmc

William Avery & Associates, Inc.
Consultants to Management

16 Lyndon Ave., Suite 200
Los Gatos, CA 95030
408.399.4424
Fax: 408.399.4423
www.averyassoc.net

PROPOSAL FOR THE CAMBRIA COMMUNITY SERVICES DISTRICT FOR THE RECRUITMENT OF THE EXECUTIVE DIRECTOR

William Avery & Associates, Inc. – Our Profile

William Avery & Associates, Inc. (Avery Associates) is a successful and service focused Management Consulting firm based in Los Gatos, California. Incorporated in 1982, the firm specializes in Executive Search, Labor Relations and Human Resources/Management Consulting.

The firm currently includes two Principals and several key consultants. Bill Avery, the founder of Avery Associates, heads and manages the firm. He oversees the Labor Relations practice and is heavily involved in the search business including leading key searches. Paul Kimura focuses on and manages the Executive Search and Recruitment practice. Key staff members include Bill Lopez and Kristi Ward, who support the search practice and the firm's administrative staff includes Tomi Ewing and Jackie Collins. Temporary staff as needed augments the team.

Mr. Avery, having served in the past as a City Manager, provides the firm with direct experience and knowledge of city administration. Mr. Kimura's expertise in executive, technical and business recruitment, which he gained during his nineteen years of high technology experience, provides the basis for many of the recruitment strategies and tactics utilized by the firm. Their profiles are included. Collectively and combined, the firms Principals offer exceptional expertise in the area of public sector recruitment and consulting. Their profiles are attached as part of this proposal.

Firm Qualifications – What Differentiates Avery Associates

Exceptional service delivery and a very high quality work product provide excellent results for our clients. This begins with the initial client meetings, which lead to detailed timelines for deliverables followed by weekly recruitment status updates following initiation of the search. Our candidate outreach efforts are professionally and confidentially conducted. The evaluation materials we provide clients are routinely characterized as accurate, comprehensive and of very high quality. We believe more so than any other public sector recruitment firm. This is largely based on our interview system utilizing behavioral interview techniques. This leads to a quality product with excellent end results for our clients.

The service element is based on two factors: The first is the collective service philosophy from all of our organizational team members. They are each dedicated to providing service and support to clients. The second factor is based on the high level of engagement and participation from the firm Principals in every search assignment. This hands-on involvement includes client interface, identifying and developing the ideal candidate profile and position specification, development of the search strategy, candidate outreach, interviewing and assessment, completion of reference interviews, candidate presentation, final interview facilitation and when desired, negotiation of employment terms with the successful candidate.



Recruitment Team for the Cambria Community Services District

Bill Avery will serve as the Principal in charge of this project and will be assisted by Bill Lopez. Mr. Avery will be personally involved in the initial client meetings, development of the ideal candidate profile and search strategy, interview and assessment of candidates, referencing and presentation of candidates, attendance at final interviews, and will be available throughout the search process to provide other related consulting services.

Recruitment Plan and Services Provided

I. Position Profile and Organizational Assessment

The initial assessment phase is a critical component of the search process. Mr. Avery will individually meet with the Board of Directors to discuss the organizational needs and position requirements. Additionally, we would meet with any key staff members recommended by the District. If the District Board feels it important to secure community input we have several outreach efforts we've successfully utilized to engage and secure that input. For a community such as Cambria, we feel a computer based survey linked to your community website would be an ideal approach. We would develop and implement a community survey at no additional cost to the District.

Following our initial meetings with the Board, our goal for this aspect of the recruitment process is to:

- Understand the District's priorities for this position.
- Develop a clear understanding and consensus on the expertise, experience, education, performance attributes and operational style of the ideal candidate.
- Discuss the goals, objectives, deliverables, and challenges related to this position.
- Gain insight of the various organizational dynamics and departmental issues that exist within the organization.
- Identify the compelling aspects to this opportunity.

II. Development of the Search Strategy and Candidate Outreach

Our search strategy will be developed in conjunction with the organizational assessment. For this assignment, we feel it is critical to develop a high level of visibility with a comprehensive outreach program supplemented by a focused targeted recruitment approach. We would incorporate the following elements into this search:



- Development and contact of a targeted candidate list. This list would be based on previous recruitment contacts, referrals and recommendations from key sources and from our recruitment database would be an excellent starting point.
- Extensive utilization of Internet-based job boards and association-based websites.
- Original research, which begins with identification and contact of individuals currently in the profession or other candidates who meet the profile but are not actively seeking employment. This is the crux of our direct and aggressive phone and email outreach approach.
- Development and electronic distribution of the comprehensive position announcement.
- Utilization of print advertising in various periodicals related to the various position being recruited.

III. Candidate Assessment

Our assessment process involves several “tiers” of evaluation. All candidates responding to this position will initially, be evaluated based on their resume and if appropriate, an extensive phone “screening” by a firm Consultant. Candidates who pass the initial “qualifying” criteria are then scheduled for a formal interview with Mr. Avery. These extended personal interviews typically take one hour and a thorough discussion of their experience, accomplishments, management philosophy and interpersonal style takes place.

In interviewing candidates, we utilize a methodology based on “behavioral” interview techniques. Fundamentally, this approach explores a candidate’s past accomplishments and experiences. The philosophy here is that the best indicator of future performance is assessing past behavior. This methodology allows the firm to “project” how a candidate would approach and address challenges in the new position.

Those individuals who best fit the position requirements will have a Candidate Assessment Report developed by the Principal who conducted the interview. Additionally, two initial reference interviews are performed on these candidates. The reference interviews provide our clients with additional insights on the candidate’s “behavior” and style.

IV. Candidate Presentation

Upon completion of formal interviews and initial reference interviews, a selection of candidates for presentation is made. We feel our extensive screening, interview, and reference process; combined with the knowledge gained during our initial assessment period, enable our client to proceed with fewer rather than more finalists.



The final candidates are presented in our candidate presentation “book.” Each finalist will have a file consisting of a candidate summary sheet, a resume, the Candidate Assessment Report (based on the formal interview), and initial candidate reference reports.

V. Selection Process

Once the final candidate interview group is identified, the District will handle interviews.

Consulting Fee

Based on the services described in our proposal, the professional services consulting fee for this recruitment will be \$15,900. If awarded the search, we would request an initial retainer of \$5,900 at the outset of the search. A second invoice of \$5,000 would be submitted upon the Client's acceptance of a finalist candidate group. The final balance of \$5,000 would be invoiced upon acceptance of a job offer constituting completion of the search. Our invoicing model ensures the firm will remain totally committed to the District throughout the duration of the search as the final invoice is not submitted until the District has an accepted candidate. The consulting fee will be inclusive of all services defined within this proposal unless otherwise stated.

In addition to the Professional Services Fee, normal and direct out-of-pocket expenses associated with the search are charged back to the client. Expenses for this assignment would be a not-to-exceed amount of \$5,900 without the express consent of the District. These expenses include: advertising, clerical time, supplies, printing, telephone, postage, background checks, and consultant travel for client discussions, meetings and local or out-of-area candidate interviews. All expense items are reimbursed “at cost” and will be detailed and billed on a monthly basis.

Guarantees and Ethics

Whenever William Avery & Associates, Inc. is retained; we make several guarantees and commitments to a client. Due to our experience, knowledge and success within the management-consulting field, we assure a client that we will only present candidates who meet a substantial majority of the ideal qualifications that you have outlined. We are also committed to continue our search efforts until a successful candidate is employed.

It is also our practice to replace a candidate who may voluntarily resign during the first year of his/her employment. This same commitment applies if the client finds it necessary to terminate or to request the resignation of the selected individual in the first year for any reason. In either case, we invoice a client only for out-of-pocket expenses incurred in identifying a replacement.



Policy Committee meeting of December 29, 2022 summary

The meeting was called to order at 3:05 PM by Chairperson Harry Farmer. In attendance via Zoom were Committee members Jim Townsend, Ted Key, Claudia Harmon and Vice Chair Gordon Heinrichs. With the election of former Committee member Debra Scott to the CCSD Board of Directors, the Committee is presently one member short.

Members of the public viewing the meeting are former Policy Chair and CCSD Board Director and President Donn Howell, newly elected CCSD Board Directors Michal Thomas and Debra Scott, Christine Heinrichs and Michael Calderwood.

A quorum was established. Under Ad Hoc Subcommittee Report, Jim Townsend provided information he had gathered as to a Needs Assessment for a District Code of Ethics Policy that had been approved at the CCSD Board of Directors meeting on July 14, 2022. After a brief discussion it was decided to vote on forwarding this item to the Board at the next Policy Committee meeting on January 26, 2023.

There was no Chairman's Report or Committee Member Communications. Under Public Comment, a written comment sent by Linda Prentiss was read requesting that Property Taxes be reduced by 50% for property owners who are unable to build on land they own. This is the third time Ms Prentiss has sent this statement to the Policy committee. It was observed that the Policy Committee has no oversight in this matter, and that property taxes are strictly a County issue.

Under Consent Agenda, there was a unanimous vote to approve the minutes of the December 1, 2022 Regular Meeting.

Regular Business Item 3.A. Discussion Regarding the Policy Handbook Checklist.

Mr Key began the discussion by suggesting we go through the CCSD Policy Handbook one page at a time and maybe highlight one or two items per page. Ms Harmon then remarked that perhaps she'd done more work than needed, as "I have a whole lot of suggestions". She then highlighted over a dozen various policies, many of which had already been adopted in the past but were in need of Staff Review, while some had No Policy on Record. She added, " We need to know if we're going to be allowed to write policy."

Vice Chair Heinrichs then expressed frustration regarding the lack of freedom the Policy Committee has in discussing and declaring a Needs Assessment for a particular policy, and that the Board of Directors presently has oversight in this area.

Public Comment was then allowed, and Christine Heinrichs suggested that an adjustment be made in this area in the Board Bylaws at the next CCSD Board meeting.

At this point former CCSD Board Director and Policy Committee Chair and now member of the public Donn Howell gave a presentation regarding the Policy Handbook Checklist being reviewed by the Committee. He began by saying that while the Checklist Packet gives a broad picture, it is rather vague on specifics as to categories; "No Action", "Staff Review", and "Board Review". He suggested that at the next Committee meeting in January 2023 these headings be redefined for greater understanding, and that he would also provide the very detailed spreadsheet put together by him and Director Tom Gray in 2021 to allow for more extensive discussion. Mr Howell then remarked that, according to the current Board ByLaws, the Committee is not required to get

permission from the Board to do a Needs Assessment, including areas where the District has no policy on record.

Mr Heinrichs then agreed with Mr Howell, adding that there was need for greater clarification and sub levels in defining the circumstances of and the need for individual policies.

Mr Townsend then spoke up, saying he was fairly confused at this point, recommending the Board should direct the Committee to do a Needs Assessment on a Policy of the Board's choosing that currently does not exist. He added that a policy as defined in the Community Services District Association (CSDA) Sample Handbook would suffice for the District where there is "No Policy On Record".

Mr Key said he felt we should determine and then address the policies would be most pertinent to the current and future functioning of the District. Mr Heinrichs than expressed his ongoing concern regarding the need for an Emergency Preparedness Policy, getting feedback from the various agencies that would be involved, as well as investigating potential grant funding in this area. Ms Harmon added that the Committee should revisit and move forward with policies that are in limbo. Mr Key said we need feedback from the Board of Directors as to how does the Board want the Policy Committee to help them.

At this point Chair Farmer said he would communicate with each Committee member separately before the next Committee meeting as to how they would want to move forward, and what particular Policies they would wish to address.

Regular Business Item 3.B. Discussion Regarding a Whistleblower Policy (CSDA Policy #3142, nothing in the CCSD Policy Handbook)

Mr Townsend began the conversation by stating that Whistleblowers are already protected under the State Labor Code, and therefore it is not critical for the District to have a Policy of this type. Ms Harmon then said that the District does need a policy in this area to allow for staff to feel more secure when voicing their observations, concerns, and experiences where they feel an injustice has been done.

Public Comment was then allowed. Christine Heinrichs expressed concern that a top administrator at the District was not being allowed to be at the office, but no explanation had been given. Mr Howell stated that this was a personnel matter, not a Board issue, and that whistleblowing does not apply to a grievance,

Mr Key suggested the Committee submit the CSDA Whistleblower Policy to the Board for consideration of a Needs Assessment in this area.

4. Future Agenda Items

Committee member Townsend recommended we consider the adoption of a Code of Ethics Policy into the District Policy Handbook or Board ByLaws.

Committee member Harmon said that we should consider a Needs Assessment for an Outdoor Lighting Policy, especially regarding saving the District money.

Mr Howell remarked that the District Purchasing Policy is in serious need of revision and filled with inconsistencies, and that the Committee examine how change can be implemented.

Mr Calderwood said he was puzzled about has the Policy Committee ever been tasked with actually writing policy. His recollection is that it hasn't, but added, "I could be wrong."

He also expressed concern as to what ByLaw changes were made in the past, and what conditions, actions or behaviors were attempted to be corrected, remedied or shored up, saying that all of this was important for continuity and better decision making. He also recommended Chair Farmer check with legal counsel as to statements made earlier in the meeting in public comment regarding possible behaviors of a staff member, and was this allowable.

Committee member Key again mentioned we needed to consider what would the Board like the Committee to do in taking action regarding Policy. He also requested that Chair Farmer contact Board President and Resources and Infrastructure Committee Chair Karen Dean as to how R&I is addressing the Climate Crisis Policy they were assigned to develop.

Committee member Harmon, in response to Mr Calderwood's query, stated, " We have written Policy, and it has been accepted by the Board."

Finally, Vice Chair Heinrichs reminded all Committee members that they needed to submit their application to remain on the Committee by January 12th.

The meeting was adjourned by Chair Farmer at 4:45 PM.

The next Policy Committee meeting will be Thursday, January 26th at 3PM via Zoom.

This summary written and submitted by Board Director Harry Farmer.

Resources & Infrastructure Report for January 12, 2023 CCSD Board Meeting

The Resources & Infrastructure Committee met on December 12, 2022 via Zoom. Committee members present were Committee Chair Karen Dean, Vice Chair David Pierson, committee members Brad Fowles, Steve Siebuhr, and James Webb. With the election to the CCSD Board as a Director, Michael Thomas is no longer an R & I Committee member.

Committee members were reminded that current member two year terms expire February 18, 2023, and that new applications will need to be filled out to serve another two year term.

A brief update was given by the Ad Hoc committee on the San Simeon Coastal Hazard Mitigation Plan (CHMP). The CCSD Ad Hoc committee, consisting of Karen Dean and David Pierson, met with the San Simeon Ad Hoc committee members Gwen Kellas and Daniel de la Rosa twice. We first met to review what San Simeon's situation was regarding their wastewater treatment plant. The San Simeon AdHoc committee identified several possible sites for their wastewater plant within San Simeon, but they were mostly within or adjacent to residential areas. They mentioned they would like to discuss the possibility of sending Cambria their wastewater for us to process, or to put a wastewater plant, possibly a wetlands type facility, on the property off San Simeon Creek Rd where our WRF (Water Reclamation Facility) and evaporation pond are located. We offered them a tour of the WRF, which we did do the beginning of December. They toured the WRF, looked at the evaporation pond area and discussed the idea of a small wastewater facility here with a wetlands/marsh pond system. We talked about the need for pipelines to be run from San Simeon if that type of facility were considered here, as well as pipes run to our WWTP (Wastewater Treatment Plant) for a back up. We listened to their ideas, but no commitments were made, and the San Simeon AdHoc will be going to go back to discuss their options further with their consultant, and to get more detailed information on what would be required for each of the options they were considering. We will meet with the San Simeon Ad Hoc again once they have more information from their consultant.

R & I committee meeting dates for the first three months of 2023 were discussed and approved, the remainder of the dates will be discussed once the new committee members are appointed. The meetings will be January 9, February 13, and March 13, all at 2:00 pm.

Acting GM/Utilities Manager/District Engineer Ray Dienzo gave an update on the CDP (Coastal Development Permit) process, the Task 1 Instream Flow Study, and the Section 7 ESA (Endangered Species Act) Study. The timeline given for all of these processes being completed are approximate. Mr Dienzo reported that the administration draft of the Instream Flow Study was submitted to Stillwater for their review, and the draft is anticipated to be ready for the TAC (Technical Advisory Committee) to review the end of December, with the discussion and incorporation of the TAC Comments approximately in January 2023, and the results of the Instream Flow Study coming before the Board in February 2023. Mr Dienzo explained that because part of the WRF project includes lagoon discharge to the concurrence of San Simeon Creek and Van Gordon Creek, and it is in the Army Corp of Engineers jurisdiction, the ESA 7 Study is required in order for the district to construct the pipe extension of the lagoon discharge. The ESA 7 Consultant will be having a discussion with the Army Corp of Engineers and the National Marine Fisheries Services, and including both the Task 1 and Task 2 Instream Flow studies at approximately the end of December 2022. The last piece of information required by the County for the CDP is a letter of concurrence of the Adaptive Management Plan, and staff will be submitting a letter near the end of December to US Fish and Wildlife Services, the CA Dept. of Fish and Wildlife, and the Regional Water Board

requesting a preliminary letter of concurrence on the Adaptive Management Plan based on all the studies being done. The response process is usually 45 days or more. Following that staff will be having discussions with the County regarding the results of the Preliminary Concurrence and the results of the Instream Flow Studies.

We received an update on the PG&E Investment Grade Audit Projects. Now that funding for the IGA projects has been secured, a Kick Off Meeting was held the beginning of December with PG&E and the design and construction consulting teams to discuss and coordinate the design build process, construction management, and permitting. It was decided to focus on the items that had a long lead time for equipment such as the back up generator. Actual construction is anticipated to begin with the electrical switchgear project in May, followed by the other wastewater treatment plant projects around October. The anticipated completion of the IGA projects is October of 2024.

Mr Dienzo gave an update on the Zero Liquid Discharge Pilot Study and Project. He explained how the process would work. This project would process the existing brine waste from the WRF to reduce the brine liquid by approximately 95%, leaving a "salt oatmeal" type substance that could be trucked to a landfill as opposed to multiple truckloads of liquid brine waste having to go to South County and disposed of through an ocean outfall. The pilot project would be a small scale experiment to test the technology to see if it would work for our brine waste disposal needs. There is a possible grant opportunity through the National Alliance for Water Innovation for this pilot project which would then be performed by Global Water Innovations. We are hoping to be notified whether the district is selected for this pilot project around the end of December. Once the district receives that notification that we are being awarded this project, the actual project scope would then need to be reviewed by the Regional Water Board and the California Coastal Commission to make sure they are ok with the pilot project, and then also there will be the permitting process, all of which Global Water Innovation will be helping with, for an anticipated project date of April/May 2023. The actual pilot study would probably only be about a week long.

The next R&I meeting is scheduled for January 9, 2023.

Respectfully submitted,
CCSD Board President Karen Dean, R&I Committee Chair

Friends of the Fiscalini Ranch Preserve December 13th, 2022 meeting summary

The meeting was called to order at 4:00 PM by Chair John Nixon. Most all Board members were present.

The first order of business was a report by Dianne Anderson and Ellie Etters of the Marketing and Development Committee. First, as the intention moving forward is to expand the effectiveness of the Committee, it was announced the Committee had been retitled the Donor, Outreach and Development Committee. Goals and proposed Objectives were highlighted, with the idea of doing good in a more mission centered way and in a broader sense.

The stated Goal is to build goodwill towards FFRP and increase giving to FFRP through consistent and systematic engagement with existing and potential members, volunteers and donors.

Objectives and Proposed Measures are to:

1. Raise awareness of the Fiscalini Ranch Preserve and opportunities to enjoy and support it.
2. Acquire new FFRP members and retain existing ones.
3. Convert members to donors and legacy donors.

Several creative points were noted under each of these Objectives that highlight many new ideas and approaches to increasing membership and donations, as well as the awareness and popularity of the Ranch. It was also pointed out that a Critical Success Factor in this area was to have the Board both fully committed and willing to actively participate in the achievement in the Outreach and Development goals.

Executive Director Kitty Connolly began her report by telling us that the Veteran's Day PopUp Sale was a big success, raising \$1400, which would likely help to increase the amount of monies raised in this area from 2021. In addition, the Thanksgiving weekend tree planting could not have been better, with 75 people participating including families and children planting 350 seedlings grown by volunteers in less than 2 hours. It was quite fortunate that Mother Nature also cooperated as ample rain followed soon after to help the trees get established! Also providing much enthusiasm is that 5,000 monarch butterflies have already been counted on the Ranch, a major increase over recent years.

Ms Connolly also announced that FFRP has paid for new leash law signs on the Ranch, and that the CCSD will install them.

Hospitality Night at the FFRP office at 604 Main St was a real success, as 40 cheerful visitors passed through, resulting in \$482 in sales and three new memberships.

Upcoming is a Sierra Club outing on December 15th, as well as a Leffingwell High School Field Trip.

It was announced that another Main Street Clean Up is scheduled for December 15th, and volunteers are always welcome. This is the 19th year that FFRP has been beautifying Main St!

CCSD Facilities and Resources Supervisor Carlos Mendoza began his report by thanking FFRP Chair John Nixon for his letter to the CCSD that expressed appreciation to Carlos and his crew for their ongoing work at maintaining and improving the Ranch. Mr Nixon also stated that FFRP looks forward to another collaborative team effort between themselves and the District in maintaining the Ranch for residents and visitors alike.

Carlos also stated that the wood from the Monterey Pine cut down that was growing into the classic Coastal Oak at the Trenton Trail and had become a hazard was removed, but that in removing this fuel other plants and trees still remained, and that smaller oaks were discovered that had never been seen before.

Also reported was 15 trees had come down during the recent storm, temporarily closing many trails, especially the Trenton trail, but all were now open. In addition, someone had taken signs from the Cambria Christmas Market saying, "Special Event Ahead", and dumped them on various trails. These of course were picked up and returned to the Cambria Pines Lodge.

Chair John Nixon thanked Ted Siegler for his many years of service on the FFRP Board, especially tending to Finances and the management of endowment funds and investments. Ted is resigning and this is his last meeting. His presence will surely be missed!

John also expressed appreciation for the work of Michael Thomas, who has provided significant leadership in ranch maintenance in recent years, but is also having to resign as having just been elected to the Cambria CSD Board of Directors. Chair Nixon also thanked the CCSD for their support of the Dogs Must Be On Leash Law on the Ranch.

Education Committee head Sheryll Ebbs reported that her and former FFRP Board member Susan Loganbill had a meeting on November 16th with Santa Lucia Middle School Principal David Nygren and Science Instructor Kacey Hass to discuss having walks on the Ranch to enhance the education level of the students. This was met with much enthusiasm, resulting in the Monarchs (butterflies) to Mushrooms Walk the morning of this meeting of December 13th. The 15 students attending were very excited, especially seeing the many clusters of butterflies on the trees. They were encouraged by their teacher to help in the counting of butterflies.

Other recent student walks included two involving youngsters from Leffingwell High School. First was a Bluff trail walk on November 30th that featured a Marine Mammal Talk by John Menke and Duffy Burns discussing otters, dolphins, seals and other ocean creatures. Then another December 7th Bluff walk found everyone actually seeing Harbor seals, Otters and a pod of Dolphins, which provided tremendous amount of excitement for all concerned.

The Education Committee also met on December 3rd to discuss what was accomplished in 2022 as well as setting goals and objectives for 2023. It was noted by Chair Nixon that Education endeavors greatly expanded after the Covid pandemic essentially prevented any real activities in 2020-21.

Finance Committee head Mary Maher reported on their November meeting that featured an economic and market outlook by their consultant from Vanguard Investments. The observation was made that even when markets are volatile they usually recover, and FFRP was advised to stay in the market.

The Finance Committee recommended the Board adopt the 2023 budget which includes the linking Boardwalk funded by the Wiggins bequest and endowment special project fund. The Committee also recommended delaying the endowment withdrawal until reassessing market conditions in mid-2023. Former Finance Comm head Ted Siegler encouraged that the Reserve Policy should be reviewed, saying that there should be mandated withdrawal from the endowment every year, stating, "no reason to have a reserve fund if you don't use it."

With Board members Ted Siegler and Michael Thomas resigning, two openings now exist on the FFRP Board of Directors. Two community members have applied to be nominated and approved for these positions: Barbara Bronson Gray, nursing administrator, writer and editor, presently a member of Cambria Allied Arts., and Jose Luis Sanchez, who has a marine science background and is also employed in real estate. He would provide a much needed link to Cambria's Hispanic community.

John Nixon has offered to continue as Board chair in 2023. As this would be his third year in this position, an amendment to the bylaws would be required. Nominations for the executive committee and new members will be taken and voted upon at the annual January meeting.

Chair Nixon also highlighted the major improvements on the Ranch in 2022, remarking that the goal of the Ranch Committee is to maintain and improve conditions on the Ranch. Current folks in charge include Tom Loganbill caring for the 17 benches, Michael Thomas overseeing "weeding Wednesday's", and Brian Morgan continuing his oversight of Ranch trails.

The first activity of 2023 will be a Mushroom Walk on January 14th led by California Native Plant Society member and local resident David Krause. Guest docents will also be involved.

The meeting was adjourned by Chair Nixon at 5:04 PM, followed by the Executive Committee meeting in Closed Session.

The next FFRP meeting will be on Saturday, January 28th, the Annual Meeting followed by the regular monthly meeting. At this point the decision has not been made as to whether this will be live or via Zoom, but likely Zoom due to the increased incidences of Covid and the flu.

This summary written and submitted by CCSD Board Director Harry Farmer

Cambria Forest Committee meeting summary for Friday December 16th, 2022

Today's meeting was attended by a variety of folks, beginning with CFC Chair Crosby Swartz, CFC Treasurer Laura Swartz, Friends of the Fiscalini Ranch Preserve Executive Director Kitty Connolly, CFC Directors Julie Jorgensen and Bob Fountain, member of the local chapter of the California Native Plant Society Neil Havlik, Greenspace The Cambria Land Trust Executive Director Karin Argano, retired Forest Service arborist Jeff Kwasny, and Cambria's new Fire Chief Justin Vincent. Also participating was Spencer Gordon, Upper Salinas- Las Tablas Resource Conservation District Project Manager, who due to another commitment was unavailable until 11 AM. Regular attendee Keith Seydel, Director of the Rancho Marino Reserve, was not able to be present.

The meeting was called to order by Crosby Swartz at 10AM. FFRP ED Kitty Connolly began the discussion by briefly alluding to the picking of mushrooms on the Ranch, and that while foraging was not allowed, many folks were nevertheless doing so, claiming that these foods would be going to waste if not eaten and enjoyed by humans. Then again, another opinion is often voiced that mushrooms need to remain in the ground to allow for further propagating. On other topics, Kitty updated us on a visit by members of the Sierra Club who have an annual working vacation on the Ranch, often spending up to eight hours a day, this time removing a large amount of iceplant and enjoying doing so. Also mentioned was the tremendous increase in the Monarch Butterfly population over recent years, with the current count being a bit over 5,000, which has brought joy to folks of all ages and backgrounds.

Greenspace ED Karin Argano brought us up to date on the recent planting of the very attractive California Native Plant Demonstration Garden at the entrance to the Greenspace Reserve on Center St in Cambria's East Village. A number of volunteers assisted in the two day project, including horticulturists Terry and Cheryl Kershaw, and CNPS member David Krause who helped design the garden. This is actually just the first of three phases of the project, which also included a new arbor and benches. Also, signage will soon be utilized to allow folks to identify each plant, visit the Greenspace website, and get a more complete identification of each plant. The whole new look of the area is drawing far more people to the Preserve, and additional improvements are on the horizon. Overall we're talking about educational improvements as well as a greater appreciation of the visual attractiveness of the natural environment.

Neil Havlik briefly commented on the article he wrote that was published in the County newspaper The Tribune, criticizing the extensive "fuel reduction" done on the local Covell Ranch. He has received a number of positive responses and one mainly negative communication. Mr Havlik also expressed his disappointment that no further site inspections were being allowed to view what has been taking place on the Covell Ranch.

Crosby Swartz mentioned that another double sized lot in Fern canyon was coming available for purchase by the Cambria CSD that features some very attractive oak trees, and that perhaps this property could ultimately be obtained from the SLO Land Conservancy at no cost.

A discussion of forest health addressed the concern that there is scientific evidence that projects initiated by both the US Forest Service and Cal Fire are not as effective as claimed or should be, and there's a need to be on the lookout for projects potentially damaging to the natural environment. In addition, prescribed burns have been seen as dangerous to human health as a result of the smoke created, as well as the fact extensive removal of large trees are limiting the opportunity for the lessening of carbon dioxide in the air. Crosby also highlighted the tremendous amount of scientific information available at the Los Tablas Forest Watch website (www.lpfw.org)

regarding fire behavior, fuel reduction and other forest related activities. Crosby also mentioned that the upcoming projects on Rancho Marino, the Fiscalini Ranch Preserve, Fern Canyon and others will all be using the new California Vegetation Treatment Program (CVTP) which is a bit more complicated from other permitting processes used in the past. He reminded us that all endeavors of this type in Cambria would ultimately be scrutinized by the California Coastal Commission, and that concerns in this area by Cambria residents should be addressed to the CCC.

Jeff Kwasny then mentioned that during his professional career he'd written a number of VTP's, he therefore is well versed in how to read and understand what is being presented in these documents, and could be of assistance in this area as needed. Laura Swartz then pointed out that the Cambria Forest Committee wasn't just interested in being critical of projects, but wanted to be as positive an advocate as possible regarding to how to address forest health.

Bob Fountain then brought up the need to bring various local and regional non profit groups and agencies together to discuss forest health from an ecological perspective, and the ultimate hiring of a Forest Ecologist. He alluded to various State and Federal agencies that basically approach the forest from a Fire prevention/Forest Manager perspective, while it was equally if not more important to address the overall health and needs of the flora and fauna from the viewpoint of a Forest Ecologist. He stressed the need for local environmental groups to join forces and act together as opposed to confronting environmental issues and concerns on an individual basis, and perhaps organize a Zoom meeting in the near future to discuss the issues as an environmental community coming together in the future.

Julie Jorgensen then recommended contacting local State Senator John Laird, who helped author legislation regarding a long term Wildfire Mitigation Plan regarding fire suppression, fire safety and forest health that was ultimately signed by Governor Gavin Newsom. The objective is to utilize as much scientific evidence as possible to determine how to best limit the potential for fire as well as dealing with a fire once it begins, and to also develop as many complimentary partnerships with the State to work together on these issues. Funding is also part of this legislation as well as priorities.

Crosby then brought the discussion back to a more local perspective regarding Cambria and dealing with fire. Chief Vincent remarked that the CCSD, as part of their Strategic Plan, would soon be developing an ordinance regarding dealing with fire such as home hardening which would involve broadening the efforts of the Cambria Fire Department. Yet as the District does not have the financial resources to address this situation long term, perhaps the State, through Cal Fire, could help provide funding and manpower resources in this area.

Kitty Connolly then stated that FFRP was not interested in hiring a Forest Ecologist for the Ranch. However, as the US-LS Resource Conservation District was pursuing grant funding that could be used in addressing the various forest health needs in our community, she suggested the RCD might be interested in ultimately hiring a Forest Ecologist, and that Rancho Marino Preserve Director Keith Seydel may be favorable toward doing so. Chief Vincent then stated he "loved the idea of a Forest Ecologist looking at it from the point of view of the environment." He then added that the CCSD did not presently have the manpower or the financial resources to fund the hiring of a Forest Ecologist, yet local property taxes collected by the County could be helpful in this area, especially as it is the County that owns the land/property surrounding our community, and a County representative should be present at future CFC meetings to add to the dialogue in this area. Laura Swartz stated she was in total agreement with the viewpoint of Chief Vincent.

Coincidentally, around this time RCD Project manager Spencer Gordon arrived at the meeting. He

stated he is currently working on a Forest Health and Fire Resiliency Grant funded by Cal Fire. This would include funding a Project Specific Analysis (PSA) for the Rancho Marino Reserve, which also involves the Cambria Pine Ecological Reserve (CPER) which is property adjacent to the Covell Ranch. Presently the RCD is involved in writing the proposal which will go before the California Coastal Commission on June 7th, 2023. If approved, the plan is to implement this endeavor in the Fall of 2023 at Rancho Marino, as well as with the CPER. He added he is currently working with Steve Auten, who has been involved with the fuel reduction effort on the Covell Ranch, in getting technical assistance for various Forest Management Plans, including five of them in the Cambria area, which would be completed in 2026. He said he is still trying to determine the scope of work involved in creating a Forest Management Plan, and the one in our area would involve five separate properties covering 350 acres. In addition, the FMP will both document existing conditions as well as further action and implementations. Whether this involves permitting and shovel ready projects cannot be determined at this time.

This was a lively and productive meeting with many topics discussed and opinions voiced. The meeting was adjourned at 11:15 AM.

It is our good fortune that the next Cambria Forest Committee meeting will be on Friday, January 13th, at 10AM via Zoom.

This summary written and submitted by CCSD Board Director Harry Farmer.