

Cameron Park Community Services District  
2502 Country Club Drive  
Cameron Park, CA 95682



**Parks & Recreation Committee**  
**Monday, August 31, 2020**  
**6:30 p.m.**

**TELECONFERENCE ZOOM MEETING**  
<https://us02web.zoom.us/j/89777754999>

**Meeting ID: 897 7775 4999**

(Teleconference/Electronic Meeting Protocols are attached)

**Agenda**

Members: Chair Director Ellie Wooten (EW), Vice Chair Director Felicity Carlson (FC)  
Alternate Director Holly Morrison (HM)

Staff: General Manager Jill Ritzman, Recreation Supervisor Whitney Kahn,  
Parks Superintendent Mike Grassle

**CALL TO ORDER**

**ROLL CALL**

*Public testimony will be received on each agenda item as it is called. Principal party on each side of an issue is allocated 10 minutes to speak, individual comments are limited to 3 minutes except with the consent of the Committee; individuals shall be allowed to speak on an item only once. Members of the audience are asked to volunteer their name before addressing the Committee. The Committee reserves the right to waive said rules by a majority vote.*

**APPROVAL OF AGENDA**

**APPROVAL OF CONFORMED AGENDAS**

**OPEN FORUM**

*Members of the public may speak on any item not on the agenda that falls within the responsibilities of the Committee.*

**DEPARTMENT MATTERS**

- 1. Sports Fields Renovation Project, Scope of Work and Costs – Strategies and Prioritizing**  
(M. Grassle)

2. **California Drought, Water, Parks, Climate, Coastal Protection, and Outdoor Access for All Act of 2018 - Proposition 68 Resolution** (J. Ritzman)
3. **“Standing the Heat”, by Jamie Sabbach, California Parks & Recreation Magazine** (written report, information)
4. **Staff Oral & Written Updates**
  - a. Parks & Facilities Report (M. Grassle)
  - b. Recreation Report (oral report, W. Kahn)
  - c. Update Park Development Impact Fees (oral update, J. Ritzman)
5. **Items for October & Future Committee Agendas**
6. **Items to take to the Board of Directors**
  - Park Improvement Plan
  - Proposition 68 Resolution

**MATTERS TO AND FROM COMMITTEE MEMBERS**

**ADJOURNMENT**



# Teleconference/Electronic Meeting Protocols

## Cameron Park Community Services District

(Effective April 2, 2020)

*WHEREAS, on March 4, 2020, Governor Newsome proclaimed a State of Emergency to exist in California as a result of the threat of COVID-19; and*

*WHEREAS, March 17, 2020, Governor Newsome issued Executive Order N-29-20 suspending parts of the Brown Act that required in-person attendance of Board members and citizens at public meetings; and*

*WHEREAS, on March 19, 2020, Governor Newsome issued Executive Order N-33-20 directing most individuals to shelter at home or at their place of residence.*

*NOW, THEREFORE, the Cameron Park Community Services District will implement the following protocols for its Board and committee meetings.*

The guidance below provides useful information for accessing Cameron Park Community Services District (“District”) meetings remotely and establishing protocols for productive meetings.

### **BOARD AND COMMITTEE MEMBERS:**

- **Attendance.** Board and Committee Members should attend District meetings remotely from their homes, offices, or an alternative off-site location. As per the Governor’s updated Executive Order N-29-20, there is no longer a requirement to post agendas at or identify the address of these locations.
- **Agendas.** Agenda packages will be made available on the District’s website. They will also be sent by email to all Board and Committee Members. Note that under the circumstances, District staff may not be able to send paper packets.
- **Board and Committee Member Participation.** Meeting Chair(s) will recognize individual Board and Committee Members and unmute their device so that comments may be heard or will read comments if they are provided in writing only.

## **PUBLIC PARTICIPATION:**

- **Attendance.** The District’s office will remain closed to the public until further notice. Members of the public will be able to hear and/or see public meetings via phone, computer, or smart device. Information about how to observe the meeting is listed on the agenda of each meeting.
- **Agendas.** Agendas will be made available on the District’s website and to any members of the public who have a standing request, as provided for in the Brown Act.
- **Public Participation.** The public can observe and participate in a meeting as follows:
  - **How to Observe the Meeting:**
    - **Telephone:** Listen to the meeting live by calling Zoom at (669) 900-6833 or (346) 248 7799. Enter the Meeting ID# listed at the top of the applicable Board or Committee agenda followed by the pound (#) key. More phone numbers can be found on Zoom’s website at <https://us04web.zoom.us/j/911111111111> if the line is busy.
    - **Computer:** Watch the live streaming of the meeting from a computer by navigating to the link listed at the top of the applicable Board or Committee agenda using a computer with internet access that meets Zoom’s system requirements (<https://support.zoom.us/hc/en-us/articles/201362023-System-Requirements-for-PC-Mac-and-Linux>)
    - **Mobile:** Log in through the Zoom mobile app on a smartphone and enter the Meeting ID# listed at the top of the applicable Board or Committee agenda.
  - **How to Submit Public Comments:**
    - **Before the Meeting:** Please email your comments to [admin@cameronpark.org](mailto:admin@cameronpark.org), with “Public Comment” in the subject line. In the body of the email, include the agenda item number and title, as well as your comments. If you would like your comment to be read aloud at the meeting (not to exceed 3 minutes at staff’s cadence), prominently write “Read Aloud at Meeting” at the top of the email. Emails running longer than the time limit will not be finished. All comments received at least 2 hours prior to the meeting on the day the meeting will be held, will be included as an agenda supplement on the District’s website

under the relevant meeting date, and provided to the Directors/Committee Members at the meeting. Comments received after that time will be treated as contemporaneous comments.

- **Contemporaneous Comments:** During the meeting, the Board President/Committee Chair or designee will announce the opportunity to make public comments. If you would like to make a comment during this time, you may do so by clicking the “raise hand” button. You will be addressed and un-muted when it is your turn to speak (not to exceed the 3 minute public comment time limit).

#### **FOR ALL PARTICIPANTS:**

- **Get Connected:** Please download Zoom application for your device and familiarize yourself with how to utilize this tool. There is no cost for using the application.
- **Ensure Quiet.** All audience members will be muted during the meeting until they are addressed by the Board/Committee as their time to speak. Please make every effort to find a location with limited ambient noise. Please turn off the ringer on your phone and other notification sounds on your devices to reduce interruptions.

We anticipate that this process of moving to remote meetings will likely include some challenges. Please bear with us as we navigate this process.

Cameron Park Community Services District  
2502 Country Club Drive  
Cameron Park, CA 95682



**Parks & Recreation Committee**  
**Monday, August 3, 2020**  
**6:30 p.m.**

**TELECONFERENCE ZOOM MEETING**  
<https://us02web.zoom.us/j/81305547989>

**Meeting ID: 813 0554 7989**

(Teleconference/Electronic Meeting Protocols are attached)

**Conformed Agenda**

Members: Chair Director Ellie Wooten (EW), Vice Chair Director Felicity Carlson (FC)  
Alternate Director Holly Morrison (HM)

Staff: General Manager Jill Ritzman, Recreation Supervisor Whitney Kahn,  
Parks Superintendent Mike Grassle

**CALL TO ORDER** - 6:30pm

**ROLL CALL** – EW/FC

*Public testimony will be received on each agenda item as it is called. Principal party on each side of an issue is allocated 10 minutes to speak, individual comments are limited to 3 minutes except with the consent of the Committee; individuals shall be allowed to speak on an item only once. Members of the audience are asked to volunteer their name before addressing the Committee. The Committee reserves the right to waive said rules by a majority vote.*

**APPROVAL OF AGENDA** - Approved

**APPROVAL OF CONFORMED AGENDAS – May 4<sup>th</sup>, 2020 & July 6<sup>th</sup>, 2020** - Approved

**OPEN FORUM**

*Members of the public may speak on any item not on the agenda that falls within the responsibilities of the Committee.*

**DEPARTMENT MATTERS**

- 1. Park Improvement Plan – Strategies and Prioritizing** (J. Ritzman, M. Grassle, Callander Associates)
  - Reviewed and discussed the updated Park Improvement Plan; committee provided feedback. Move to the Board with support.

**2. Staff Oral & Written Updates**

- a. Parks & Facilities Report (M. Grassle)
- b. Recreation Report (W. Kahn)

**3. Items for September & Future Committee Agendas**

- *Sports Fields – project description & cost*

**4. Items to take to the Board of Directors**

- *Park Improvement Plan (September)*

**MATTERS TO AND FROM COMMITTEE MEMBERS**

**ADJOURNMENT** – 7:45pm

# Sports Fields Proposed Upgrades and Renovations





# Christa McAuliffe Park

Field would need to be renovated in the Fall.

## Existing Conditions

- Uneven playing surface
- Poor drainage
- Grass slopes to the middle of the field
- Playing surface is a 50/50 blend of weeds and turf grass
- Gophers are a major problem
- Height and thickness of the playing surface

## Proposed Corrections

- Remove 3.5 acres of existing turf grass
- Top dress field with 230 yards of a sand soil mixture
- Deep tine aeration
- Pre-plant sports turf mixture
- Chemically treat or manually remove gophers
- Fertilize new turf grass
- Continued herbicide treatment to eliminate any future weeds

# Outcome

- Top dressing Christa McAuliffe Park will improve soil quality. It will help establish a good root zone depth for the new turf grass and improve the uneven playing surface.
- A deep tine aeration will help break up soil compaction and promote drainage.
- Over seeding the park with a sports turf blend will make the surface much more enjoyable to and safe for play.
- Total estimated cost to perform work = **\$45,738.00**

# David West Park

Work can be performed in the fall or late spring

## Existing Conditions

- Insufficient amount of clay on the infield surface
- Existing bases are not placed in the right location
- Field does not drain excess water
- Infield lip is damaged and poses a safety concern

## Proposed Corrections

- Remove 1.5 inches of existing infield material and replace with the correct mixture and a infield conditioner
- Re-grade and level the infield to promote drainage
- Install new bases in the correct location
- Remove the turf grass along the infield lip, re-grade and install new turf grass

# David West

**Current Infield Conditions**



**After Renovation**



# Outcome

- Adding the correct mixture and conditioner to the infield will improve playing conditions. Adding the right amount of clay will give the infield a firm surface with a lot less powder and dust.
- Re-grading the infield will allow all the excess water to run off of the infield and not puddle up.
- The existing infield lip is in bad shape making it a safety concern for players. By installing a new lip it will make the transition from the infield to the outfield a much safer one.
- Total cost estimate to perform work = **\$14,720.00**

# Rasmussen Park

Work can be performed in the fall or late spring

## Existing Conditions

- Rain water runs onto the west infield causing severe ruts and damage
- Infield lips on both fields are damaged and pose a safety concern
- Bases are not installed in the correct location
- Field does not drain excess water

## Proposed Corrections

- Remove and install 130 yards of infield mix with a conditioner
- Re-grade and install new sod along both infield lips.
- Install a 1,350 ft. drain along the west field
- Install new bases to the correct dimensions
- Laser level the infield to help address drainage



# Rasmussen Park

**Current Infield Conditions**



**After Renovation**



# Outcome

- The proposed drain line will address the water run off onto the west infield. The drain will provide access points to install additional drainage throughout the park.
- Repairing the damaged infield lip will create a smooth transition from the infield to the outfield.
- Installing new infield mix will create a firm playing condition and reduce the chance of washout.
- Laser leveling the infield will promote drainage.
- Cost to perform the above work = **\$58,980**



# Maintenance and Upkeep

May require additional staff and or resources

## **CSD Staff Responsibilities**

- Provide our user groups with a safe and playable field consistent with industry standards that everyone can be proud of.
- Edging
- Dragging
- Mowing
- Weed Eating
- Etc...

## **User Group Responsibilities**

- Seek permission to perform maintenance related tasks
- Pick up after themselves and respect the fields and parks
- Wet down the infields prior to preparing them for games
- Take care of the Districts assets

# Summary

- Investing in the current sports fields will provide the district user groups with playing conditions that meet the industry standards.
- Provides a basis for increasing user group fees by making fields playable more often during and after stormy weather; attracts new user groups, and increases user fees.
- Treating the gophers is not included in this proposal. Need to do more research on the best way to eradicate them.
- The total cost for all of the improvements is **\$119,438**



## Agenda Transmittal

**DATE:** August 31, 2020

**FROM:** Jill Ritzman, General Manager

**AGENDA ITEM #2:** CALIFORNIA DROUGHT, WATER, PARKS, CLIMATE, COASTAL PROTECTION, AND OUTDOOR ACCESS FOR ALL ACT OF 2018  
- PER CAPITA PROGRAM

**RECOMMENDED ACTION:** REVIEW AND DISCUSS; FORWARD TO THE BOARD OF DIRECTORS FOR CONSIDERATION

### Introduction

The California Drought, Water, Parks, Climate, Coastal Protection, and Outdoor Access for All Act of 2018 (Proposition 68) was approved by California voters in June 2018. A component of Proposition 68 made funds available to local governments on a per capita basis for park rehabilitation, creation, and improvement projects. Cameron Park Community Services District (District) is receiving \$177,962. The State of California, Natural Resources Agency, Department of Parks and Recreation, Office of Grants and Local Services (OGALS) administers this grant program.

### Discussion

Grant recipients are encouraged to use funding to rehabilitate existing infrastructure and to address deficiencies in neighborhoods lacking access to the outdoors. Eligible Projects include capital outlay projects for recreational purposes, either acquisition or development. Grantees are encouraged to partner with other agencies on projects. Projects must be consistent with the park and recreation element of the grantee's general or recreation plan. For Cameron Park Community Services District, those documents include the 2015 Parks and Recreation Master Plan and the current proposed Park Improvement Plan 2020.

Projects not serving a "severely disadvantaged community" (median household income

less than 60% of the statewide average) require a 20% match. Match funding cannot be State funds. Eligible match sources include:

- Federal funds,
- Local funds,
- Private funds,
- In-house employee services (not reimbursed by the grant),
- Volunteer labor.

The District will pass one Authorizing Resolution (Attachment 2A) for the filing of all project application packets. The District Board of Directors will approve the project application packets before submittal. The Resolution language is provided by the State and cannot be changed. The purpose of the Authorizing Resolution is to:

- Confirm that the District has the funding to complete, operate, and maintain projects associated with the contract.
- Designate a position title to represent the Governing Body as an Authorized Representative on all matters regarding projects associated with the contract.

A Deed Restriction must be recorded on the title to the property before OGALS will approve any grant payments. Projects must be completed by June 30, 2024.

Attachments:

2A – Draft Resolution

2B – Grant Process Overview

**RESOLUTION No. 2020-XX**  
**of the Board of Directors**  
**of the Cameron Park Community Services District**

**RESOLUTION APPROVING APPLICATION(S) FOR PER CAPITA GRANT FUNDS**

*WHEREAS*, the State Department of Parks and Recreation has been delegated the responsibility by the Legislature of the State of California for the administration of the Per Capita Grant Program, setting up necessary procedures governing application(s); and

*WHEREAS*, said procedures established by the State Department of Parks and Recreation require the grantee's Governing Body to certify by resolution the approval of project application(s) before submission of said applications to the State; and

*WHEREAS*, the grantee will enter into a contract(s) with the State of California to complete project(s);

***NOW, THEREFORE, BE IT RESOLVED*** the Board of Directors of the Cameron Park Community Services District hereby:

1. Approves the filing of project application(s) for Per Capita program grant project(s); and
2. Certifies that said grantee has or will have available, prior to commencement of project work utilizing Per Capita funding, sufficient funds to complete the project(s); and
3. Certifies that the grantee has or will have sufficient funds to operate and maintain the project(s), and
4. Certifies that all projects proposed will be consistent with the park and recreation element of the Cameron Park Community Services District general or recreation plan (PRC §80063(a)),and
5. Certifies that these funds will be used to supplement, not supplant, local revenues in existence as of June 5, 2018 (PRC §80062(d)), and
6. Certifies that it will comply with the provisions of §1771.5 of the State Labor Code, and

7. (PRC §80001(b)(8)(A-G)) To the extent practicable, as identified in the “Presidential Memorandum--Promoting Diversity and Inclusion in Our National Parks, National Forests, and Other Public Lands and Waters,” dated January 12, 2017, the Cameron Park Community Services District will consider a range of actions that include, but are not limited to, the following:
  - A. Conducting active outreach to diverse populations, particularly minority, low- income, and disabled populations and tribal communities, to increase awareness within those communities and the public generally about specific programs and opportunities.
  - B. Mentoring new environmental, outdoor recreation, and conservation leaders to increase diverse representation across these areas.
  - C. Creating new partnerships with state, local, tribal, private, and non-profit organizations to expand access for diverse populations.
  - D. Identifying and implementing improvements to existing programs to increase visitation and access by diverse populations, particularly minority, low-income, and disabled populations and tribal communities.
  - E. Expanding the use of multilingual and culturally appropriate materials in public communications and educational strategies, including through social media strategies, as appropriate, that target diverse populations.
  - F. Developing or expanding coordinated efforts to promote youth engagement and empowerment, including fostering new partnerships with diversity-serving and youth-serving organizations, urban areas, and programs.
  - G. Identifying possible staff liaisons to diverse populations.
8. Agrees that to the extent practicable, the project(s) will provide workforce education and training, contractor and job opportunities for disadvantaged communities (PRC §80001(b)(5)).
9. Certifies that the grantee shall not reduce the amount of funding otherwise available to be spent on parks or other projects eligible for funds under this division in its jurisdiction. A one-time allocation of other funding that has been expended for parks or other projects, but which is not available on an ongoing basis, shall not be considered when calculating a recipient’s annual expenditures. (PRC §80062(d)).

- 10. Certifies that the grantee has reviewed, understands, and agrees to the General Provisions contained in the contract shown in the Procedural Guide; and
- 11. Delegates the authority to the General Manager, or designee to conduct all negotiations, sign and submit all documents, including, but not limited to applications, agreements, amendments, and payment requests, which may be necessary for the completion of the grant scope(s); and
- 12. Agrees to comply with all applicable federal, state and local laws, ordinances, rules, regulations and guidelines.

*PASSED AND ADOPTED* by the Board of Directors of the Cameron Park Community Services District, at a regular scheduled meeting, held on the \_\_\_\_ day of \_\_\_\_\_, 2020, by the following roll call vote of said Board.

AYES:

NOES:

ABSENT:

ABSTAIN:

ATTEST:

\_\_\_\_\_  
Director Monique Scobey, President  
Board of Directors

\_\_\_\_\_  
Jill Ritzman, General Manager  
Secretary to the Board

## Grant Process Overview

The GRANT PERFORMANCE PERIOD is shown on the contract. Visit OGALS' [Per Capita webpage](http://www.parks.ca.gov/percapita) at [www.parks.ca.gov/percapita](http://www.parks.ca.gov/percapita) for deadlines and current information on each step in the process listed below.

1. **OGALS Mandatory Grant Administration Workshops** will be held statewide. All recipients are required to attend.
2. **Resolution:** GRANTEE passes one resolution approving the filing of *all* applications associated with the contract, and provides a copy to OGALS.
3. **APPLICATION PACKET(s):** The GRANTEE defines the PROJECT SCOPE(s) and amount of GRANT funds needed for each PROJECT. As PROJECTS are identified, the GRANTEE submits individual APPLICATION PACKET(s) to OGALS. OGALS reviews each APPLICATION PACKET and sends a letter of approval to the GRANTEE or requests additional information.
4. **Contract:** OGALS sends a contract to the GRANTEE once the OGALS has received and approved APPLICATION PACKET(S) equaling the total contract amount.
  - a. The contract section, beginning on page 42, includes a sample contract.
  - b. The GRANTEE must return the contract signed by the AUTHORIZED REPRESENTATIVE to OGALS.
  - c. OGALS returns a copy of the fully executed contract to the GRANTEE.
5. **Payments and end of GRANT PERFORMANCE PERIOD:** GRANTEE requests payments for eligible costs. The grant payments section, beginning on page 33, provides payment request instructions and forms.
  - a. The GRANTEE may request payments after each PROJECT is approved by OGALS.
  - b. The GRANTEE completes PROJECT SCOPE(s).
  - c. The GRANTEE sends PROJECT COMPLETION PACKET(s) to OGALS.
  - d. OGALS processes the final payment request after each PROJECT is complete as documented by the GRANTEE in the PROJECT COMPLETION PACKET, and as verified by OGALS by conducting a site inspection.
6. **Accounting and Audit:** DPR's Audits Office may conduct an audit. The GRANTEE is required to retain all PROJECT records, including source documentation with original signatures, for five years following issuance of the final GRANT payment or PROJECT termination, whichever is later. The Accounting and Audit Section, beginning on page 48, provides directions and an Audit Checklist for DPR audit and accounting requirements.



# Standing the Heat

## The Courage To Say What Needs To Be Said And Do What Needs To Be Done

**B**ack in my heyday I spent the majority of my waking hours on softball diamonds. I was a ballplayer, a coach, a competitor. While coaching in college I found myself immersed in the study of Sun Tzu's Art of War and other legendary books on the essence of leadership. In my role I was determined to figure out how to be the best at what I did and believed that how I chose to lead (or not) would make or break our collective success as a team and speak to our character as human beings.

What I did not know at the time given my age and naivete was that the need to not only understand but exhibit real leadership would extend far beyond collegiate athletics and motivational quotes. Over my 30-year career as a government employee and consultant, the critical need to challenge convention, ask tough questions, have difficult conversations, and not always tell people what they want to hear is what I have found to be the essence of leadership.

At the heart of leadership is the act of courage. Courage is the differentiator and line in the sand between those who simply manage systems and those who lead. Leadership requires risk and going against the grain. Those who exhibit real leadership act knowing that there is an opportunity for reformation and ultimately, revolutionary change. And these same people know that if they choose to sit on the sidelines, progress will not be made nor will conditions improve. When we think about those who challenged and ultimately demanded major societal change, the likes of Rosa Parks, Jackie Robinson, and Cesar Chavez may come to mind. They reacted and responded in bold ways that inspired, energized, and influenced people. And they put everything on the line to make a difference for the greater good.

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*By Jamie Sabbach  
President & CEO  
110% Inc. & Amilia  
Consulting USA*

Courageous leaders lead by honoring their “true north” – a set of ethical values that guide them when the pressure is on. They don’t avoid responsibility because they fear personal risk, failure or what people may think of them. They embrace knowing that they are taking a stand for something bigger than themselves. Their focus is not on being popular or criticized, rather, their focus is on an end game and a noble result. Essentially, they are driven by their “why” and are able to galvanize others around a common belief in some cause or purpose.

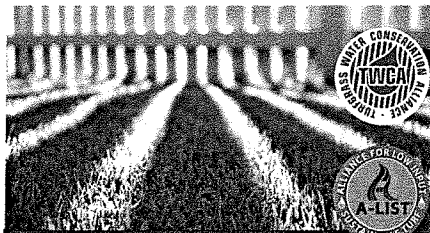
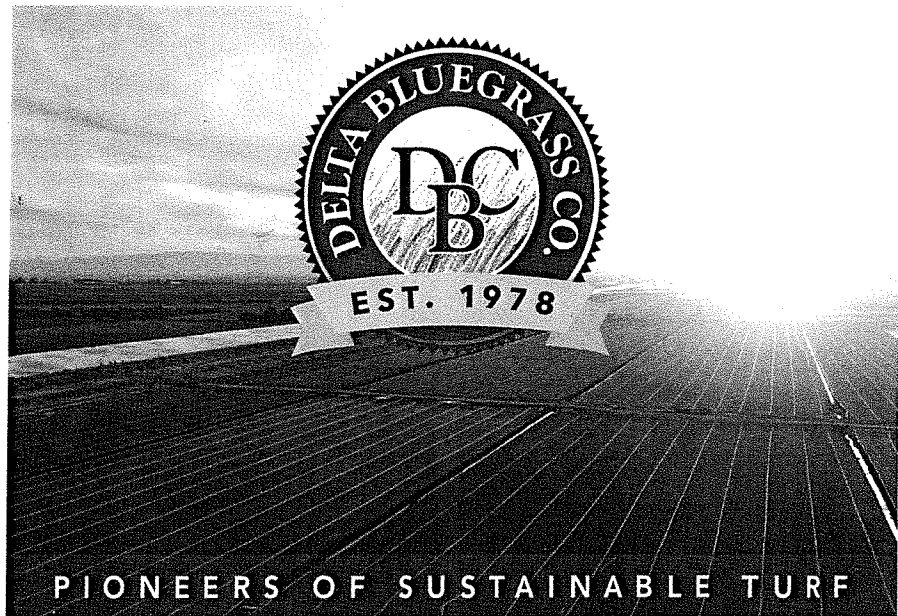
Courage cannot be taught. It can only be gained through acknowledging and accepting risk and following personal conviction. It takes getting up from the cheap seats. And it comes from the heart.

### Leadership – What Is It Really?

The frequently expressed concern that our country is experiencing a crisis in leadership suggests that people are looking to those who anoint themselves as “leaders” for answers. The prevailing idea of leadership, then, is critically important to understand, especially because the kind of leadership we praise, the types of leadership methods we teach, and the leadership under which we operate influences the realities we live with today and the future we will live with tomorrow.

In the midst of today’s political chaos, it may seem a bit contrite to call attention to Richard Nixon. However, whether you like or dislike what he stood for, Nixon summarized the act of leadership in his “Silent Majority” speech of 1969 like this - A leader must be willing to take unpopular stands when they are necessary.... and when he (she) does find it necessary to take an unpopular stand, he (she) has an obligation to explain it to the people, solicit their support, and win their approval.

From the philosopher and warrior Sun Tzu to today’s leadership gurus like Simon Sinek, we have seen an evolution of theory and research around the topic of leadership. We exist in a day and age when “leadership teams”, “the leadership”, and “leaders” are



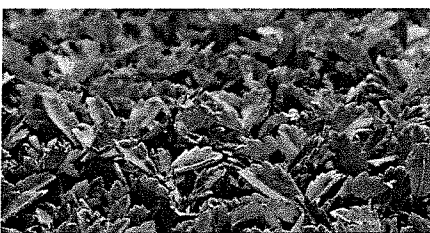
#### TRADITIONAL SOD

Our Signature Bolero Plus™ and 90/10 Tall Fescue have met the qualifications that demonstrate significant water savings and sustainability. We have been certified by the Turfgrass Water Conservation Alliance and Alliance for Low Input Sustainable Turf for Water Conservation.



#### CALIFORNIA NATIVE SOD™

We have pioneered the development of California Native Grass Sod for the urban landscape. Designed to reduce watering, fertilizer, and mowing. California Native Sod provides a **50% Water Savings** and is an environmentally responsible choice.



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The largest producer of Kurapia on the planet! This highly versatile ground cover sod uses up to **60% Less Water** than cool season turf. Low maintenance for areas receiving light traffic, Kurapia blooms from May through October. Its sturdy structure is ideal for a multitude of uses!



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Using only the most innovative, dominant species available, our Hybridized Bermuda, Elite Perennial Rye and Kentucky Bluegrass varieties are the go-to products for industry professionals. Varieties have been chosen for their wear tolerance and recuperative qualities to provide superior playable surfaces in athletic applications.

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seemingly everywhere. These labels become a complete contradiction when we continue to conflate management with leadership. The common mis-representation of authority figures as leaders simply because of the seats they occupy and the titles they hold is damaging and a mis-representation at best.

According to leadership contemporaries Ronald A. Heifetz and Marty Linsky who have spent more than 30 years examining and teaching the practice of leadership at Harvard University's John F. Kennedy School of Government, leadership today is...

- the process of social influence that includes maximizing efforts for a common good
- a choice, and not a rank
- something that requires courage and therefore, vulnerability
- something that requires both inspiration and perspiration
- disappointing people at a rate at which they can tolerate

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*"The longest journey you will ever take is the 18 inches from your head to your heart."*

Thich Nhat Hanh, Buddhist Monk

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### Technical Issues vs. Adaptive Challenges

Like all problems, unexpected crisis frequently includes both technical and adaptive parts. In any state of intense difficulty, levels of disequilibrium are high and for this reason pressure results. It then becomes easy to see the crisis as a technical issue with a straight-forward solution that will quickly restore stability. Many in positions of authority waste the opportunity the crisis presents because they respond to the expectation that order is swiftly restored – even when it means ignoring the adaptive challenge and cause of the crisis (Heifetz & Linsky, Leadership on the Line).

For example, when facing a budget reduction, many authority figures opt for the "salami cutter" way of cutting expenses (take an equal 10 percent from each division) or choose to "pluck low hanging fruit" rather than exhibiting true leadership and facing the more difficult strategic questions that should be addressed to limit future reductions and create a more self-sustaining system for the long haul. This could mean considering the alternative and enhancing revenues by eliminating senior discounts if they no longer make sense. If this adaptive challenge were to be explored, it would require courageous conversations including conflicting values and strong emotions. And the appetite to do so.

The quick fix or standard operating procedure tends to be the default rather than strategic, mindful and thoughtful decision making – this would take time and leave people in a state of disequilibrium beyond what they might like.

It is suggested that the single most common source of organizational failure is treating adaptive challenges like technical issues.

### Today's Realities Require Leadership

It's easy to focus energy on the fun stuff that people like to talk about. The latest program trends, how to provide great customer service, or building a new facility are exciting topics of interest among staff, boards, councils and communities. These are among the things that generate enthusiasm around innovation and satisfying customer interests and demands. And while all are important organizational considerations, none require leadership.

I often use the phrase "the first through the wall is always the bloodiest" as a response when I hear someone ask me the question, "do you know any agencies that have done that before?". I find it unfortunate that there is a tendency to wait for others to lead the way before considering doing what may be necessary in order to move the needle towards an improved condition.

When we think of the critical issues affecting the field of public parks and recreation that could use some attention and improvement, there are many

that require us to be courageous – to stand up, to speak up, and to get people's attention.

Public parks and recreation (and, governmental services in general) has found itself at a critical crossroads and profoundly impacted by a number of adaptive challenges that have the propensity to negatively affect communities all across the country if silence or inaction continue. If we look at just one of these challenges through a "lens of sense" we begin to see not only the cause of the issue, but the symptoms as well.

It is no secret that our country's infrastructure is in a state of chaos and crisis. Across the United States our common physical resources (bridges, dams, roads, water systems) are in some cases, beyond repair requiring complete replacement. America has an exorbitant amount of deteriorating infrastructure. According to recent estimates from the American Society of Civil Engineers (ASCE) it would take a \$3.6 trillion-dollar investment today to stop the continuation of the current backlog.

If we take a close look at state of public parks and recreation, maintenance backlogs and deteriorating infrastructure are of concern all across the country. This is the result of significant building and development when times were good with less

attention given to how to pay for the necessary, ongoing maintenance that would ultimately be required to care for the asset over its lifespan.

The accumulation of vast amounts of maintenance backlog in the billions of dollars is now the new normal in the public sector. In some organizations, these backlogs are far beyond what can be addressed. If we were to dissect this reality and analyze why this happens, we may find that it is much easier to appeal to those who are attracted to the

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*"Better to die on your feet than to live on your knees."*

Spanish Civil War credo

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novelty of growth and new development than to have the less popular and more difficult conversation that includes telling people that they simply cannot have the bright shiny object without contributing to its ongoing care and maintenance. All too often when funding projections are tallied for both development and maintenance, the tendency is to choose to invest in building and delay identifying maintenance dollars for another time and on someone else's watch.

Growth is exciting and growth breeds debt. And leadership is required to ensure that an organization can sustain and prosper far beyond the present.

### Leading Change

Adaptation is difficult. When plants and animals adapt, they naturally lose a part of their DNA and a part of them is left behind to create the place or space for something new. All organizations include cultural DNA and they too may need to let go of some of their DNA in order to make room for something new. The questions we have to ask ourselves include: 1) what do we keep? 2) what do we get rid of; and 3) what do we need that we currently do not have or what's missing? What we do not do enough is ask the question "where are we now and what is affecting us?" in order to take corrective action.

When an organization has to change, people are going to be asked to give up something that is important to them. People do not inherently resist change as the common assumption goes, they resist loss. People want to be protected and validated and not asked to give up what is comforting or familiar. When leading change, it is important to understand that the resistance you receive is not a function of people not getting it. They likely get it. They just may not like it.

This is inevitable when an organization goes through significant change. Some people simply cannot or will not go along. You have to choose between keeping them happy and meeting their expectations or pushing beyond comfort zones and creating an improved reality. And choosing to reform and improve conditions even when difficult affirms your commitment to the cause.

Many profess to be leaders, however, those who exhibit leadership do not call attention to themselves, they call attention to the cause. The collective cause of the park and recreation profession is a legacy of public lands and play for future generations. This cause must be supported by a commitment of the masses to exhibit leadership and do the tough stuff: to pick up the can rather than kicking it down the road, to focus on what is in the best interest of the common good, to focus on this very legacy and less on meeting people's expectations.

When I reflect back to the days when I began reading the Art of War as a coach, I was not prepared to see that it was an ageless teaching of leadership. It embodied the fundamental message that it is always best to avoid creating a state of chaos and crisis in the first place. Being courageous enough to say what needs to be said and do what needs to be done is where we must begin.

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*Cameron Park  
Community Services District*



## **Agenda Transmittal**

**DATE:** August 31, 2020

**FROM:** Michael Grassle, Parks and Facilities Superintendent

**AGENDA ITEM #4A:** Parks & Facilities Department Report

**RECOMMENDED ACTION:** RECEIVE AND FILE

### **General Information**

- Staff and Growlersburg have a couple of large projects on the horizon.
  - Install 1,500 feet of fencing along the Cameron Park Lake Disc Golf Course. This will help to separate the course from private property.
  - Replace the existing blocks that boarder the playground at Rasmussen Park with pressure treated lumber. This will keep the border in place and prevent any future tripping hazards.
- El Dorado County Environmental Health inspected the districts wood chipper and the water heater at the Community Center; both passed inspection.
- The Parks Foreman and maintenance staff spent some time repair damaged equipment and lawn mowers. Staff has been repairing more and more equipment in house to help reduce expenditures.

### **Cameron Park Lake**

- Staff will continue to change out lights at the Parks shop with LED fixtures. Lights have all been ordered.
- The Kiosk will officially close for the summer between Friday, September 4<sup>th</sup> and Tuesday, September 8<sup>th</sup>.
- Staff removed a fig tree that fell in the water on the east side of the Lake.

- Foothill Tree Service cut some large oak tree limbs off of the condos on the west side of the lake.

## **Parks and LLADs**

- Staff repaired the netting that was protecting the playground from baseballs at Rasmussen Park. Someone removed the existing chain link fence above the 3<sup>rd</sup> base foul line on the west field
- The hedges along Meder road have been trimmed and cut back for the summer.
- Staff removed a few large trees that fell through the creek at Northview Park.
- The District has seen a lot more wasps and hornets at Christa McAuliffe Park than usual. Highland Pest Control has been assisting staff in controlling and removing them.

## **Community Center**

- Brighton Energy is finalizing the LED lighting project on the interior and exterior of the Community Center building. They have begun the same process at Fire Station 89.
- Staff is working with a contractor to repair the solar water heating system for the Community Pool.

## **Cal Fire / Growlersburg**

- *August 4<sup>th</sup>* – Crews removed the tulles and vegetation along the face of the dam at Cameron Park Lake. They also removed a few dead trees in the lower parking lot at Cameron Park Lake.
- *July 27<sup>th</sup>* – Crews worked at Gateway Park clearing blackberry bushes.