

# **ACTION ITEMS**

Discussion

## **New Business**

# **Santa Margarita Watershed Invasive Plant Program**

## **THE SANTA MARGARITA ARUNDO CONTROL FUND IN-LIEU FEE MITIGATION PROGRAM**

### **Introduction:**

There are several factors that change or influence river system dynamics. Fluctuations in seasonal water quantity, added effluent, constrictions in water flow, and changes in streambed permeability are just a few. All of these factors influence the native vegetation and faunal populations dependent on riverine systems. One of the major catalysts responsible for changes in both river hydrology and habitat has been the proliferation of non-native invasive plant species. These invasive plants reduce the wildlife values and continue to degrade the rivers hydrologic resiliency.

Several non-native plants have moved into our local riparian ecosystems causing a significant change in that systems ability to maintain its structure and function. Two of these plants, Giant Reed (*Arundo donax*) and Tamarisk (*Tamarix sp.*) are responsible for loss of usable habitat by native wildlife, increase in flood damage, loss of available water resources, negative change in water quality, and an increase in fire frequency and intensity. Due to these profound influences in our local waterways, an invasive plant program targeting these species has been developed. The Army Corps of Engineers (Corps), Mission Resource Conservation District (MRCD), and The Nature Conservancy (TNC) have worked together to create the Arundo Forest Fund - In-Lieu Fee Mitigation Program.

### **Goals:**

- reduce threat of giant reed and other system level invasive plants within the watershed through active eradication programs and follow-up treatments
- provide workshops and information to public and private landowners on removal techniques for invasive plants to most effectively permanently eliminate these invasive plants
- promote partnerships for sharing invasive plant treatment information and resources between private and public land managers to support long-term cooperative maintenance efforts
- monitor treatment programs and recovery of natural vegetation to insure successful outcomes

### **Program Structure:**

#### **Work Plan and Budget:**

Each year a work plan will be developed by the MRCD based on mitigation requirements and funds generated from the In-Lieu Fee Program. Work projects will be selected from the program elements listed below. This work plan and budget will be submitted each year by May 30 to the Corps for approval. If no comments are received by June 30 the work plan and budget will be implemented by July 1. Tasks will be carried out by the MRCD directly or through subcontractors. Changes to the work plan and budget may be submitted in writing to the Corps for approval.

#### **Site Selection for Projects:**

Maps showing public versus private lands in the Santa Margarita watershed will be used to select treatment sites (See Exhibit B). Sites will be selected starting at the uppermost reaches of the river system and continuing down as sites are under treatment. Projects on public lands will be scheduled through the managing agency. Permits will be secured by managing agency and long term maintenance agreements will be signed before work is to begin.

Treatments on private land will be scheduled as permission and permits are obtained by Resource Conservation District. Conservation Easements may be purchased through the In-Lieu Fee program to insure long term maintenance on private lands.

## **Program Elements:**

### **I. INVASIVE PLANT TREATMENT**

A suite of techniques is needed to control invasive plants due to the variety of conditions found within the watershed. The appropriate techniques for each project site will be outlined in the work plan. Considerations for choosing the techniques include invasive plant stand density, accessibility to site, and presence of non-target species.

#### **A. Herbicide Application**

One herbicide is currently labeled for wetlands use by the EPA; Rodeo®, produced by Monsanto Corp. Rodeo is a broad-spectrum herbicide which can be used on giant reed, saltcedar, and most other monocots and dicots. It has proven very effective against giant reed. This herbicide will be applied during the most effective season for control, fall, unless the use is for reducing biomass then application would be in the spring or early summer. Other compounds (i.e. dye marker) may be added only according to label regulations. The strength of solution will be determined according to label recommendations. Other treatment methods may be developed that will prove to be effective and safe. These methods may be used with prior approval from the Corps.

#### **Treatment Methods:**

##### **Foliar application**

##### **Spray Mature Stands – Direct kill to root system**

Mature uncut stands of invasive plants will be sprayed using backpack or truck spraying equipment (dependent upon accessibility) in the fall.

##### **Spray Mature Stands – Kill biomass at surface**

Mature uncut stands of invasive plants will be sprayed using backpack or truck spraying equipment (dependent upon accessibility) in the spring or early summer.

##### **Spray Regrowth from Previously Cut or Sprayed Stands**

Stands may have been cut at least once during the year and allowed to regrow, greatly reducing the density of the stand, making spraying in the fall much more effective due to better coverage.

#### **d. Helicopter Spraying**

Helicopter spray apparatus may be used especially in areas with dense contiguous cover of invasive plant. Herbicide application is more effective and is taken up by the plants more readily due to finer droplet size than other spray equipment. All precautions will be taken if using this method i.e. weather conditions, proximity to native habitats or human environments, label spray recommendations, etc.

#### **Cut-Stump – Target Plants are Mixed with Native Plants and Cannot be Safely Sprayed**

Plants will be cut using hand tools or mechanical, motorized equipment at the base of the stalks/stems and then herbicide applied. Timing between cutting and herbicide application is critical. It has been observed that plant stands in full sun should be sprayed no more than 1 minute after being cut, while plants in full shade have up to two minutes.

#### **B. Non-Chemical Methods**

#### **Treatment Methods:**

1. Mechanical (motorized or hand tools) cutting/mulching of above ground living stalks for most invasive plant species will only stimulate the root system to produce new growth. Machines can be used to pull the plant, roots and all, out of the ground but must be used only in areas with adequate access and little threat to disturbance to streambed stability or viability to support native habitat.

2. Hand pulling seedling or small plants may be used if proven effective to eliminate the spread of those plant

species.

### **C. Biomass Removal**

Methods for vegetation removal include use of heavy machinery (e.g. bulldozers), hand carrying material, hydro-axe, tub grinder, chipper, burning or removal by vehicle. Removal of the biomass should only be done where the weed cover is so dense as to prevent recovery by native vegetation after treatment, or where cut vegetation might create a debris-dam hazard during flood events. Site conditions and restraints will determine type and amount of removal.

## **II. PRIVATE LANDOWNER EDUCATION PROGRAM**

Private lands contain point sources of invasive plants that threaten the long-term control in the watershed. Educational materials, native plant exchange programs, and workshops will be provided to encourage private landowners to reduce/eliminate invasive plants as part of their landscaping.

### **A. Educational Materials**

Brochures describing invasive plant problems and solutions will be developed to educate private landowners. They will be distributed at workshops and mailings. Educational materials for local schools including videos may also be developed.

### **B. Native Plant Nursery**

Native plants will be propagated for use in plant exchanges to private landowners for removing invasive plants from their property. These plants can also be used for revegetation as needed after treatment is concluded. Local nurseries, schools, or RCD's will be enlisted to propagate and house the plants at minimal costs to the program.

### **C. Workshops**

Workshops on removal of invasive plants will help educate, coordinate resources, and promote appropriate control methods for invasive plants. Team Arundo will also provide educational workshops and opportunities.

## **PROJECT DATA STORAGE, MONITORING, AND MAPPING**

### **A. Project Data Storage**

1. A GIS system for data storage will be developed to track and coordinate treatment projects. Current treatment project will be mapped and digitized from which future project sites can be identified. Other data layers will include native vegetation, sensitive species population distribution, and land ownership.
2. Expenditures will include staff time for updating the database and printing maps for reports or field monitoring.

### **B. Monitoring Sites**

1. A minimum of photo points throughout the site and yearly photo updates accompanied by verbal description of changes to site to include: amount of area recovered by native habitat; amount of regrowth by invasive plant species; any observed use of site by native animal species; new invasive plant threats; recommendations for further treatment.
2. Monitoring reports will be submitted by April 30 of each year to the Corps for review. If no comments are received by May 15 then the final report shall be submitted May 30 and recommendations will be



incorporated into the next years work plan and budget (see "Program Structure – Work Plan and Budget").

### **Mapping**

1. Project sites will be mapped and reference data included into the GIS database. Reference data will include all information related to treatment techniques used, regrowth of target species, costs associated with project.
2. Target species will be mapped in rough estimates to be able to assign project sites.
3. Target species will be mapped in standard format to determine exact amount of acreage to be treated before actual treatment begins.

## **REVEGETATION**

Sites may need to be revegetated with native plant species due to a lack of natural recruitment in the area. Recommendations on planting techniques and thresholds are listed below:

### **A. Thresholds**

Recommendations for revegetation will be addressed after three years of treatment.

Extreme weather conditions (i.e. heavy rain years or drought) will be considered in the lack of natural revegetation.

Expectations for site must stay within natural parameters. A site will not be expected to turn to mature cottonwood/willow forest if hydrology, soils, or other natural conditions would not permit.

No plants will be used that would require long term irrigation.

### **Revegetation Strategies**

Use plant stock from local area as much as possible to keep genome in tact.

Use natural planting schemes (thickets) rather than in rows.

Plant during normal season for recruitment of plant species (ex: plant propagules, poles in winter and seed in early spring).

Target plant species that may take the longest to naturally recruit.

Use rooted plants whenever possible for species that do not do well as pole plantings (ex: mule fat).

Enhance sensitive animal species habitat by planting appropriate structure or plant types needed for nesting, foraging, etc.

**MEMORANDUM OF AGREEMENT  
REGARDING ESTABLISHMENT OF  
THE SANTA MARGARITA ARUNDO CONTROL FUND  
IN-LIEU FEE MITIGATION PROGRAM**

This agreement regarding establishment of an In-Lieu Fee Program, hereinafter, the Santa Margarita Arundo Control Fund (Fund) is made and entered into on February 15, 1999, by and among the U.S. Army Corps of Engineers, Los Angeles District (Corps) and the Mission Resource Conservation District (District).

**I. PREAMBLE**

A. Whereas, the Corps and the District recognize the importance of invasive weed control program for restoring and enhancing native riparian vegetation within waters of the United States including wetlands.

B. Whereas, discharge of dredge or fill material into waters of the U.S. including wetlands is regulated under provisions of Section 404 of the Clean Water Act and administered through a permit program under the auspices of the Corps.

C. Whereas, the Corps recognizes the potential for direct, indirect, and cumulative impacts which may occur to waters of the U.S. as a result of activities authorized under Section 404 of the Clean Water Act. To ensure authorized activities comply with the Section 404(b)(1) Guidelines (40 CFR 230), the Corps requires compensatory mitigation to offset adverse impacts to the aquatic resources.

D. Whereas, the Corps and the District propose to establish the Arundo Control Fund. The Permittees, upon approval of the Corps, will be allowed to pay monies into the Fund to satisfy compensatory mitigation requirements.

E. The District has jurisdiction to work with public and private landowners to implement management of riparian areas in the Santa Margarita Watershed that are infested with invasive weed species, such as but not limited to *Arundo donax* (Arundo), *Ricinius communis* (castor bean); and *Tamarix* spp. (tamarisk).

F. Whereas, the Fund will be solely used to restore and enhance aquatic resources by removal of the non-native species listed above and shall not be expended except with prior approval by public and private landowners under the oversight of the District.

G. Whereas, the following exhibits are incorporated as appendices to this agreement:

Exhibit A. Santa Margarita Watershed Invasive Plant Program

Exhibit B. Map of the Santa Margarita Watershed

H. Whereas, the Corps retains full authority to approve or deny the use of Fund monies to approve proposed project sites and to approve or modify plans.

I. Whereas, this agreement does not in any manner affect statutory authorities and responsibilities of the signatory parties.

## **II. DISTRICT AGREES TO:**

A. Establish a dedicated interest bearing account at an FDIC approved banking institution for the sole purpose of receiving funds to be used for this restoration project.

B. Use the funds generated to support the following tasks: removal or treatment of invasive weeds at a minimum 1:1 ratio of acreage mitigated to acreage impacted, educational programs/workshops, conservation easements, mapping and monitoring (see Exhibit A). When requested by the Corps, the District will annually evaluate the cost per acre and provide a detailed cost estimate.

C. Remove non-native vegetation such as but not limited to *Arundo donax*, *Ricinus communis*, and *Tamarix* spp., maintain the site with no more than 5% cover of these species for a period of ten (10) years (as described in Exhibit A) and provide annual monitoring reports to the Corps for a minimum period three (3) years from establishment of each parcel but not to exceed three years from attainment of the year 5 success criteria. Annual monitoring reports must be submitted until sites remain at 5% or less exotic cover for 24 consecutive months.

D. Plant native seedlings, rooted cutting, and propagules in areas indicated in the mitigation plan (Exhibit A) in a manner simulating natural riparian growth, as needed.

E. Obtain all appropriate environmental permits, clearances, or approvals necessary to perform the removal and restoration work contemplated by this agreement.

F. Facilitate access to the restored areas by the Corps staff for the purpose of compliance inspections.

G. Perform monitoring in accordance to the Mitigation Plan (Exhibit A).

I. Maintain accurate records for expenditure of funds and documentation of restored areas showing date the work began for each parcel, total number of acres restored as of the date of the annual report.

J. Perform maintenance activities for ten (10) consecutive years for each parcel by treating the reinfested areas according to the mitigation plan (Exhibit A). Notwithstanding the ten year commitment above, the program will be reevaluated at the end of seven years by the Corps and the District. At that time, the program will either be redesigned and/or renewed by

the parties and extended for a length of time that is mutually agreed upon. If either party decides not to continue the program, it will end three years after the reevaluation (*i.e.* after year ten). If the program is to be discontinued, no new treatment sites will be initiated in years seven through ten. However, The District shall not be relieved of its obligations under this agreement to restore and maintain the areas it has received funds for under this agreement, through the first seven years.

K. Obtain conservation easements or rights of entry before work is to be performed on private lands. These easements will allow for the treatment protocol as described in Exhibit A for a period of ten years.

**III. The Corps Agrees To:**

A. Review each project requiring a Section 404 permit on a case-by-case basis and determine the suitability to use the Arundo Control Fund to fulfill its compensatory mitigation requirements.

B. Determine the mitigation ratio for projects requiring a Section 404 permit on a case-by-case basis.

C. Perform annual Compliance visits to assess the conditions of the restored areas, recommend corrective measures, if any, for a period of three (3) years from the date of initial restoration.

**IV. It Is Mutually Agreed:**

A. This program will be limited to mitigation for unavoidable, minimal impacts to aquatic resources in the Santa Margarita River Watershed. Use of this mitigation program is subject to the approval of the Corps on a case-by-case basis.

B. This mitigation program shall not be used to mitigate for impacts to unique aquatic resources such as vernal pools or tidal/estuarine wetlands.

C. This mitigation program shall be limited to mitigation for permanent impacts to aquatic resources of one (1) acre or less or to compensate for temporary impacts to aquatic resources.

D. Success of the restored areas shall be assessed using the following criteria:

Time from start of activities

Year 1-2

Criteria

The project area is treated for removal of non-native vegetation. Non-native vegetation on site consists of 30% of the total vegetation. Necessary grading, irrigation lines, as indicated in the Mitigation Plan (Exhibit A) has been conducted. Revegetation with native riparian vegetation has initiated. The areas of resprouts are being actively treated for removal.

Year 3

Non-native vegetation consists of less than 10% of the total vegetation on site. Successful growth of native riparian vegetation including the herbaceous, shrub and tree species as listed in the mitigation plan (Exhibit A) are present.

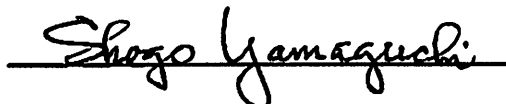
Year 4-5

Area contains less than 5% exotic vegetation and showing a start of canopy development, with shrub and herbaceous understory.

E. This agreement shall become effective on the date of signature by the Corps. This agreement shall terminate on the date ten (10) years from the date the agreement becomes effective, consistent with the provision of Section II.J. Either party to the agreement may terminate the agreement upon written notification to the other party. The District may discontinue receiving funds to conduct restoration activities upon written notification to the Corps. However, The District shall not be relieved of its obligations under this agreement to restore and maintain the areas it has received funds without written approval of the Corps.



John P. Carroll, Colonel  
Corps of Engineers, District Engineer

 V. Pres.

Wallace Tucker  
President  
Mission Resource Conservation District

# **Santa Margarita Watershed Invasive Plant Program**

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## **PROJECT DATA STORAGE, MONITORING, AND MAPPING**

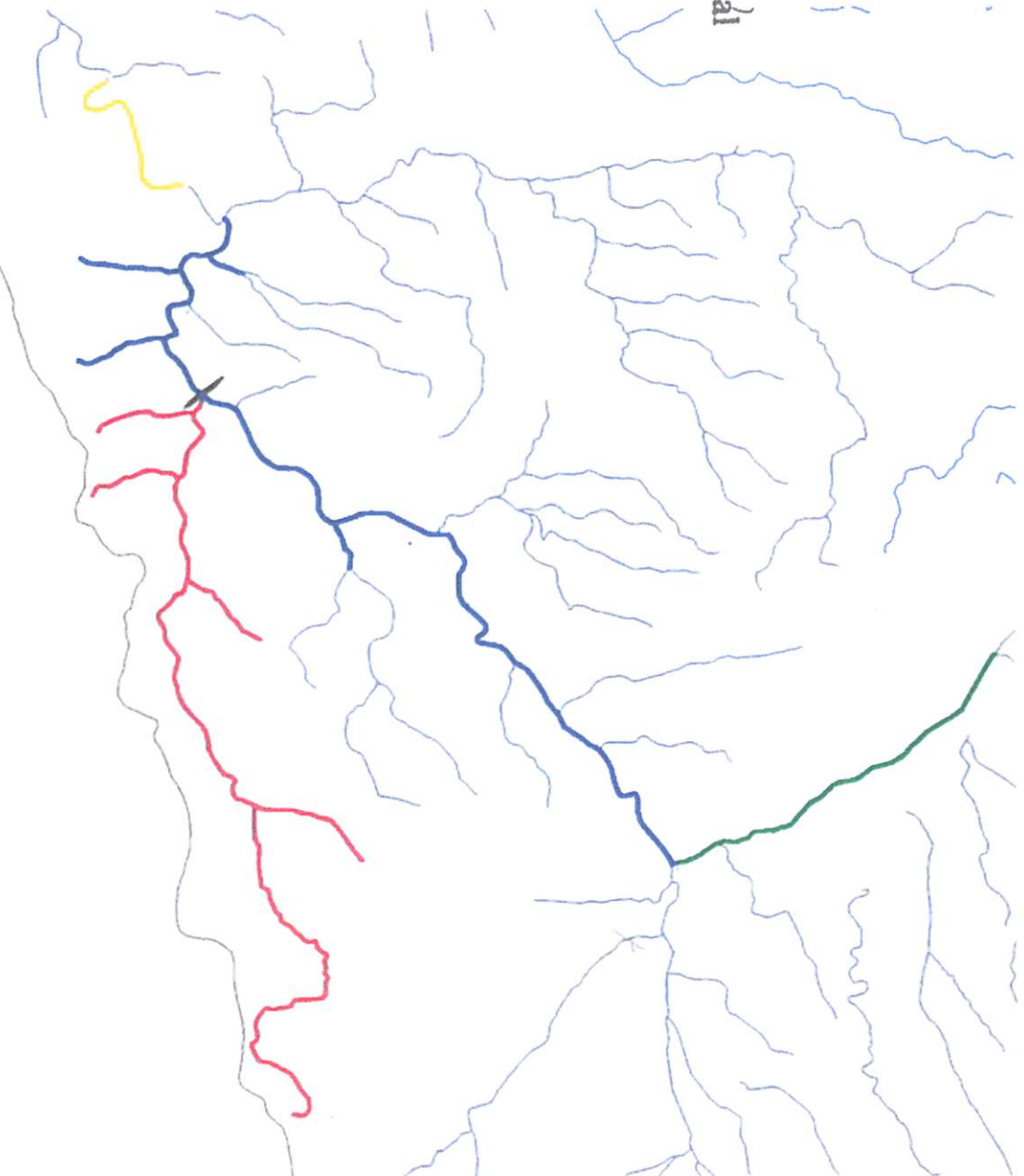
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2. Expenditures will include staff time for updating the database and printing maps for reports or field monitoring.



# Santa Margarita River Arundo Eradication Projects

- Arundo Projects
  - Pendleton Mitigation
  - San Diego County
  - Mission RCD Proposal
  - Partners for Wildlife
  - Riverside Co. Flood
- Watershed Boundary
- Hydrology



**TEMECULA-ELSINORE-ANZA-MURRIETA  
RESOURCE CONSERVATION DISTRICT  
BOARD OF DIRECTORS POLICY**

<b><u>Subject:</u></b>	<b><u>Policy Number</u></b>	<b><u>Page</u></b>
<b>CELL PHONE USAGE DURING BOARD MEETINGS</b>	<b>2017-01</b>	<b>1 of 1</b>

**Policy:**

Cell phone usage by members of the Board during Board meetings are prohibited, including but not limited to reviewing or sending text messages or e-mails. Each member of the Board shall either turn off or silence his or her cell phone(s) before the start of the Board meeting, unless said cell phone is used for District Counsel to call in and participate in the Board meeting.



**RIVERSIDE COUNTY  
OFFICE OF THE  
AUDITOR-CONTROLLER**

County Administrative Center  
4080 Lemon Street, 11<sup>th</sup> Floor  
P.O. Box 1326  
Riverside, CA 92502-1326  
(951) 955-3800  
Fax (951) 955-3802

**ACO | AUDITOR  
CONTROLLER  
COUNTY OF RIVERSIDE**

**Paul Angulo, CPA, MA-Mgmt  
AUDITOR-CONTROLLER**

May 17, 2017

Subject: FY 2017/2018 Adopted Budget

Dear Special District/City:

Pursuant to California Government Code Section 53901, unless exempt by the County Auditor-Controller, every Special District/City shall file a copy of its annual budget with the County Auditor-Controller no later than 60 days after the beginning of the fiscal year. If the Special District/City does not have a formal budget, a listing of anticipated revenues and expenditures shall be filed. This includes all local agencies whose funds are in the County Treasury. We are therefore requesting a copy of such information by August 31, 2017. Copy could be sent electronically to ACO budgets at [acobudgets@RIVCO.ORG](mailto:acobudgets@RIVCO.ORG) or hard copy could be sent to:

County of Riverside Auditor Controller  
4080 Lemon St. 11<sup>th</sup> Floor  
P.O Box 1326  
Riverside, Ca 92502-1326

Should you have any questions, please call Susana Garcia-Bocanegra at (951) 955-4529 or send email to [acobudgets@RIVCO.ORG](mailto:acobudgets@RIVCO.ORG). Thank you for your cooperation.

Sincerely,

Tanya S. Harris, CPA, MPA  
General Accounting Division Chief

<b>TEMECULA ELSINORE ANZA MURRIETA RESOURCE CONSERVATION DISTRICT</b>			
<b>BUDGET 2017-2018</b>			
<b>INCOME</b>			
Interest Income	\$ 25.00		
SAWA Stipend	\$ 21,000.00		
Easement Interest Savings-Union Bank	\$ 2,200.00		
Water Audits	\$ 15,500.00		
Crop Swap	\$ 9,250.00		
Pond Turtle Survey	\$ 5,407.00		
Boot Strap - GRANT	\$15,000.00		
<b>Total Income</b>	<b>\$ 68,382.00</b>		
<b>Expenses</b>			
Membership Dues (Special District Association)	\$ 300.00		
Transcription	\$ 600.00		
Insurance SDRMA	\$ 1,300.00		
Lafco Fees	\$ 200.00		
<b>Contract Services</b>			
Audit-CPA	\$ 1,800.00		
quickbooks accounting	\$ 150.00		
Water Audit Management	\$ 7,500.00		
General	\$ 750.00		
Administration	\$8,000.00		
Annual Reports-CDFW and biomonitoring	\$ 4,000.00		
internet and domain name	\$ 1,000.00		
<b>Total Expenses</b>	<b>\$ 25,600.00</b>		
<b>Net Income to General Account</b>	<b>\$ 42,782.00</b>		

**TEMECULA ELSINORE ANZA MURRIETA RESOURCE CONSERVATION DISTRICT****BUDGET 2016-2017**

<b>INCOME</b>			
Interest Income	\$ 600.00		
SAWA Stipend	\$ 21,000.00		
Easement Interest Savings-Union Bank	\$ 2,200.00		
Water Audits	\$ 12,950.00		
<b>Total Income</b>	<b>\$ 36,150.00</b>		
<b>Expenses</b>			
Membership Dues (Special District Association)	\$ 450.00		
Transcription	\$ 1,050.00		
Insurance SDRMA	\$ 1,500.00		
Laeco Fees	\$ 200.00		
<b>Contract Services</b>			
Audit-CPA	\$ 6,500.00		
quickbooks accounting	\$ 150.00		
Water Audit Management	\$ 7,500.00		
General and Administration	\$ 750.00		
Annual Reports-CDFW and biomonitoring	\$ 7,500.00		
internet and domain name	\$ 1,000.00		
<b>Total Expenses</b>	<b>\$ 26,600.00</b>		
<b>Net Income to General Account</b>	<b>\$ 9,550.00</b>		



SPECIAL DISTRICT RISK MANAGEMENT AUTHORITY

## 2017 BOARD OF DIRECTORS ELECTION

### OFFICIAL ELECTION RESOLUTION AND BALLOT ENCLOSED

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This is an official election packet that contains items that require ACTION by your Agency's governing body for the selection of up to four (4) candidates to the SDRMA Board of Directors.

#### ELECTION PACKET ENCLOSURES

- ☐ Election Ballot Instructions
- ☐ Official Resolution and Ballot (Action Required)
- ☐ Candidate's Statements of Qualifications (7)
- ☐ Self-addressed, Stamped Envelope



## SDRMA'S BOARD OF DIRECTORS ELECTION BALLOT INSTRUCTIONS

Notification of nominations for four (4) seats on the Special District Risk Management Authority's (SDRMA's) Board of Directors was mailed to the membership in February 2017.

On May 11, 2017, SDRMA's Election Committee reviewed the nomination documents submitted by the candidates in accordance with SDRMA's Policy No. 2017-03 Establishing Guidelines for Director Elections. The Election Committee confirmed that seven (7) candidates met the qualification requirements and those names are included on the Official Election Resolution Ballot.

Enclosed is the Official Election Resolution Ballot along with a Statement of Qualifications as submitted by each candidate. Election instructions are as follows:

1. The enclosed combined Official Election Resolution Ballot must be used to ensure the integrity of the balloting process.
2. After selecting up to four (4) candidates, your agency's governing body must approve the enclosed Official Election Resolution Ballot. **Ballots containing more than four (4) candidate selections will be considered invalid and not counted.**
3. The signed Official Election Resolution Ballot **MUST** be sealed and received **by mail or hand delivery at SDRMA's office on or before 4:30 p.m. on Tuesday, August 29, 2017 to the address below.** Faxes or electronic transmissions are NOT acceptable. A self-addressed, stamped envelope is enclosed.

Special District Risk Management Authority  
Election Committee  
1112 "I" Street, Suite 300  
Sacramento, California 95814

5. The four-year terms for newly elected Directors will begin on January 1, 2018 and terminate on December 31, 2021.
6. Important balloting and election dates are:

**August 29, 2017 - Deadline for members to return the signed Official Election Resolution Ballot**

August 30, 2017 - Ballots are opened and counted

August 31, 2017 - Election results are announced and candidates notified

September 27, 2017 - Newly elected Directors are introduced at the SDRMA Annual Breakfast to be held in Monterey at the CSDA Annual Conference

November 1-2, 2017 - Newly elected Directors are invited to attend SDRMA board meeting (Sacramento)

January 2018 - Newly elected Directors are seated and Board officer elections are held

Please do not hesitate to call SDRMA's Chief Operating Officer Paul Frydendal at 800.537.7790 if you have any questions regarding the election and balloting process.



**OFFICIAL 2017 ELECTION BALLOT**  
**SPECIAL DISTRICT RISK MANAGEMENT AUTHORITY**  
**BOARD OF DIRECTORS**

**VOTE FOR ONLY FOUR (4) CANDIDATES**

Mark each selection directly onto the ballot, voting for no more than four (4) candidates. Each candidate may receive only one (1) vote per ballot. A ballot received with more than four (4) candidates selected will be considered invalid and not counted. All ballots must be sealed and received by mail or hand delivery in the enclosed self-addressed, stamped envelope at SDRMA on or before 4:30 p.m., Tuesday, August 29, 2017. Faxes or electronic transmissions are NOT acceptable.

- ☐ **TIMOTHY UNRUH**  
District Manager, Kern County Cemetery District No. 1
- ☐ **JAMES M. HAMLIN (Jim)**  
Board Director, Burney Water District
- ☐ **MIKE SCHEAFER (INCUMBENT)**  
Director/President, Costa Mesa Sanitary District
- ☐ **MICHAEL J. KAREN**  
Board Director, Apple Valley Fire Protection District
- ☐ **DAVID ARANDA (INCUMBENT)**  
General Manager, Mountain Meadows Community Services District
- ☐ **CINDI BEAUDET**  
General Manager, Temecula Public Cemetery District
- ☐ **JEAN BRACY, SDA (INCUMBENT)**  
Deputy Director – Administration, Mojave Desert Air Quality Management District

**ADOPTED** this \_\_\_\_ day of \_\_\_\_\_, 2017 by the Temecula-Elsinore-Anza-Murrieta Resource Conservation District by the following roll call votes listed by name:

AYES: \_\_\_\_\_

NOES: \_\_\_\_\_

ABSTAIN: \_\_\_\_\_

ABSENT: \_\_\_\_\_

ATTEST:

APPROVED:

\_\_\_\_\_

\_\_\_\_\_



**RESOLUTION NO. \_\_\_\_\_**

**A RESOLUTION OF THE GOVERNING BODY OF THE  
Temecula-Elsinore-Anza-Murrieta Resource Conservation District  
FOR THE ELECTION OF DIRECTORS TO THE SPECIAL DISTRICT  
RISK MANAGEMENT AUTHORITY BOARD OF DIRECTORS**

**WHEREAS**, Special District Risk Management Authority (SDRMA) is a Joint Powers Authority formed under California Government Code Section 6500 et seq., for the purpose of providing risk management and risk financing for California special districts and other local government agencies; and

**WHEREAS**, SDRMA's Sixth Amended and Restated Joint Powers Agreement specifies SDRMA shall be governed by a seven member Board of Directors nominated and elected from the members who have executed the current operative agreement and are participating in a joint protection program; and

**WHEREAS**, SDRMA's Sixth Amended and Restated Joint Powers Agreement Article 7 - Board of Directors specifies that the procedures for director elections shall be established by SDRMA's Board of Directors; and

**WHEREAS**, SDRMA's Board of Directors approved Policy No. 2017-03 Establishing Guidelines for Director Elections specifies director qualifications, terms of office and election requirements; and

**WHEREAS**, Policy No. 2017-03 specifies that member agencies desiring to participate in the balloting and election of candidates to serve on SDRMA's Board of Directors must be made by resolution adopted by the member agency's governing body.

**NOW, THEREFORE, BE IT RESOLVED** that the governing body of the Temecula-Elsinore-Anza-Murrieta Resource Conservation District selects the following candidates to serve as Directors on the SDRMA Board of Directors:

(continued)

**Special District Risk Management Authority  
Board of Directors  
Candidate's Statement of Qualifications**

**This information will be distributed to the membership with the ballot, "exactly as submitted" by the candidates – no attachments will be accepted. No statements are endorsed by SDRMA.**

Nominee/Candidate Timothy Unruh  
District/Agency Kern County Cemetery District No.1  
Work Address 18662 Santa Fe Way, PO Box 354, Shafter, CA 93263  
Work Phone 661-746-3921 Home Phone 661-746-6725

**Why do you want to serve on the SDRMA Board of Directors? (Response Required)**

The work of SDRMA is critical to the everyday operations of a Special District. Knowing that the district and the board is protected gives a 'Peace of Mind' to our daily operations. Sitting on this Board will give me an opportunity to give back to SDRMA and its membership. As a manager of a moderate sized Special District, I am especially interested in maintaining an involvement from that small district perspective. It is imperative that SDRMA maintains cost effective service to the Special District community and it's important that smaller districts have a voice in their insurance needs.

**What Board or committee experience do you have that would help you to be an effective Board Member? (SDRMA or any other organization) (Response Required)**

I spent three years as a Director for CSDA including one year as Legislation Committee Chairman. I currently sit on the CSDA Legislation Committee and am a Special District Administrator (SDA). Our District is in its fourth term as a District of Distinction which now includes the Transparency Certification. I currently sit as a Director with a city appointment on Kern Mosquito and Vector board. I have been a Director of the California Association of Public Cemeteries for 15 years and currently am Chairman of the Legislation Committee. I have been involved with the Kern County Special Districts Association since 1995 from when we worked to obtain LAFCo representation for Special Districts.

Most importantly, I have been a manager for the Kern County Cemetery District for 30 years and work daily to keep our cemetery district strong and effective in our community. To that end, I have the SDRMA General Safety Specialist Certification and with that training I work for a compliant, safe and healthy working relationship with our staff.

**Special District Risk Management Authority  
Board of Directors  
Candidate's Statement of Qualifications**

**What special skills, talents, or experience (including volunteer experience) do you have?  
(Response Required)**

I feel that community history is very important and am a volunteer with the local Historical Society. I also have sat on the local school board and have been involved with our youth through our church as well as our community through sports and especially by giving our young people a safe and entertaining place to visit after our home football games.

This being said, I feel that I am a committed and thorough person who knows that to get things done you must be involved and be able to think out of the box in difficult situations. You must listen to those around you and sometimes that means keeping one's mouth shut.

I have worked as a Manager for many years and understand the needs of special districts. What SDRMA offers is an integral part of special district operations and I feel that I can bring a passion for the practical needs of Special Districts.

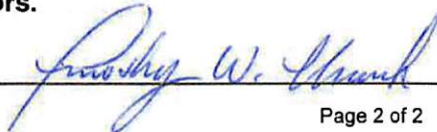
**What is your overall vision for SDRMA? (Response Required)**

SDRMA has shown great concern for the Special Districts in California as is seen in their commitment to meeting our insurance needs. This is done by listening to the membership and continuing to work on being a better and complete insurance stop. I feel that the Health Insurance part of their programs will be the next large growth area. As we deal with PERB's and the needs of our work force, this area will help to meet the needs of our agencies.

Their education is excellent and they have defined their role in local government very well. It will be necessary to maintain this role and work to educate the membership. SDRMA's commitment to be a cost-effective insurance provider has work well in the past and will continue to do so as long as the Board and staff work together to fulfill their mission statement.

**I certify that I meet the candidate qualifications as outlined in the SDRMA election policy. I further certify that I am willing to serve as a director on SDRMA's Board of Directors. I will commit the time and effort necessary to serve. Please consider my application for nomination/candidacy to the Board of Directors.**

Candidate Signature



Date: April 24, 2017



**Special District Risk Management Authority  
Board of Directors  
Candidate's Statement of Qualifications**

This information will be distributed to the membership with the ballot, "exactly as submitted" by the candidates – **no attachments will be accepted**. No statements are endorsed by SDRMA.

Nominee/Candidate	James M. Hamlin (Jim)		
District/Agency	Burney Water & Sewer District		
Work Address	20541 Burney Court, Burney, Ca. 96013		
Work Phone	(530) 335-2040	Home Phone	(530) 335-2040

**Why do you want to serve on the SDRMA Board of Directors? (Response Required)**

Able to look at actuarial evidence. Being able to set adequate rates for both Insurance program and districts. SDRMA needs to operate as a business.

**What Board or committee experience do you have that would help you to be an effective Board Member? (SDRMA or any other organization) (Response Required)**

Served on hospital district for 24 1/2 years, California Hospital District board for 8 years, Burney water Sewer board for three years. I had my own insurance brokerage for 43 years. I did not have an E & O Claim.

**Special District Risk Management Authority  
Board of Directors  
Candidate's Statement of Qualifications**

What special skills, talents, or experience (including volunteer experience) do you have?  
(Response Required)

see previous question

What is your overall vision for SDRMA? (Response Required)

SDRMA must operate as a viable business. Many district carriers and board members are reluctant to raise rates. When I served on Ca. Hospital Board, many of the board members were not willing to operate as a business because it would affect their hospitals bottom line.

I certify that I meet the candidate qualifications as outlined in the SDRMA election policy. I further certify that I am willing to serve as a director on SDRMA's Board of Directors. I will commit the time and effort necessary to serve. Please consider my application for nomination/candidacy to the Board of Directors.

Candidate Signature

*James M. Hamlin* Date 4-1-2017

**Special District Risk Management Authority  
Board of Directors  
Candidate's Statement of Qualifications**

**This information will be distributed to the membership with the ballot, "exactly as submitted" by the candidates – no attachments will be accepted. No statements are endorsed by SDRMA.**

Nominee/Candidate **MIKE SCHEAFER**  
District/Agency **COSTA MESA SANITARY DISTRICT**  
Work Address **1551-B BAKER ST, COSTA MESA, CA 92626**  
Work Phone **714-435-0300** Home Phone **714-552-9858**

**Why do you want to serve on the SDRMA Board of Directors? (Response Required)**

As an incumbent on the SDRMA Board I wish to continue providing the service and knowledge that I have been consistent with during my current term. As an insurance professional for over 44 years I bring the experience needed to manage the risks Districts are faced with. Over my term I have consistently made decisions to provide the protections necessary at the most affordable cost. Districts continue to encounter new challenges to their risk management programs. My years of experience, my continued involvement in insurance education and my desire to protect make me a sound choice to continue on the Board of SDRMA.

**What Board or committee experience do you have that would help you to be an effective Board Member? (SDRMA or any other organization) (Response Required)**

Current SDRMA Board Member. President Costa Mesa Sanitary District Board of Directors. Former City Councilmember for the City of Costa Mesa. Former Parks and Recreation Commissioner for the City of Costa Mesa.

Leadership positions, including Board President for the following: Little League Baseball, Boys and Girls Club of the Harbor Area, Costa Mesa Senior Center, The Albert Dixon Memorial Foundation (non profit providing funds for other non-profit agencies).

Over 30 years experience with Lions Clubs International. Served as District Governor, Club President several times. Chaired the California Convention Committee several times. Membership in the organization continues.

My leadership role in all these organizations gave, and give, me experience in the risks that face each. My insurance experience helps me make prudent decisions when challenged with those risks.

**Special District Risk Management Authority  
Board of Directors  
Candidate's Statement of Qualifications**

**What special skills, talents, or experience (including volunteer experience) do you have?  
(Response Required)**

Many of the organizations that I have either been elected to or volunteered for quickly put me in a leadership role. They recognized my ability to handle the risks and challenges the organizations meet. I was able to steer those organizations in a clear path to minimize the risk.

I continue to hold a teaching credential in Insurance Education with the local community college District. Additionally I was a professor of Insurance Continuing Education for many years. I have a passion for passing on the knowledge I have acquired over my career.

I have always faced the risk management challenges of any organization with the confidence that the desired outcomes would be realized.

**What is your overall vision for SDRMA? (Response Required)**

My vision is to continue providing the protection and service to the Special Districts that make them strong in their risk management efforts. I will continue to work for those ends while keeping strong my conviction that rates need to be adequate yet affordable for the Districts.

New technologies, changes in legislation, make it extremely difficult for Districts to keep up with the factors posing new challenges to risk management, insurance, etc. My experience in those areas, my position as an elected official, make me keenly aware of how to protect the Districts.

I will continue to be committed to making SDRMA the leader in protecting the risk management needs of our Special Districts.

**I certify that I meet the candidate qualifications as outlined in the SDRMA election policy. I further certify that I am willing to serve as a director on SDRMA's Board of Directors. I will commit the time and effort necessary to serve. Please consider my application for nomination/candidacy to the Board of Directors.**

Candidate Signature



Date

4/25/17

**This information will be distributed to the membership with the ballot, “exactly as submitted” by the candidates – no attachments will be accepted. No statements are endorsed by SDRMA.**

**Why do you want to serve on the SDRMA Board of Directors? (Response Required)**

**What Board or committee experience do you have that would help you to be an effective Board Member? (SDRMA or any other organization) (Response Required)**

I was appointed to the Apple Valley Fire Board in February of 2016. I was re-elected the same year. During my time on the board, I have already been a part of many great things. The board and I helped to pass Measure A which funds our district in perpetuity. We also passed and have streamlined the budget. I have also been a part of evaluations as well.



<b>Special District Risk Management Authority</b> <b>Board of Directors</b> <b>Candidate's Statement of Qualifications</b>
--

**What special skills, talents, or experience (including volunteer experience) do you have?  
(Response Required)**

I have been a business owner, and I am a Veteran of Desert Strike/Desert Storm. I am a member of the Apple Valley Chamber of Commerce, Victor Valley Republican, and the Community Emergency Response Team (CERT). I am an elected member of the Republican Central Committee as well as a Director for the Apple Valley Fire District. I have donated my time to seniors, the needy, and Salvation Army. I was also a Man About Town nominee for the High Desert Phoenix Foundation.

**What is your overall vision for SDRMA? (Response Required)**

[illegible]

**I certify that I meet the candidate qualifications as outlined in the SDRMA election policy. I further certify that I am willing to serve as a director on SDRMA's Board of Directors. I will commit the time and effort necessary to serve. Please consider my application for nomination/candidacy to the Board of Directors.**

Page 2 of 2

4-20-17

**Special District Risk Management Authority  
Board of Directors  
Candidate's Statement of Qualifications**

This information will be distributed to the membership with the ballot, "exactly as submitted" by the candidates – **no attachments will be accepted.** No statements are endorsed by SDRMA.

Nominee/Candidate David Aranda  
District/Agency Mountain Meadows Community Services District  
Work Address 17780 Highline Rd - Tehachapi CA 93561  
Work Phone 661-822-7616 Home Phone 661-300-1231

**Why do you want to serve on the SDRMA Board of Directors? (Response Required)**

Working with six other board members and the staff,  
as a team is challenging and rewarding.

Over the years of my service on the SDRMA Board  
I hope the members have found my input to be  
beneficial and it is my desire to continue to look  
after the members receiving the best service at a  
fair cost.

**What Board or committee experience do you have that would help you to be an effective Board Member? (SDRMA or any other organization) (Response Required)**

Service on SDRMA  
Service on SDWCA - I was part of the group that  
consolidate two entities into one entity which was  
very cost effective.  
Service on SDLF  
Past Service on CSDA - current Education Committee member

**Special District Risk Management Authority  
Board of Directors  
Candidate's Statement of Qualifications**

What special skills, talents, or experience (including volunteer experience) do you have?

**(Response Required)**

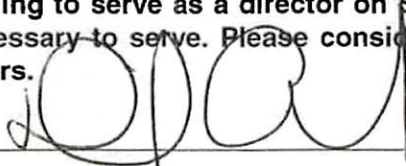
Serving as a General MANAGER over the past twenty plus years and serving as a Board Member ASISTS me in understanding the proper process that benefits the operation of SDRMA  
Eighteen years of experience with SDRMA provides a good knowledge base to benefit the members

What is your overall vision for SDRMA? **(Response Required)**

- 1) Continue to provide excellent service
- 2) Continue the balance of a financially strong pool that provides great policy coverage at the best pricing possible.
- 3) Serve the members with cutting edge software customer service oriented employees and a Board that remembers who we are serving!

I certify that I meet the candidate qualifications as outlined in the SDRMA election policy. I further certify that I am willing to serve as a director on SDRMA's Board of Directors. I will commit the time and effort necessary to serve. Please consider my application for nomination/candidacy to the Board of Directors.

Candidate Signature



Date

4-20-17



**Special District Risk Management Authority  
Board of Directors  
Candidate's Statement of Qualifications**

**This information will be distributed to the membership with the ballot, "exactly as submitted" by the candidates – no attachments will be accepted. No statements are endorsed by SDRMA.**

Nominee/Candidate	Cindi Beaudet
District/Agency	Temecula Public Cemetery District
Work Address	41911 C Street, Temecula CA 92592
Work Phone	(951)699-1630
Home Phone	(951)541-8736

**Why do you want to serve on the SDRMA Board of Directors? (Response Required)**

As a member of SDRMA, I've learned first hand the risk and challenges that comes with my type of Special District. I think it is important to have an active and knowledgeable voice representing our industry and districts and that understands the role special districts play and their importance. I will bring sound policy principles to the table and work with my fellow board members in the spirit of collaboration to ensure SDRMA continues to be a cost effective, high quality risk management service.

**What Board or committee experience do you have that would help you to be an effective Board Member? (SDRMA or any other organization) (Response Required)**

I have played an active role in the cemetery industry in both the private sector and with special districts for almost two decades and was elected in 2006 to the Board of California Association of Public Cemeteries (CAPC). While on the Board for CAPC one of my roles was Education Committee Chair, working with executive staff to identify learning and certification opportunities for our members. This experience has provided me with the skills and knowledge of board development, procedures, protocol and policy development.

**Special District Risk Management Authority  
Board of Directors  
Candidate's Statement of Qualifications**

**What special skills, talents, or experience (including volunteer experience) do you have?  
(Response Required)**

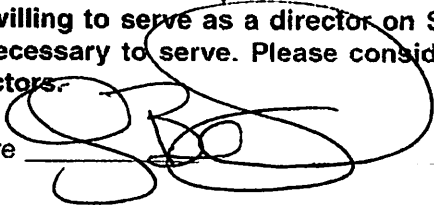
Since 2004 I have served as General Manager to the Temecula Public Cemetery District. I consider myself to be well versed in cemetery leadership, risk mitigation, best management practices and risk reduction. I hold a life insurance license from the State of California. I am an advocate for the cemetery profession, serving as a formal mentor for CAPC. I am engaged and involved heavily in my community and understand first hand the challenges and risk associated with cemetery operations and management.

**What is your overall vision for SDRMA? (Response Required)**

My overall vision for SDRMA is that it appropriately and accurately addresses the risk and mitigation needs of all its members in a thoughtful and deliberate manner; considering the size, scope and nuances of each type of public agency. This thoughtful consideration will provide better service to our members while maintaining the cost effective quality programs SDRMA continues to offer.

I certify that I meet the candidate qualifications as outlined in the SDRMA election policy. I further certify that I am willing to serve as a director on SDRMA's Board of Directors. I will commit the time and effort necessary to serve. Please consider my application for nomination/candidacy to the Board of Directors.

Candidate Signature



Date

4/27/17

# **Special District Risk Management Authority Board of Directors Candidate's Statement of Qualifications**

**This information will be distributed to the membership with the ballot, "exactly as submitted" by the candidates – no attachments will be accepted. No statements are endorsed by SDRMA.**

Nominee/Candidate    Jean Bracy, SDA  
District/Agency        Mojave Desert Air Quality Management District  
Work Address            14306 Park Ave., Victorville, CA 92392  
Work Phone              760-245-1661

## **Why do you want to serve on the SDRMA Board of Directors?**

I have served on the SDRMA Board of Directors since 2010. In 2017 I was elected by the Board to be the **Board President**. The Board strives to provide a variety of avenues for members to be successful and has adopted many important programs and policies aimed to provide members **cost effective coverage**. Each year, the Board **carefully considered** rates for services and from 2009 to 2016 voted to hold rates flat for the property/liability program. Through strategic planning SDRMA has a **strong financial base**. SDRMA has included **Cyber Coverage**; provided a **FREE Law Legal Hotline**; established a **multiple-policy discount (5%)** for each member who belongs to both the property/liability and the workers compensation programs; shares investment earnings with members through a **longevity distribution**; established the **loss prevention allowance funds** which reimburses members for safety-related costs up to \$1,000; launched and enhanced the SDRMA **interactive website**; provided **FREE online training** through Target Solutions; launched a **Safety Specialist Certificate** program; and contracted with Company Nurse to provide **FREE screening services** for work-related injury cases. I have worked closely with **SDRMA for 17 years**. I am attracted to its member-focused, pro-active, and positive mission. I would like to see – and be a part of – SDRMA continue this member-centric approach.

## **What Board or committee experience do you have that would help you to be an effective Board Member? (SDRMA or any other organization)**

I am serving my eighth year on the **SDRMA Board of Directors** and in 2017 I am the Board President. I am serving my fifth year on the Board of Directors for the **Special District Leadership Foundation (SDLF)** and I am the Board Secretary. On this Board I have been part of the continuing expansion of the SDLF programs, including the premier program, **District of Distinction**, also the Special District Administrator Certificate, the Recognition of Special District Governance, and the District Transparency Certificate of Excellence.

My career experience with special districts has helped me to understand the issues specific to smaller organizations. I have learned what it really means for an organization to do more with less. I have also learned that political realities for special districts are distinct from other forms of governments. As the Deputy Director – Administration for the Mojave Desert Air Quality Management District, I am the staff representative to the Governing Board Committees for Budget and Personnel. I am a member of and have chaired the California Air Pollution Control Officers Association (CAPCOA), statewide committees for Fiscal and Human Resource officers. I organized and have chaired the Alternate Fuel Task Force for the Mojave Desert air basin; I have represented the District in the Antelope Valley Clean Cities Coalition.

My working opportunities have crossed several public service types. I served as the Victorville city representative to the Technical Advisory Committee for the Victor Valley Transit Authority and as the City representative and officer on the Executive Committee of the Regional Economic Development Authority. I volunteered four years on the Board of Directors of the Victor Valley Federal Credit Union. For six years, I worked as an adjunct professor at Victor Valley Community College teaching Public Works Administration.

**Special District Risk Management Authority  
Board of Directors  
Candidate's Statement of Qualifications**

**What special skills, talents, or experience (including volunteer experience) do you have?**

As professional and as a volunteer, I have a wide range of experiences with organizational structures, long term and vision planning, development of staff and volunteers, and resource and program management. My experience of leading organizational activities and implementing change for growth includes bringing together intergenerational and multicultural groups to achieve common goals.

I am an effective manager with expertise in efficient and productive management implementing process improvements in finance, human resources, risk management, and a wide variety of related administrative and organizational functions. I have led highly skilled teams to support the achievement of overall agency goals and objectives.

I earned a Master's Degree in Public Administration from California State University, San Bernardino

I earned the Special District Administrator Certification from the Special Districts Leadership Foundation

I earned the Recognition of Special District Governance from the Special Districts Leadership Foundation

I earned the Masters Certification in Labor Relations from the California Public Employers Labor Relations Association (CALPELRA)

**What is your overall vision for SDRMA?**

I want to continue contributing my experience and expertise to SDRMA's overall function to further strengthen and enhance the lines of services provided by SDRMA. I want to see members educated to be wise in their management to reduce costs and deliver their very important missions to their communities. I want to be part of the mission to enhance the member's experience through claims management and education that leads to loss prevention.

**I certify that I meet the candidate qualifications as outlined in the SDRMA election policy. I further certify that I am willing to serve as a director on SDRMA's Board of Directors. I will commit the time and effort necessary to serve. Please consider my application for nomination/candidacy to the Board of Directors.**

Candidate Signature



Date

2-27-17



## Capacity Building Applications / Interest Forms

### Overview

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The attached packet includes:

- **Application materials** for the following capacity building programs. These forms are designed to collect details that will be used immediately to begin planning for these programs.
  - ✦ Board Leadership Boot Camp
  - ✦ Durable Collaboration cohorts
  - ✦ Individual RCD services
- **Interest forms** for the following programs. These forms are more general and provide a sense of the number of people interested in the programs. A more detailed application will follow as the program nears.
  - ✦ Communications Academy
  - ✦ Advocacy Academy

### Submission process

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Please fill out the forms for the programs in which you are interested in participating. The forms are due by 5:00 pm on June 30, 2017. They should be emailed to CARCD Project Manager Sara Schremmer: [sara-schremmer@carcd.org](mailto:sara-schremmer@carcd.org).

For the Board leadership boot camp, each board member must complete a separate application. These can be returned to staff and submitted together, or submitted independently.

### Summary of offerings

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This packet also includes a "Summary of Offerings". Please refer to this document for descriptions of the organizational development services available to individual RCDs.

### Questions?

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If you have any questions about the programs or process, feel free to reach out to the contacts listed in the program information, or to:

- CARCD Project Manager Sara Schremmer: [sara-schremmer@carcd.org](mailto:sara-schremmer@carcd.org)
- Amy Stork: [amy@solidgroundconsulting.com](mailto:amy@solidgroundconsulting.com)





RESOURCE  
CONSERVATION DISTRICTS

## Board Leadership “Boot Camp”

### What is the Board Leadership Boot Camp Program?

---

RCDs have the potential to help communities thrive by conserving our natural resources, and educating students and the community.

However, RCDs today are vulnerable to a major change in leadership that is already underway. As a generation of RCD directors nears retirement, board engagement, board recruitment, and board skill-building as top capacity needs. RCDs need to identify and support an influx of engaged and passionate directors who can bring new expertise, experience and energy to a rapidly changing sector.

The transformation of boards of directors is often driven by one or two highly motivated directors who are ready to lead an organization into its next phase. This leadership course for RCD directors who wish to help their boards transform and evolve. The course will train and empower individual directors to understand the potential of their role, act as visionary leaders who can help their RCD or any other organization create greater success and impact, and connect with other RCD directors throughout California.

### Why participate?

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- Strengthen your RCD and prepare for the future.
- Develop skills that will serve you in your work and other community service.
- Develop a network of peers around the region or the state.

### What's involved?

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The success of the program will depend heavily on board member engagement. The items with a star are required for participation.

1. **\*Application** – We ask that each board member complete the attached application certifying your intention to participate. The application is NOT a full commitment, but a way for us to understand how many people are interested and what they hope to learn.
2. **Preview** - There will be a preview of the Boot Camp in November 2017, at the CARCD Conference. This is not required but will be helpful.
3. **\*Consultant interview** – Each Board member will have a one hour phone call with a Solid Ground consultant to help understand your needs and perspectives. This will take place in December 2017 or January 2018.

4. **\*Board Leadership “Boot Camp” retreat** – In January, 2018, board members will participate in a 1.5 day retreat. The retreat is an opportunity for deep learning about personal and organizational leadership. Participants will:
- ✦ Explore their personal leadership strengths and what drives their service to the RCD.
  - ✦ Learn key leadership principles for individuals in the context of board service
  - ✦ Understand the powerful roles boards can play in creating conservation impact
  - ✦ Learn principles of effective boards of directors.
  - ✦ Identify specific opportunities for leadership within their RCD boards.
  - ✦ Connect with peers in a supportive learning environment.

The retreat will begin around 4:00 PM on a Friday and run all day Saturday. There will be up to three retreat locations (depending on registration). The retreat is the centerpiece of the program—participants must commit to attending the full retreat.

5. **\*Real world leadership objective** – Each participant will identify a leadership project or objective related to service on their RCD board of directors.
6. **\*Cohort calls** – Participants will be grouped in cohorts of 5-6 peers. Each cohort will participate in three 90-minute calls, one per month from February – April 2017. Calls will include new leadership skill building as well as peer-to-peer leadership support and coaching.
7. **Celebration** – We will celebrate and recognize all participating board members at the November 2018 CARCD conference.

<b>Program Element</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>Nov</b>
Preview at CARCD conference	<input checked="" type="checkbox"/>						
Interview with consultants		...	...				
1.5 day retreat			<input checked="" type="checkbox"/>				
Real world leadership project or objective				...	...	...	
Monthly 1.5 hour cohort calls				...	...	...	
Celebrate at CARCD conference							<input checked="" type="checkbox"/>

### Summary of commitment to participate

- Phone interview: 1 hour
- Retreat: One afternoon/evening and one full day plus travel time
- Leadership objective or project: TBD by participant
- Three follow up calls: 4.5 hours over approximately four months
- Travel to training.

- *Final commitments will be required in October 2017. If a board member commits to the training and does not attend, the RCD will be charged \$150 to reimburse the cost of food and lodging.*

## Program facilitators

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The Board Leadership Boot Camp will be led by experienced consultants from Solid Ground Consulting.

### **Jim Morris**

Jim's career spans 30 years in the human resources and organizational development field. He manages the Sustainable Leadership practice at Solid Ground Consulting, focusing on leadership development, succession planning, and executive transitions in the nonprofit sector nationwide.



### **Amy Stork**

Amy has more than 20 years of experience as a consultant, executive staff and volunteer leader in the non-profit and public sectors. Her work includes strategic planning, leadership development and staffing planning, marketing/communications, and community engagement.



## What if we want to know more?

---

Please feel free to contact us for further details.

Jim Morris  
Solid Ground Consulting  
(503) 249-0000 x 208  
[jim@solidgroundconsulting.com](mailto:jim@solidgroundconsulting.com)

Amy Stork  
Solid Ground Consulting  
(503) 249-0000 x 214  
[amy@solidgroundconsulting.com](mailto:amy@solidgroundconsulting.com)

# CARCD Board Leadership Boot Camp Application

**Submit application by 5:00 PM on June 30, 2017 to [sara-schremmer@carcd.org](mailto:sara-schremmer@carcd.org)**

**Board member name:** \_\_\_\_\_

**RCD name:** \_\_\_\_\_

**Email address:** \_\_\_\_\_

**Phone number:** \_\_\_\_\_

## **Your RCD service**

How long have you been a part of the RCD board? \_\_\_\_\_

Briefly, how did you become interested in the work of the RCD?

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## **Leadership interests**

How would you rate your interest in the Board Leadership Boot Camp?

- ☐ Low
- ☐ Moderate
- ☐ High

Comments \_\_\_\_\_

---

What would you most like to learn? Please check all that apply:

- ☐ Principles of leadership
- ☐ My own leadership style
- ☐ Basics of being a great board leader
- ☐ How to make a difference on my own board
- ☐ How to make a difference statewide
- ☐ Other (*please describe*) \_\_\_\_\_

---

### Previous leadership training

Please describe any previous leadership training you've been involved in.

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### Commitment

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Are you able to commit to the following aspects of the Board Leadership Boot Camp?

- |   |                              |                             |  |
|---|------------------------------|-----------------------------|--|
| ■ 1 hour phone call with consultant<br>December 2017            | <input type="checkbox"/> Yes | <input type="checkbox"/> No | <input type="checkbox"/> I am not sure |
| ■ 1.5 day retreat<br>January 2018                               | <input type="checkbox"/> Yes | <input type="checkbox"/> No | <input type="checkbox"/> I am not sure |
| ■ Three 1.5 hour phone calls<br>February – April 2018           | <input type="checkbox"/> Yes | <input type="checkbox"/> No | <input type="checkbox"/> I am not sure |
| ■ Leadership project of my choosing<br>February – November 2017 | <input type="checkbox"/> Yes | <input type="checkbox"/> No | <input type="checkbox"/> I am not sure |

### Questions or Concerns

---

Please use this space to describe any questions or concerns, discuss any parts of the commitment that are not feasible for you, or share anything else you'd like us to know.

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*Though I understand that this is not a final commitment, I certify my interest in participating in the CARCD Board Leadership Boot Camp.*

---

*Sign here*

---

*Date*



RESOURCE  
CONSERVATION DISTRICTS

## **Durable Collaboration Program**

### **What is the Durable Collaboration Program?**

---

Securing the financial and professional resources an RCD needs to be permanently sustainable is a daunting task. Most RCDs struggle to build the capacity to meet the needs in their communities. Collaboration offers a way to address this by building individual and collective capacity for groups that are willing to roll up their sleeves together. Collaborative efforts have the potential to increase relevance, attract funding, and create efficiency. In 2017-2018, several regions around the state will have an opportunity to participate in collaborative planning to help launch long-lived, mutually beneficially, strong and robust partnerships, where multiple groups in a region pool their strengths to do more than any one group could do on its own. The groups involved will emerge with a preliminary plan for ongoing collaboration.

RCDs that are selected for the program will:

- Explore the various options for collaboration in your region, from shared projects to consolidations
- Determine what benefits (and challenges!) collaboration can bring to each organization
- Identify specific opportunities and potential partnerships that might be appropriate
- Craft preliminary collaboration plans

Cohorts can be as small as two RCDs or may include all the RCDs in a region. One of the cohorts will be selected to move forward to implement their collaboration plan.

### **Why participate?**

---

Participating RCDs can expect real benefits from this program, including:

- Strengthen relationships and building trust with other RCDs in the region
- Identify opportunities for partnership with other RCDs in the region that will expand organizational and regional capacity, and increase RCD relevance
- Explore ways to turn competition for regional resources into collaborative uses of those resources



## What's involved?

---

Our target date for launch is October 2017. There are five steps – here's a quick overview:

1. **Application** – To be considered, we ask that each potential cohort complete an application identifying which RCDs in the region have indicated interest in forming a cohort and describing the reasons this cohort should be selected to participate in the program.
2. **Cohort Collaboration Team** – Each participating RCD will be asked to establish a “cohort collaboration team” of two people – either board or staff. We understand that for small volunteer RCDs there may only be one representative.
3. **Cohort Gatherings** – Each cohort will meet for a full day retreat. The retreat will be an opportunity to identify the possibilities for collaboration among cohort members.
4. **Phone Conferences** – We will conduct conference calls with the cohort and possibly with subsets of the cohort who have identified ways they might work together. These are project specific meetings in which some members of the cohort define and begin to develop a collaboration plan. This will begin to move the groups forward in implementing plans.
5. **Collaboration Plan** – We will assist each cohort in preparing a preliminary plan that brings together the specific collaborative projects undertaken by the various members of the cohort. (*For example: two groups might decide to share a staff position while three others create a joint venture and all five together pursue a regional resource conservation plan*).

## What's expected of us?

---

The success of the program will depend heavily on the degree of engagement by participating RCDs. Involvement of the most appropriate organizational leaders, typically the board president and/or district manager, is preferable. Consistent, responsive participation will keep the process moving smoothly and result in a better product for the whole cohort and a more cost-effective use of everyone's time. Each RCD participating in the cohort will be expected to:

- **Provide at least one person to serve as your RCD's cohort collaboration team** (two people preferred) who will be involved throughout the program. This team will provide clear, consistent communication with their RCD's board and staff as the process plays out and bring questions, comments, and concerns from their RCD to the cohort discussions.
- **Commit to confidentiality** about internal information learned from other organizations.
- **Attend one all-day cohort gathering.** Depending on distance, anticipated hard costs that RCDs are expected to cover include their travel to the cohort meeting, lodging for a minimum of one night, and travel-time meals. This gathering will take place in fall 2017.
- **Participate in up to six 90-minute telephone calls over eight months, from October 2017 to May 2018.** Between phone calls, participants will work independently or in teams.

Program Element	2017				2018				
	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
Full day cohort gathering		<input checked="" type="checkbox"/>							
Up to 6 90 minute calls			***	***	***	***	***	***	***
Collaboration agreements									<input checked="" type="checkbox"/>

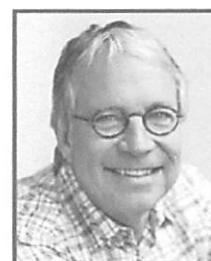
---

## Program facilitators

The CARCD Durable Collaboration Program will be led by experienced consultants from Solid Ground Consulting.

### **Jim Morris**

Jim's career spans 30 years in the human resources and organizational development field. He manages the Sustainable Leadership practice at Solid Ground Consulting, focusing on leadership development, succession planning, and executive transitions in the nonprofit sector nationwide. He brings deep knowledge of collaboration and merger. He facilitated the North Coast Durable Collaboration Initiative with eleven RCDs.



### **Allison Handler**

A former land use planner and land trust executive director, Allison has 20 years of experience with organizations dedicated to land use planning, community development, and land conservation. As a staff member, executive director, nonprofit board member, and consultant, she has broad experience in assessment, strategy and planning, fundraising, governance, mergers, and stakeholder engagement.



---

## What if we want to know more?

Please feel free to contact us for further details.

Jim Morris  
Solid Ground Consulting  
(503) 249-0000 x 208  
[jim@solidgroundconsulting.com](mailto:jim@solidgroundconsulting.com)

Allison Handler  
Solid Ground Consulting  
(503) 249-0000 x 206  
[allison@solidgroundconsulting.com](mailto:allison@solidgroundconsulting.com)

**California Association of Resource Conservation Districts**  
**Durable Collaboration Program Application**

*Submit application by 5:00 PM on June 30, 2017 to [sara-schremmer@carcd.org](mailto:sara-schremmer@carcd.org)*

**Application contact person:** \_\_\_\_\_

**RCD name:** \_\_\_\_\_

**Email address:** \_\_\_\_\_

**Phone number:** \_\_\_\_\_

**Other Potential Participating RCDs**

Please list other RCDs you could envision participating in this process.

---

---

**Level of Interest from Other RCDs**

How would you gauge their interest?

- ☐ Low
- ☐ Moderate
- ☐ High

Have you had preliminary discussions?

- ☐ Yes
- ☐ No

Would you like to tell us more? \_\_\_\_\_

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**Potential Collaboration Opportunities**

How could you see these RCDs collaborating? Please check all that apply:

- ☐ Information sharing
- ☐ Resource sharing
- ☐ Staff sharing
- ☐ Consolidation
- ☐ Other (please describe) \_\_\_\_\_

---

**Past Collaboration Experience**

Have any of the potential participants collaborated in the past? Yes / No

What was that experience like? \_\_\_\_\_

\_\_\_\_\_

### **The Case for Collaboration**

Why is it important that this cohort be selected for the Durable Collaboration Program?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

*Please use the rest of this page if you need more space.*

*Though I understand that this is not a final commitment, I certify the RCD's interest in participating in the CARCD Durable Collaboration Program, and our intention to fulfill the required commitments.*

\_\_\_\_\_  
*Sign here*

\_\_\_\_\_  
*Date*



RESOURCE  
CONSERVATION DISTRICTS

## Individual RCD Project Assistance

### The opportunity

---

Individualized organizational development services can help RCDs approach specific situations and opportunities. For 2017-2019, a total of \$90,000 in services is available to RCDs for specific individualized projects including described in the “Summary of Capacity Building Offerings”, at a maximum of \$10,000 of consulting services per project.

Available services include:

- |   |                                       |
|---|---------------------------------------|
| ✦ Organizational assessment               | ✦ Board training                      |
| ✦ Direction setting / Long-range planning | ✦ Leadership development and coaching |
| ✦ Business planning                       | ✦ Staffing assessment and planning    |
| ✦ Communications planning/training        | ✦ Staff team building activities      |

### RCD commitment

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The “Summary of Capacity Building Offerings” describes the specific RCD commitment required for each type of offering.

The funds available cover only consultant time and travel cost. The RCD’s commitment to the project must be funded separately.

### Criteria for project selection

---

Preference will be given to RCDs who meet some or all of the following criteria:

- Have achieved Tier 1 but have a ways to go to reach Tier 2.
- The project will give you the opportunity to significantly affect the capacity of your RCD.
- The project has the potential to influence your region or the state.
- The RCD board and staff are motivated and committed to the project.
- You are in a region which has not received significant capacity building resources to date (Including regions of Southern California, High Desert, and Modoc)

## Timing

---

Projects may begin as early as July 2017 and the last project will wrap up by April 2019. Depending on the applications we receive and other project considerations, we will schedule your project as close to your desired timeline as possible. Most projects will take 10-12 weeks to complete.

## How can we learn more?

---

If you are not sure which service you need, we encourage you to call and discuss your needs so that we can provide a more specific and accurate recommendation for your RCD. We can be reached at 503-249-0000, or contact any of us:

- Consultant Amy Stork: [amy@solidgroundconsulting.com](mailto:amy@solidgroundconsulting.com)
- Senior Consultant Jim Morris: [jim@solidgroundconsulting.com](mailto:jim@solidgroundconsulting.com)
- Consultant Allison Handler: [Allison@solidgroundconsulting.com](mailto:Allison@solidgroundconsulting.com)
- Principal and senior consultant Marc Smiley: [marc@solidgroundconsulting.com](mailto:marc@solidgroundconsulting.com)

To learn more about the backgrounds of individual consultants, please visit [www.solidgroundconsulting.com](http://www.solidgroundconsulting.com)

# CARCD Individual RCD Project Assistance Application

*Submit application by 5:00 PM on June 30, 2017 to [sara-schremmer@carcd.org](mailto:sara-schremmer@carcd.org)*

**Contact name:** \_\_\_\_\_

**RCD name:** \_\_\_\_\_

**Email address:** \_\_\_\_\_

**Phone number:** \_\_\_\_\_

## RCD standards status

☐ Tier 1   ☐ Tier 2   ☐ Tier 3   **Comments:** \_\_\_\_\_

## Your project

What services are you applying for?

- |  |  |
|--|--|
| <input type="checkbox"/> Organizational assessment               | <input type="checkbox"/> Leadership development / coaching |
| <input type="checkbox"/> Direction setting / Long-range planning | <input type="checkbox"/> Staffing assessment / planning    |
| <input type="checkbox"/> Business planning                       | <input type="checkbox"/> Staff team building activities    |
| <input type="checkbox"/> Communications planning/training        | <input type="checkbox"/> Other _____                       |
| <input type="checkbox"/> Board training                          |  |

## Need

What need are you trying to meet or what problem are you trying to solve through this project?

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## Outcomes

How will the project help build the capacity of your RCD?

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## Benefits beyond your RCD

---

Describe any benefits the project would have for other RCDs in your region or the state?

---

---

## Timing

---

Most organizational development projects at this scope will take about 10-12 weeks from start to finish. Ideally, when are you hoping to undertake your project (earliest start July 17, 2017)?

---

## Commitment

---

Are you able to make the commitment needed to make this project a success (see the “Summary of Capacity Building Offerings”)?

☐ Yes      ☐ No      ☐ I am not sure

If you checked “No” or “I am not sure,” please comment:

---

---

## Sharing your story

---

Are you willing to help other RCDs and the CARCD network by describing your individual project and its results after the project is complete? ☐ Yes   ☐ No   ☐ I am not sure

If you checked “No” or “I am not sure,” please comment:

---

*Though I understand that this is not a final commitment, I certify the RCD’s interest in participating in the CARCD Individual Project Assistance Program, and our intention to fulfill the required commitments.*

---

*Sign here*

---

*Date*



## RESOURCE CONSERVATION DISTRICTS

### Communications Academy

#### What is the Communications Academy?

The Communications Academy will help individual RCDs learn key communications practices. The course will launch at the CARCD annual conference. Participants can choose to continue learning with a series of six monthly 1.5-2 hour webinars held January-June 2018. Participants in the webinars will be expected to complete homework assignments between webinars, and will receive individualized feedback from Solid Ground communications experts.

- ◆ Learn principles of strategic communications to increase RCD visibility.
- ◆ Build skills to improve use of newsletters, annual reports, websites, social media, etc.
- ◆ Customize a communications toolkit for use in increasing RCD visibility.

#### What's involved?

- **Apply** – In the fall of 2017, you'll be asked to submit an application form that tells us a bit more about your experience with communications and your training needs.
- **Conference session** - At the November 2017 conference, we'll do an introductory training that helps participants understand basic communications strategies for RCDs and how you can use a unified message to reach your key constituents.
- **Online training** – Through six monthly 1.5-2 hour online webinars, January-June 2018, you'll learn specific communications and marketing approaches, and work on developing a communications plan and tools for your RCD.

#### Timing

	2017				2018					
<i><b>Program Element</b></i>	<i>Sep</i>	<i>Oct</i>	<i>Nov</i>	<i>Dec</i>	<i>Jan</i>	<i>Feb</i>	<i>Mar</i>	<i>Apr</i>	<i>May</i>	<i>Jun</i>
<i>Official application</i>	...									
<i>Preview at conference</i>			...							
<i>Six 1.5-2 hour webinars</i>					☑	☑	☑	☑	☑	☑

## Program facilitators

---

The Communications Academy will be led by experienced consultants from Solid Ground Consulting.

### **Rich Bruer**



Rich heads up Solid Ground's branding and communications practice area. He brings 30 years of experience advising nonprofit and for-profit organizations of every size in branding, positioning, marketing and messaging, with a mind for the big picture and a keen ability to focus groups on what makes them distinct and relevant. In 2006, Rich sold a successful technology marketing agency in Portland to move his work into helping the "good guys" – organizations and individuals working along the path of environmental, social, and economic sustainability.

### **Amy Stork**



Amy has been a consultant, executive staff, and volunteer leader in the nonprofit and public sectors since 1996. She worked as the lead marketing and communications staff at Oregon Food Bank and the City of Portland Office of Sustainable Development, and Executive Director of TwispWorks, an innovative economic development project in rural Washington. Amy is particularly interested in small communities and agriculture, and has worked with rural groups across the west.

## What if we want to know more?

---

Please feel free to contact us for further details.

Amy Stork  
Solid Ground Consulting  
(503) 249-0000 x 214  
[amy@solidgroundconsulting.com](mailto:amy@solidgroundconsulting.com)

# **CARCD Communications Academy Interest Form**

**Submit interest form by 5:00 PM on June 30, 2017 to [sara-schremmer@carcd.org](mailto:sara-schremmer@carcd.org)**

- This is not a commitment to participate, but we'd like to get an idea of who is interested.

**RCD name:** \_\_\_\_\_

## **Participant #1**

Name: \_\_\_\_\_

Position: \_\_\_\_\_

Email address: \_\_\_\_\_ Phone number: \_\_\_\_\_

## **Participant #2**

Name: \_\_\_\_\_

Position: \_\_\_\_\_

Email address: \_\_\_\_\_ Phone number: \_\_\_\_\_

## **Participant #3**

Name: \_\_\_\_\_

Position: \_\_\_\_\_

Email address: \_\_\_\_\_ Phone number: \_\_\_\_\_

## **Participant #4**

Name: \_\_\_\_\_

Position: \_\_\_\_\_

Email address: \_\_\_\_\_ Phone number: \_\_\_\_\_

Copy this sheet for additional participants



RESOURCE  
CONSERVATION DISTRICTS

## Advocacy Academy

### What is the Advocacy Academy?

---

The Advocacy Academy will give staff and directors the opportunity to examine the RCD's political savvy—how it maintains visibility, gains a seat at the table for important decisions, advocates for protection of critical resources, and garners the support it needs to succeed.

- Get over “stage fright” and learn to harness key relationships to advance your work.
- Understand the principles of political influence and the spectrum of advocacy activities.
- Acquire tools and tips that your RCD can use to cultivate relationships with influencers.
- Hone your message and develop an advocacy action plan including local legislative days.

### What's involved?

---

- **Apply** – In August 2018, you'll be asked to submit a letter of interest identifying your learning objectives and making a written commitment to fully participate in the 1.5-day Academy.
- **Attend 1.5-day Advocacy Academy retreat** - Offered in January 2018 in three locations – one in northern, one in central, and one in southern California. Each will have the same agenda, so participants can choose the location most convenient to their RCD. The commitment is 12-15 total hours over two days, plus travel time.

### Timing

---

	2018					2019	
Program Element	Aug	Sep	Oct	Nov	Dec	Jan	Feb
Official application	...						
Preview at conference				...			
1.5 day retreat						<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

## Program facilitators

---

The Advocacy Academy will be led by experienced consultants from Solid Ground Consulting.

### **Allison Handler**

A former land use planner and land trust executive director, Allison has 20 years of experience with organizations dedicated to land use planning, community development, and land conservation. As a staff member, executive director, nonprofit board member, and consultant, she has broad experience in assessment, strategy and planning, fundraising, governance, mergers, and stakeholder engagement.



### **Amy Stork**

Amy has more than 20 years of experience as a consultant, executive staff and volunteer leader in the non-profit and public sectors. Her work includes strategic planning, leadership development and staffing planning, marketing/communications, and community engagement.



## What if we want to know more?

---

Please feel free to contact us for further details.

Allison Handler  
Solid Ground Consulting  
(503) 249-0000 x 206  
[allison@solidgroundconsulting.com](mailto:allison@solidgroundconsulting.com)

# **CARCD Advocacy Academy Interest Form**

**Submit interest form by 5:00 PM on June 30, 2017 to [sara-schremmer@carcd.org](mailto:sara-schremmer@carcd.org)**

- This is not a commitment to participate, but we'd like to get an idea of who is interested.

**RCD name:** \_\_\_\_\_

## **Participant #1**

Name: \_\_\_\_\_

Position: \_\_\_\_\_

Email address: \_\_\_\_\_ Phone number: \_\_\_\_\_

## **Participant #2**

Name: \_\_\_\_\_

Position: \_\_\_\_\_

Email address: \_\_\_\_\_ Phone number: \_\_\_\_\_

## **Participant #3**

Name: \_\_\_\_\_

Position: \_\_\_\_\_

Email address: \_\_\_\_\_ Phone number: \_\_\_\_\_

## **Participant #4**

Name: \_\_\_\_\_

Position: \_\_\_\_\_

Email address: \_\_\_\_\_ Phone number: \_\_\_\_\_

Copy this sheet for additional participants



# **CAPACITY BUILDING SUMMARY OF OFFERINGS**



**THE CALIFORNIA ASSOCIATION  
OF RESOURCE CONSERVATION  
DISTRICTS**



# CARCD Capacity Building Project 2017-2019

## Introduction

---

This course catalog summarizes the capacity building options available to RCDs in 2017-2019, including:

- **Opportunities available through a grant to CARCD from Sustainable Northwest and the S.D. Bechtel, Jr. Foundation.**
  - ✦ These opportunities are free to all RCDs with the exception of RCD travel costs to participate.
- **Services available directly from Solid Ground Consulting or other organizational development consultants.**
  - ✦ These opportunities can be funded through a variety of options described in the sections below, including with funds from the California Department of Conservation capacity-building grants; directly by RCDs from their own funds; or from a limited pool of dollars available through the grant from Sustainable Northwest and the S.D. Bechtel, Jr. Foundation.

If you have any questions about the offerings described here, please do not hesitate to contact CARCD or Solid Ground Consulting.

## Table of Contents

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### ***Services through CARCD Capacity Building Program***

SUMMARY OF OPTIONS AND TIMELINE.....	1
BOARD LEADERSHIP BOOT CAMP – 2017-2018 .....	3
COMMUNICATIONS ACADEMY – 2017-2018 .....	4
ADVOCACY ACADEMY – 2018-2019.....	5
DURABLE COLLABORATION – 2017-2018.....	6

### ***Individualized RCD services***

INTRODUCTION .....	7
OVERVIEW OF ORGANIZATIONAL ASSESSMENT AND DIRECTION-SETTING.....	9
BUSINESS PLANNING .....	11
COMMUNICATIONS PLAN AND TRAINING.....	12
BOARD BASICS TRAINING .....	14
CUSTOMIZED BOARD DEVELOPMENT TRAINING.....	15
TEAM BUILDING RETREAT .....	16
LEADERSHIP DEVELOPMENT AND COACHING .....	17
STAFFING ASSESSMENT AND PLANNING .....	19
SUMMARY OF INDIVIDUALIZED RCD SERVICES.....	16



## CARCD Capacity Building Project 2017-2019

### Summary of Options and Timeline

	2017										2018										2019						
	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A		
<b>Board Leadership</b> <b>Boot Camp:</b> Leadership course for board members to learn skills to as visionary leaders.								L a u n c h	Leadership training for individual directors																		
<b>Advocacy Academy:</b> Acquire tools and tips that your RCD can use to cultivate relationships with influencers and decision-makers in your region.																			L a u n c h	For RCD leadership staff and directors							
<b>Regional collaboration introductions:</b> Four regions around the state will have an opportunity to participate in collaborative planning.										Four regions																	
<b>Durable collaborations:</b> One of the regions from the previous year's introductory process (described above) will fully develop a significant collaborative project.																			L A U N C H	One region TBD							
<b>Statewide communications platform release:</b> A half-day session at CARCD Conference to learn about statewide messaging and tools.								L a u n c h																			
<b>Online communications academy:</b> Online course for staff and directors to learn key communications practices, and adapt messages and tools to their RCD.										Online course for RCD staff and directors																	
<b>Individual RCD Projects:</b> RCDs apply for individualized organizational development.			9 individual capacity building projects, up to \$10,000 each																								
<b>CARCD Conference:</b> Capacity building seminars and workshops.																											

# **CARCD Capacity Building: Group Learning Opportunities**

## **Board Leadership Boot Camp – 2017-2018**

---

*Led by consultants Amy Stork or Jim Morris*

As a generation of RCD directors nears retirement, RCDs throughout the state have identified board engagement, board recruitment, and board skill-building as top capacity needs. RCDs need to identify and support an influx of engaged and passionate directors who can bring new expertise, experience and energy to a rapidly changing sector. The transformation of boards of directors is often driven by one or two highly motivated directors who are ready to lead an organization into its next phase. This leadership course for board members will train and empower individual directors to understand the potential of their role, act as visionary leaders who can help their RCD or any other organization create greater success and impact, and connect with other RCD directors throughout California.

### ***Who would benefit from this course***

RCD directors who wish to help their boards transform and evolve.

### ***How this offering builds capacity***

- Board members learn key leadership principles for individuals
- Board members better understand the roles boards can play in creating conservation impact
- Participants create a specific plan for their RCD board's development

### ***Application requirements***

- Applicants will submit a letter of interest identifying their learning objectives and making a written commitment to fully participate in the training and follow up calls.

### ***Timing and Location(s)***

- Board members can choose from one of three locations for a 1.5 day training in winter of 2018. – one in northern, one in central, and one in southern CA. Each will have the same agenda, so participants can choose the location most convenient to their RCD.
- Three 1.5-hour facilitated follow up calls will be held in the spring of 2018

### ***Time Commitment of Participants***

- Initial training: One evening and one full day plus travel time
- Follow up calls (4.5 hours over approx. four months)

### ***Anticipated Hard Costs***

- Travel to training, including lodging (if needed) and travel-time meals

### ***Value of training opportunity (cost covered by Bechtel grant)***

- \$2,000 per participant

# **CARCD Capacity Building: Group Learning Opportunities**

## **Communications Academy – 2017-2018**

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*Led by consultants Rich Bruer and Amy Stork*

In the fall of 2017, CARCD will roll out a statewide communications platform that includes key messages, tools, and templates for use by RCDs. The Communications Academy will help individual RCDs learn key communications practices to implement the platform, and adapt the messages and tools to their own RCD. The course will launch with a full-day session adjacent to the CARCD annual conference. Participants can choose to continue learning with a series of six monthly 1.5-2 hour webinars held January-June 2018. Participants in the webinars will be expected to complete homework assignments between webinars, and will receive individualized feedback from Solid Ground communications experts.

### ***How this offering builds capacity***

- CONFERENCE SESSION: Thoroughly understand the statewide communications platform provided by CARCD and how to implement it in your district to increase RCD visibility.
- ONLINE COURSE:
  - ◆ Learn principles of strategic communications to increase RCD visibility.
  - ◆ Build skills to improve development of newsletters, annual reports, websites, etc.
  - ◆ Customize a communications toolkit for use in increasing RCD visibility.

### ***Who would benefit from this course***

Individuals who will lead or execute RCD communications after the course is completed.

### ***Application requirements***

A simple application form to provide information about your background and needs.

### ***Timing and Location(s)***

- Half day intro session at CARCD conference (required for participation in Academy)
- Six monthly 1.5-2 hour online webinars, January-June 2018

### ***Time Commitment of Participants***

- Full day session (8 hours)
- Homework (approximately 18 hours)
- Webinars (Up to 12 hours)

### ***Anticipated Hard Costs***

- Travel and lodging for attendance at the full day intro session
- Costs of printing for online course materials (100-200 pages)

### ***Value of training opportunity (cost covered by Bechtel grant)***

- \$800 per participant

# **CARCD Capacity Building: Group Learning Opportunities**

## **Advocacy Academy – 2018-2019**

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*Led by consultant Allison Handler*

Advocacy is a critical tool for conservation. Politically savvy groups are good at raising their visibility, gaining a seat at the policy table, advocating for protection of critical lands, and garnering the support they need to succeed. They leverage key relationships with policymakers to get things done. If you find the idea of advocacy intimidating, we'll help you learn how to get over stage fright and harness key political relationships to advance your important resource conservation work. We will give you the tools to get started, so that you can craft your message, build a plan, and take advocacy to the next level.

### **Who would benefit from this course**

District managers, directors, and other leadership staff.

### **How this offering builds capacity**

- Understand the principles of political influence and the spectrum of advocacy activities permitted for RCDs to increase RCD visibility.
- Acquire tools and tips that your RCD can use to cultivate relationships with influencers and decision-makers in your region to increase RCD visibility.
- Hone your message and develop an advocacy action plan including local legislative days and similar activities to increase RCD visibility.

### **Application requirements**

- Applicants will submit a letter of interest identifying their learning objectives and making a written commitment to fully participate in the 1.5-day Academy.

### **Timing and Location(s)**

- Three 1.5 day Advocacy Academy retreats will be offered in winter / spring 2018-2019 – one in northern, one in central, and one in southern California. Each will have the same agenda, so participants can choose the location most convenient to their RCD.

### **Time Commitment of Participants**

- Advocacy Academy retreat: 12-15 total hours over two days, plus travel time
- Independent work: approximately 12 hours

### **Anticipated Hard Costs**

- Travel to and from the Advocacy Academy retreat, including travel meals
- Lodging for one night

### **Value of training opportunity (cost covered by Bechtel grant)**

- \$1,500 per participant

# **CARCD Capacity Building: Group Learning Opportunities**

## **Regional Collaboration Introductions – 2017-2018**

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*Led by consultants Jim Morris, Amy Stork, or Allison Handler*

In 2017, participants in the CARCD Leadership Academy identified regional collaboration as a top priority. Collaborative efforts have the potential to increase relevance, attract funding, and create efficiency. In 2017-2018, four regions around the state will have an opportunity to participate in collaborative planning to help launch long-lived, mutually beneficially, strong and robust partnerships, where multiple groups in a region pool their strengths to do more than any one group could do on its own. The groups involved will emerge with a preliminary plan for ongoing collaboration. A few examples:

- ✦ Create relationships with regional staff in state and federal agencies
- ✦ Develop cross-county landowner outreach strategies
- ✦ Hire a shared staff position such as engineer or bookkeeper
- ✦ Submit coordinated funding applications

### **Who would benefit from this course**

Selected regions include at least three RCDs prepared to help lead the collaborative process. Participants should be district managers or others who are able to commit their organizations.

### **How this offering builds capacity**

Increase RCD relevance by identifying collaborative opportunities such as funding proposals, shared staffing, or consolidation.

### **Application requirements**

Regions will be asked to complete an application identifying collaboration readiness.

### **Timing and Location(s)**

- In each region, a 1.5 day meeting in the winter of 2017-2018 will launch the process.
- Over the following 4-6 months, one facilitated 2-hour conference call per month with peers. Between phone calls, participants will work independently or in teams.

### **Time Commitment of Participants**

- Launch meeting (8 hours plus regional travel time)
- Facilitated calls (up to 12 hours)
- Independent work (12-20 hours)

### **Anticipated Hard Costs**

- Depending on distance: travel to launch meeting, lodging for a minimum of one night, and travel-time meals.

### **Value of training opportunity (cost covered by Bechtel grant)**

- \$12,500 per region (approximate average of \$2,000 per RCD)



# **CARCD Capacity Building: Group Learning Opportunities**

## **Durable Collaborations (2017-2018 and 2018-2019)**

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### **Course description**

*Led by consultants Jim Morris, Amy Stork, or Allison Handler*

A total of two regions will participate in a more intensive process to develop substantive and lasting collaborative agreements.

- ✦ 2017: The North Coast Region Durable Collaboration will finalize its work.
- ✦ 2018-2019: One additional region will solidify its collaborative agreements through Durable Collaboration process

### **Who would benefit from this course**

Selected regions will include at least three RCDs prepared to take substantive steps on deep collaboration.

### **How this offering builds capacity**

Increase RCD relevance by identifying collaborative opportunities such as funding proposals, shared staffing, or consolidation.

### **Application requirements**

Participants will be regions that participated in the previous year's Regional Collaboration Introduction. They will be asked to complete an application identifying the region's collaboration readiness.

### **Timing and Location(s)**

- To be determined

### **Time Commitment of Participants**

- To be determined

### **Anticipated Hard Costs**

- Travel to meetings, lodging, and travel-time meals

### **Value of training opportunity (cost covered by Bechtel grant)**

- \$40,000 per region (approximate average of \$6,500 per RCD)

# **CARCD Capacity Building: Individualized RCD Services**

## **Overview**

The organizational development services described in this section can help RCDs approach specific needs and opportunities. Building backbone capacities in RCD staff and directors can help the RCD become more relevant, excellent, and visible, potentially including:

- **Relevance:** Improve planning efforts and engage the community in planning.
- **Relevance:** Identify and seek out new partnerships, or maximize existing partnerships.
- **Relevance:** Strengthen leadership within the RCD to increase engagement on the board.
- **Relevance:** Increase engagement, development, and retention of staff.
- **Excellence:** Evaluate and improve the effectiveness of existing programs.
- **Excellence:** Understand the RCD's business model and plan for new revenue opportunities.
- **Visibility:** Create community connections that lead to new opportunities.
- **Visibility:** Improve the RCD's ability to plan and host events, publish communications materials, or conduct educational activities.

## ***CARCD individual project funding through S.D. Bechetel, Jr. capacity building grant***

For 2017-2019, a limited pool of funds is available to RCDs for specific individualized projects like those described in this section. Projects can be used to engage Solid Ground Consulting for any of the services described here, at a maximum of \$10,000 per project. Projects will be awarded through a structured process. If you are interested in applying for funding through the Individual Projects pool, please contact Karen Buhr at CARCD to learn more.

## ***Working with consultants***

The descriptions will give you a general sense of the goals and process for each type of service, and may be useful to you in seeking bids from consultants to assist you. These services are available from many firms or independent consultants.

If you are interested in contracting with Solid Ground Consulting for any of the services described, we encourage you to call us and discuss your needs so that we can provide a more specific and accurate recommendation for your RCD.

We can be reached at 503-249-0000, or contact any of us:

- Consultant Amy Stork: [amy@solidgroundconsulting.com](mailto:amy@solidgroundconsulting.com)
- Consultant Jim Morris: [jim@solidgroundconsulting.com](mailto:jim@solidgroundconsulting.com)
- Consultant Allison Handler: [Allison@solidgroundconsulting.com](mailto:Allison@solidgroundconsulting.com)
- Principal and Consultant Marc Smiley: [marc@solidgroundconsulting.com](mailto:marc@solidgroundconsulting.com)

# **Assessment and Direction Setting Options**

## **Overview of Organizational Assessment and Direction-Setting**

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### ***How this service builds capacity***

- Prepares RCD to update long range and annual plan
- Increases capacity to achieve long range plan goals through robust planning process
- Defines community needs and resource issues through outreach to stakeholders
- Creates/maintains collaborative stakeholder groups

### ***Overview***

Solid Ground's approach to direction setting includes three phases. The phases can be completed one by one or together. The attached chart gives a range of costs; the processes can be customized to the organization's needs and budget.

### ***Phase One: Organizational Assessment***

An organizational assessment is a chance to get up on the balcony and see what is going on down on the dance floor. By gathering background information, interviewing your board and staff, and speaking with external partners, consultants assess the RCD's strengths, weaknesses, and opportunities. Depending on your budget and needs, you can take a deeper or shallower dive into understanding the needs in your community and the RCD's role in addressing them. We always use a structured information gathering process, scaled to your budget, to get input into key questions. Our inquiry is framed through an innovative assessment tool that examines the RCD along four dimensions: leadership, strategy, position/brand, and culture.

### ***Phase Two: Direction Setting***

What are the most important conservation needs in your community? Is the RCD addressing those needs, and how can you improve service? Where are the funding opportunities? Which programs should the RCD seek to grow or strengthen over the next several years? Which should be left behind? With whom does the organization need to connect in order to increase its conservation impact? Who does the RCD need on its team (staff, board, partners) to increase its impact and build operational and financial sustainability? Setting direction means bringing your leaders together at a facilitated retreat where you identify high-priority actions that will strengthen the RCD and increase impact. The length of the retreat and our preparation of advance information, vary based on the budget you have available.

### ***Phase Three: Detailed Follow Through***

Detailed documents lay out how you will accomplish your goals and who is responsible, helping guide the RCD into the future. If resources are available, following the retreat we can support your team to create a more detailed document to address key issues.

### ***Scaled to your needs and budget***

The process can be scaled to your needs. See the attached chart to get a sense of the costs and commitment required from your RCD.

## Assessment and Direction Setting Options

<b>RCD Commitment</b>	<b>Full process</b>	<b>Mid-scale process</b>	<b>Mini process</b>
<b>Process coordination</b>	25-30 staff hours 6 hours ad-hoc Board committee	15-20 staff hours 4 hours ad-hoc Board committee	3-5 staff or board hours
<b>Self-assessment</b>	1-2 hours	1-2 hours	1-2 hours
<b>Board and staff input</b>	45-minute telephone interviews with all directors and associates, all staff	45-minute telephone interviews with all directors, key staff	45-minute telephone interviews with up to 5 directors and key staff  Electronic survey of other staff and board
<b>External partner input</b>	45-minute telephone interviews with 6-8 external partners  2 focus groups with stakeholders  Electronic survey of stakeholders	45-minute telephone interviews with 2-3 external partners	
<b>Decision-making meeting</b>	Directors and management staff participate in a full day decision-making meeting. Other staff may be invited to participate as well at the discretion of leadership.	Directors and management staff participate in a half day decision-making meeting. Other staff may be invited to participate as well at the discretion of leadership.	Directors and management staff participate in a half day decision-making meeting. Other staff may be invited to participate as well at the discretion of leadership.
<b>Follow up</b>	Committee works with the consultant to create an organizational direction document and accountability plan.	Retreat summary  Optional support for staff to create an organizational direction document and accountability plan.	
<b>Deliverables</b>	<ul style="list-style-type: none"> <li>■ Assessment report</li> <li>■ Retreat agenda</li> <li>■ Retreat summary</li> <li>■ Detailed plan drafts</li> </ul>	<ul style="list-style-type: none"> <li>■ Assessment report</li> <li>■ Retreat agenda</li> <li>■ Retreat summary</li> </ul>	<ul style="list-style-type: none"> <li>■ Retreat agenda</li> <li>■ Retreat summary</li> </ul>
<b>Cost</b>	\$10,000-\$15,000 depending on engagement options; plus consultant travel costs (~\$2,000-\$2,500 for 2 trips)  Facility and food for retreat	\$8,500-\$10,000 plus consultant travel costs (~\$1,000)  \$1,000 follow up support package  Facility and food for retreat	\$5,000 plus consultant travel costs (~\$1,000)  Facility and food for retreat

# **RCD Capacity Building: Individualized RCD Services**

## **Business Planning**

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### ***How this service builds capacity***

- Example: Create a funding plan, develop donation/fundraising efforts
- Example: Improve or launch a fee for service program

Business planning will incorporate the broad strategies identified by the organization's strategic or long range plan. It will add more detail on such aspects as positioning the organization, cultivating partners, or growing a specific new business line (such as a Fee-for-Service program). Solid Ground uses the Business Model Canvas, an applied business planning tool, to help RCDs refine or expand their revenue strategy. We then support the organization to test and implement its strategies.

### ***RCD commitment:***

- Appoint a qualified point person to coordinate the process on the RCD end.
- Designate a support team of one or two other individuals – board or staff members – to support the point person and help carry out the planning process
- Depending on the complexity of the project, the point person and team members should expect to spend collectively 2-5 hours per week, on the project, for three to six months. That includes team participation in an eight-hour workshop and follow-up coaching / planning.

### ***Deliverables:***

- Workshop: participants will understand how to use the Business Model Canvas to explore an idea for a new line of business
- Coaching / planning: an actionable business plan for implementation of the business idea(s)

### ***Cost:***

- \$10,000 for training in the use of the Business Model Canvas to explore your business model, plus consultant travel costs for one trip (approx. \$1,000)
- \$7,500 for coaching / planning to create a full-fledged business plan.

# **RCD Capacity Building: Individualized RCD Services**

## **Communications Plans and Training**

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### ***How this service builds capacity***

- Increases visibility by preparing RCD to organize local legislative days, tours, etc.
- Increases visibility by helping the RCD reach key audiences through publications such as newsletters, annual reports, web sites, and social media.
- Increases relevance and visibility by helping the RCD connect effectively with key partners.

### **Overview**

A detailed, custom communications plan helps the RCD get specific about who it is reaching out to, what messages it wants to communicate, and how it will do so. A Solid Ground communications planning process can help your RCD in these primary areas:

- Identifying and profiling target audiences (e.g. landowners, partners, community leaders)
- Crafting and testing compelling messages tailored to each audience
- Defining appropriate strategies for engaging target audiences and delivering key messages
- OPTIONAL: In-person or remote training for key RCD staff and/or directors on how to implement the plan.
- OPTIONAL: Follow up support and coaching for RCD staff and/or directors on questions, challenges or needs related to the communications plan

Consultants will need to understand staff and board capabilities and capacity in communications, as well as organizational systems and current use of technology that enable communications today. The communications plan will recommend any needed capacity investments and a budget for plan implementation.

### **RCD commitment**

- Appoint a qualified point person to coordinate the process on the RCD end. This person should expect to spend 16-20 hours on the project.
- Complete a self-assessment of current communications capacity, and supply examples of current communication materials.
- Coordinate the engagement of stakeholders to participate in focus groups and/or surveys to understand their impressions of the RCD
- Designate key staff to lead the execution of the plan.
- Support directors/staff to participate in training as needed.

### **Deliverables:**

- Communications plan and draft budget
- OPTIONAL: Staff/board communications training and/or support

## **RCD Capacity Building: Individualized RCD Services**

### **Cost**

- Communications plan: \$7,500 plus consultant travel cost for two trips (approx. \$2,000)
- In-person half-day training, no participant limit: \$2,400 plus consultant travel (approx. \$1,000)
- Remote (videoconference) half-day training: \$1,600 for up to four participants
- Support: \$2,000 for a 10-hour support package via phone or video conferencing



# **RCD Capacity Building: Individualized RCD Services**

## **Board Basics Training**

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### ***How this service builds capacity***

- Increases relevance through professional development/leadership development.
- Increases relevance through increased ability to recruit volunteer leaders.
- Increase capacity to achieve RCD long range work plan goals.
- Increase effectiveness and visibility for the purposes of fundraising and outreach.

### ***Overview***

Boards of directors can benefit from a group session that includes both fundamentals of service on a board of directors and an exploration of how the board can become inspired to engage more with the RCD and its work. The session covers roles of the board, board recruitment, use of board committees, and effective board meetings as well as board goal-setting.

### ***RCD commitment***

- Appoint a qualified point person to coordinate the process on the RCD end. This person should expect to spend 3 hours on the project, not including the training.
- Distribute an electronic survey to all board members.
- Directors and management staff participate in a half-day training and discussion.

### ***Deliverables:***

- Customized training packet
- Meeting summary

### ***Cost***

- \$2,500 plus consultant travel (approx. \$1,000)
- Facility and food costs for training

# Public Service Ethics Education Online Proof of Participation Certificate

**Date of Completion:** May 26, 2017

**Training Time\*:** 2 hr. 28 min.

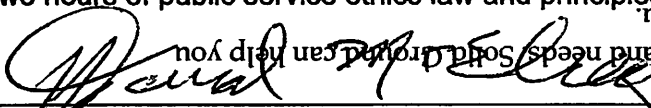
This course is an overview course on all public service ethics issues necessary to satisfy the requirements of Article 2.4 of Chapter 2 of Part 1 of Division 2 of Title 5 of the Government Code, including the following:

- Laws relating to personal financial gain by public servants, including, but not limited to, laws prohibiting bribery and conflict-of-interest laws.
- Laws relating to claiming perquisites ("perks") of office, including, but not limited to, gift and travel restrictions, prohibitions against the use of public resources for personal or political purposes, prohibitions against gifts of public funds, mass mailing restrictions, and prohibitions against acceptance of free or discounted transportation by transportation companies.
- Government transparency laws, including, but not limited to, financial interest disclosure requirements and open government laws.
- Laws relating to fair processes, including, but not limited to, common law bias prohibitions, process requirements, incompatible offices, competitive bidding requirements for public contracts, and disqualification from participating in decisions affecting family members, and
- General ethical principles relating to public service.

The Fair Political Practices Commission and Attorney General have reviewed this course for sufficiency and accuracy.

- Directors and management staff participate in an in-person meeting or training.
- Make directors available for 45-minute telephone interviews.
- Appoint a qualified point person to coordinate the process on the RCD end.

By signing below, I certify that I fully reviewed the content of the entire online AB 1234 course approved by the Attorney General and Fair Political Practices Commission and am entitled to claim two hours of public service ethics law and principles credit.

  
Participant Signature

David McElroy  
Participant Name

Temecula-Elsinore-Anza-Murrieta Resource Center  
Agency Name

**NOTE TO PARTICIPANT:** Please provide a copy of this proof of participation to the custodian for such records at your agency. In addition, we recommend you make a copy of this proof of participation for your agency's records to retain for at least five years. To preserve the integrity of the online certification process, these certificates are only available upon completing the online session. \* To satisfy AB 1234 requirements, this certificate must reflect that the public official spent two hours or more reviewing the materials presented in the online course. If the certificate reflects less than two hours, the participant should have an additional certificate prepared and the official has satisfied the entire two hour requirement.

**RCD Capacity Building: Individualized RCD Services**

# **RCD Capacity Building: Individualized RCD Services**

## **Team Building Retreat**

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### ***How this service builds capacity***

- Increase relevance through professional development/leadership development.
- Increase capacity to achieve RCD long range work plan goals.
- Increase excellence through building “bench strength” for succession.

### **Overview**

Increase organizational communications and staff commitment with a full day of team building, assessment of team dynamics, problem solving, idea generation, and team charter development.

### **RCD commitment**

- Appoint a qualified point person to coordinate the process on the RCD end. This person should expect to spend 3 hours on the project, not including the retreat itself.
- Make management staff available for interviews before the retreat.
- Distribute an electronic survey to all team members and ensure full participation.
- All staff participate in a full day retreat.

### **Deliverables:**

- Customized program
- Retreat summary

### **Cost**

- \$3,100-\$5,000 depending on number of staff, plus consultant travel (approx. \$1,000)
- Facility and food costs for retreat

# **RCD Capacity Building: Individualized RCD Services**

## **Leadership Development and Coaching**

---

### ***How this service builds capacity***

- Increase relevance through professional development/leadership development.
- Increase capacity to achieve RCD long range work plan goals.
- Increase excellence through building “bench strength” for succession.

### ***Overview***

Effective staff leadership is the lynchpin of RCD success. Consultants can help individual staff leaders or the leadership team learn and practice leadership skills, productive communications, and staff development.

### ***RCD commitment***

- Make staff available for interviews.
- Participate as needed in meetings.

### ***Deliverables:***

- TBD. Potentially: individual leadership plans for managers; leadership team charter

### ***Cost***

- Individual coaching packages beginning at \$600 (3 hours)
- Leadership team development: Customized projects beginning at \$2,500, plus consultant travel cost for one in-person meeting (approx. \$1,000).

# **RCD Capacity Building: Individualized RCD Services**

## **Leadership Academy for Emerging RCD Leaders\***

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### ***How this service builds capacity***

- Increase relevance through professional development/leadership development.
- Increase capacity to achieve RCD long range work plan goals.
- Increase excellence through building “bench strength” for succession.
- Increase relevance through building mentorship relationships.

### **Overview**

*Led by consultants Amy Stork and Jim Morris*

Project managers and other non-executive staff will learn core management skills in a facilitated six-month leadership academy. Participants attend a 2.5 day retreat in the fall of 2017 or spring of 2018, then participate in cohort-based teleconference learning for seven months. Skill building includes:

- Development of individual leadership capacities.
- Time management techniques.
- Coaching and strengths-based performance management for staff.
- Conflict resolution.
- Strategic program planning and evaluation.
- Development of an independent action learning project to forward key goals.

### **RCD commitment**

- Make staff available for the Academy and action learning project.

### **Timing and Location(s)**

- To be determined.

### **Time Commitment of Participants**

- Initial training: 2.5 day retreat plus travel time
- Follow up calls: 12 hours over 6 months
- Action Learning Project and other homework: 12 hours over 6 months

### **Cost**

- Approximately \$2,000 per participant + travel costs if 25 participants sign up.
- **\*This Academy will be delivered by Solid Ground Consulting if adequate participation is secured.**

# **RCD Capacity Building: Individualized RCD Services**

## **Staffing Assessment and Succession Planning**

---

### ***How this service builds capacity***

- Increase capacity to achieve RCD long range work plan goals.
- Increase excellence through building “bench strength” for succession.
- Prepare RCD for key leadership transitions.
- Increase relevance through professional development/leadership development.

### **Overview**

A staffing assessment can help you address overall capacity, organizational structure, and succession planning. We work closely with you to better understand the current positions and responsibilities, and how staff work together across functions to perform key duties. If called for, we will propose adjustments to the management and staffing structure to better reflect the priorities of the organization. A plan can also look at how to grow “bench strength” – a core underpinning of succession planning – and increase employee retention. Finally, a succession strategy, if needed, will address emergency succession / transition as well as planned succession to fill vacancies in key positions.

### **RCD commitment**

- Provide a point person to coordinate the process on the RCD end. This person should expect to spend 12-15 hours supporting the process.
- Supply key documents to help us to understand the status of your RCD’s operations.
- All staff complete a position analysis questionnaire (1 hour each)
- Depending on the needs, management staff or management staff and other staff participate in 45-minute telephone interviews.
- Key staff participate in a four-hour in-person meeting

### **Deliverables**

- Staffing plan

### **Cost**

- Staffing plan - \$4,000 to \$6,000 depending on size of organization; plus consultant travel costs for one meeting (approx. \$1,000).

# **RCD Capacity Building: Individualized RCD Services**

## **Collaboration and Consolidation**

---

### ***How this service builds capacity***

- Increase relevance by developing multiple-RCD projects and opportunities.
- Increase relevance by fostering mentorship of neighboring RCDs.
- Increase visibility by initiating any potential consolidation conversations.

### **Overview**

The need to move small, local RCDs toward long term sustainability may be one of the conservation community's most important challenges. Durable collaborations offer a means of doing that. Banding together to form durable collaborations – partnerships that go beyond the constraints of short-term alliances – is for many RCDs the only real strategy to achieve the capacity and capability that they need to fulfill their long-term commitments. With a variety of approaches available, from shared staffing to consolidation, durable collaborations can create greater professional capability and more overall capacity without sacrificing the local face and character that is one of the most important strengths of local RCDs.

Participants will include at least two RCDs prepared to play a leadership role in the collaborative process. Participants in the process should be district managers or other staff who able to commit their organizations.

### **RCD commitment**

- Provide a point person from each RCD to coordinate the process on the RCD end. This person should expect to spend 40-50 hours supporting the process.
- Each RCD must form a three-person collaboration team comprised of board and staff. Each of these representatives should expect to spend 40 to 50 hours supporting the process.
- Supply key documents to help us to understand the status of your RCD's operations.
- Collaboration team will participate in at two to three four-hour in-person meetings and multiple conference calls.

### **Deliverables**

- Collaboration plan.

### **Cost**

- *Collaboration plan* - \$10,000 to \$20,000 depending on size of cohort; plus consultant travel costs for three meetings (approx. \$3,000).

## Summary of Individualized RCD Services and Funding Sources

	<b>CARCD Capacity Grant from Bechtel Foundation</b>	<b>Dept. of Conservation (REV Pool)</b>	<b>Dept. of Conservation (Bootstrap Pool)</b>	<b>Funded by RCD</b>
<b>Group Trainings</b>				
Communications Academy	✓	✓ <i>participation costs</i>		
Board Leadership Boot Camp	✓	✓ <i>participation costs</i>		
Advocacy Academy	✓	✓ <i>participation costs</i>		
Regional Collaborations (2 types)	✓	✓ <i>participation costs</i>		
<b>Organizational Development Services for Individual RCDs</b> Costs listed are Solid Ground Consulting's fees only, and may differ for other consultants. Costs should be confirmed by developing a specific scope of work. Consultant travel costs, and facility and food costs, are in addition to the fees listed.				
<b>Organizational Assessment and Direction Setting</b>				
Organizational Assessment and Direction Setting-Three Levels \$5,000 - \$15,000	✓ <i>limited availability up to \$10k, project costs only</i>	✓ <i>participation costs project costs</i>	✓ <i>participation costs project costs</i>	✓
Business Planning \$10,000 for Business Model Canvas training; +\$7,500 full plan	✓ <i>limited availability up to \$10k, project costs only</i>	✓ <i>participation costs project costs</i>		✓
Updated long range planning \$5,000-\$20,000	✓ <i>limited availability up to \$10k, project costs only</i>	✓	✓	✓
<b>Communications</b>				
Communications Plan \$7,500	✓ <i>limited availability up to \$10k, project costs only</i>	✓ <i>participation costs project costs</i>		✓
Customized Communications Training \$1,600-\$2,400	✓ <i>limited availability up to \$10k, project costs only</i>	✓ <i>participation costs project costs</i>		✓
<b>Board Training</b>				
Board Basics \$2,500	✓ <i>limited availability up to \$10k, project costs only</i>	✓ <i>participation costs project costs</i>		✓
Customized Board Training \$5,000-\$15,000	✓ <i>limited availability up to \$10k, project costs only</i>	✓ <i>participation costs project costs</i>		✓
<b>Staff Development</b>				
Team Building Retreat \$3,100-\$5,000	✓ <i>limited availability up to \$10k, project costs only</i>	✓ <i>participation costs project costs</i>		✓
Leadership Development: Individ. RCD or Emerging Leaders <i>Costs based on group needs</i>		✓ <i>participation costs project costs</i>		✓
Staffing and Succession Plan \$4,000-\$6,000 depending on scale	✓ <i>limited availability up to \$10k, project costs only</i>	✓ <i>participation costs project costs</i>		✓
<b>Collaboration and Consolidation</b>				
Collaboration/Consolidation Plan \$10,000 to \$20,000	✓ <i>limited availability up to \$10k, project costs only</i>	✓ <i>participation costs project costs</i>	✓ <i>participation costs project costs</i>	✓