



# FAIR OAKS CEMETERY DISTRICT

Guillermo Barron  
District Manager  
Mysti Lingenfelter  
Office Manager  
Gonzalo Vega  
District Foreman

7780 Olive Street Fair Oaks, CA 95628  
Phone (916) 966-1613 Fax (916) 966-8921  
www.fairoakscemetery.com  
ESTABLISHED 1902

BOARD OF TRUSTEES  
Peter Schroeder- Chairman  
Carolyn Flood-Vice Chairman  
Albert D. Neufeld-Treasurer  
Patricia Vogel  
Robert Clouse

**"It is our mission to partner with our community to preserve our past & memorialize our future."**

## NOTICE OF SPECIAL MEETING OF THE BOARD OF TRUSTEES OF FAIR OAKS CEMETERY DISTRICT

Monday, December 2, 2024, at 1:00 pm  
District Office  
7780 Olive St.  
Fair Oaks, CA 95628

This agenda has been prepared and posted at least 72 hours prior to the regular meeting of the Board of Trustees in accordance with the Ralph M. Brown Act. The public may be heard on an item before or during the consideration of any agenda item to be considered by the Board, subject to reasonable time limitations for each speaker. Members of the Public may address matters under the jurisdiction of the Board of Trustees, and not on the posted agenda, provided that no action shall be taken on any item not appearing on the agenda. The Board cannot take action on any unscheduled items unless it is declared by a vote of at least two-thirds (2/3) of the Board that there is an urgent need to take immediate action, and the need for action came to the attention of the district after the agenda was posted. Agenda items are numbered for identification purposes only and will not necessarily be considered in the indicated order. Details and supporting materials concerning agenda items are available for public reference during normal working hours at the District Office.

1. Call to Order-10:00 a.m.
2. Pledge of Allegiance
3. Roll Call of Board
4. Public Comment on any agenda items - Open or Closed.

The Board of Trustees of the Fair Oaks Cemetery District appreciates and encourages public interest and welcomes questions and opinions at its meetings. Members of the public desiring to address the Board are requested to first be recognized by the presiding officer and identify themselves for the record. The presiding officer may, in the interest of time and good order, limit the length and number of public comments and presentations.

5. Interviews of possible Board Candidates
6. Recess to Closed Session

All members of the public, employees and other visitors will be asked to clear the meeting room so that the Board of Trustees, and those employees and consultants invited by the Board, may discuss and/or act on those items listed below.

A. Public Employee Performance Evaluation - pursuant to Gov. Code 54957

Title: District Manager

7. Reconvene to Open Session and Report any Action Taken During Closed Session
8. Salary/Wage for District Manager Position
9. Trustees Discussions, Questions, & Comments
10. Adjournment

This Agenda posted this 25<sup>th</sup> Day of December 2024

Guillermo Barron, District Manager

A complete agenda packet, including staff reports and supporting documents, is available for public inspection at the District Office during normal business hours.

In compliance with Americans with Disabilities Act the Fair Oaks Cemetery District will make available to members of the public any special assistance necessary to attend and participate in this meeting. In addition, if requested this agenda will be made available in appropriate alternative formats. All such requests should be made at least 72 hours prior to the meeting to the District Manager at 916-966-1613 or at the district's office as listed at the top of the agenda.



To help formulate any possible questions for the candidates. 😊

## Primary Roles and Responsibilities

One of the first and most important distinctions to make in your work as a board member is the difference between your responsibilities and those of the general manager and staff. Clearly understanding and respecting these roles, and how they interact, is critical to the long-term success and sustainability of your special district.

### Role of a Board Member

One of the most significant responsibilities as a board member is to understand that the board is a team and you need to work together as such. Understanding the dynamics of the group, as well as the individual perspectives and opinions of your fellow board members, is crucial to the success of the team, the district, and community you represent. This united approach will help strengthen the district and provide the grounds for maintaining a clear vision of the future, a unity of purpose, and a cohesive board.

The specific responsibilities of the board are clustered into five areas:

1. Setting the direction for the district;
2. Establishing and supporting the policies and structure of the district;
3. Overseeing the financial resources necessary to fund the district;
4. Guiding employee relations policy, including the hiring and supervising of the general manager who, in turn, operates the district and hires/manages staff; and
5. Serving as community leaders who communicate effectively on behalf of the district.

### Setting Direction

The board establishes the special district's mission and vision. In building a mission statement, the board must clearly understand the purpose of the district and answer the question of "why?" Why does the district exist? It will also be helpful for the board to identify core values that guide the district in its mission.

When developing a vision statement, the board must answer the question of "what?" What would the district look like should it accomplish its mission to the fullest extent? Doing so requires agreement on the board as to what the future of the district should look like.

With a mission and vision as its foundation, the board sets direction through the district's strategic plan, which may guide the development of more specific objectives for implementation by the general manager and staff. In developing a strategic plan, the board will evaluate the present, anticipate the future, and prioritize goals that must be accomplished to achieve the vision. Strategic plans should be reviewed periodically and adjusted appropriately.

### *Establishing Policies*

Policies are written statements specifying the manner in which the district's business is conducted. The board's job is to develop, maintain, revise, and enforce the district's policies. These policies provide needed direction for the general manager and staff, and for the constituents of the district.

One may view a special district's enabling act in California statute as the framework or "constitution" the district must operate under as a "subdivision of the state." However, independent special districts are not state entities, nor are they entities of a city or county. They are independent local governments, which are separate legal entities similar to other municipalities. Board-approved policies, resolutions, and ordinances are the tools by which boards direct the district in achieving its mission and securing its vision within the boundaries of its enabling act.

Board policies should guide district governance, such as board meetings, agendas, and minutes, board conduct, and rules of order. Policies should also be adopted

concerning district finances, personnel, communications, and other key functions.

While policies are approved by the board and may be requested by the board, they are typically drafted and recommended by staff. Sometimes this is done with review and direction of a board subcommittee.

### *Overseeing Finances*

Boards ensure sound fiscal policy exists and that practices and controls are in place so that the district, board, general manager, and staff have direct accountability to their constituents. Furthermore, the board will approve an annual budget and request and approve periodic reports on the fiscal status of the district.

Commensurate with the board's role in financial oversight and fiduciary responsibilities, it should establish a financial reserve policy and capital improvement plan (CIP). It will also approve contracts of certain size and scope according to State law and board policy. To ensure adequate funding to provide quality services and infrastructure to its community, the board must impose sufficient rates, fees, and taxes.

### *Guiding Employee Relations*

The board's charge is to support and assess the performance of the general manager, approve personnel policies, establish salary structure and benefits packages, approve memorandums of understanding (MOUs) negotiated with labor, approve job descriptions and organizational structure, and establish a

strong communications link between the board and general manager.

One of the most important decisions a board will ever make is the hiring of a general manager. Other than a district's general counsel and some rare additional exceptions for large special districts, the general manager is the only individual the board hires and supervises.

The general manager is responsible for hiring and supervising all other staff, sometimes through senior or mid-level managers in larger districts. Empowering the general manager to successfully carry out this key duty is critical to the success of the district. This should include a fair and constructive annual general manager evaluation process.

### *Serving as Community Leaders*

A district and its board are linked in the eyes of the public and often seen as one and the same. Therefore, the conduct of board members reflects upon the district and the community it serves. This holds true during board meetings and formal district events, as well as during other interactions with community, the media, businesses, and other levels of government. Even the personal lives and behaviors of a board member can impact the perception and effectiveness of the district.

In your role as a board member, your board may designate you to formally represent your board to other organizations or participate in ceremonial events. Boards will often establish policies to guide such situations. It is



To expand your knowledge further, visit [csda.net](http://csda.net) to find CSDA's *Sample Policy Handbook*, *Special District Reserve Guidelines*, and CSDA's *California Public Records Act Compliance Manual* to learn more.

important to distinguish when you are speaking on behalf of the board and when you are speaking as an individual. However, as a public official, you should recognize that people will often construe your speech and actions as representative of your district, its staff, and your fellow board members regardless of the manner, time, and place in which they occur. This reality should lead board members to be thoughtful, intentional, and unified, not to be silent or absent.

It is a mistake for a special district to attempt to “fly under the radar.” Transparency is essential to democracy, and scrutiny is inevitable in government. This will be covered more in the next chapter, *Accountability and Transparency*, but here it is important to note that board members play a key role in a special district’s public outreach and engagement efforts. If a special district and its leaders are not telling the story of the district, somebody else will.

### Role of the General Manager and Staff

The general manager is the executive staff officer of the district and for the board. This individual administers the district, providing day-to-day leadership, and maintains exclusive management and control of the operations and works of the district within State law and the policies of the board. In some districts, this position may be referred to as the district administrator, chief executive officer, executive director, district director, or another title. For the purposes of this handbook, it will be referred to as general manager.

Overarching best practices for a general manager include:

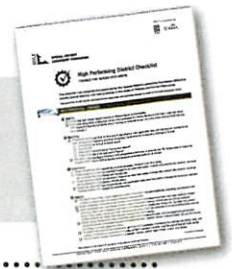
1. Developing and delivering reports to keep the board of directors and public well-informed of district operations and the status of district goals;
2. Providing recommendations on actions requiring board approval, including policies, resolutions, ordinances, and other matters;
3. Maintaining and advancing the operations of the district and implementing those policies, strategies, and directives approved by the board; and
4. Playing an active role in moving the district forward in serving its mission, carrying out its strategic plan, and attaining its vision.

As noted previously, the general manager has authority over and directs all employees, including hiring, supervision, evaluations, promotions, disciplinary actions, and terminations. All directives for staff should be given by the general manager or designated supervisor within the district. Authority may be delegated to other staff or consultants at the general manager’s discretion.

The general manager should dutifully and faithfully carry into effect the lawfully expressed policies of the board, including planning the short, medium, and long-term work program for the district, facilitating constructive and harmonious board relations, preparing and managing the district budget, conducting studies, and delivering written and oral presentations.



Visit [sdlf.org](http://sdlf.org) to download the **SDLF High Performing District Checklist** to provide special districts with best practices related to the areas of finance and human resources.



#### Best practices that make the best board members:

- Do your homework: Read all board packets and materials in advance of meetings.
- Don’t play “gotcha”: Share questions with the general manager in advance of the board meeting.
- Listen first, speak second: Prioritize understanding the perspectives of others.
- Build an expertise: Find an important issue that other board members are not already invested in and become a leader, such as on LAFCO, environmental sustainability, etc.
- Stick to principles, not positions: Develop strong and well-considered principles, rather than digging heels into one position of a false dichotomy.
- Oppose the action, not the implementation: When necessary, vote “No” on a board agenda item, but don’t undermine or obstruct the successful implementation of board-approved decisions. Support and respect the actions of the board as a whole.

## **JOB DESCRIPTIONS**

### **District Manager**

#### **DEFINITION**

The District Manager is the sole manager and Human Resources Designee of the Fair Oaks Cemetery District. The District Manager is directly responsible for the Board of Trustees for implementation and adherence to Board policy and rules and regulations. The District Manager will receive an annual evaluation (during the anniversary month of employment) by the Board of Trustees. The evaluation will be held in a closed session meeting.

#### **DUTIES**

1. Supervises the overall program of maintenance, construction and beautification of the District grounds and facilities.
2. Supervises all activities involved in sales and services including financial and clerical procedures.
3. Supervises the personnel program for the District, including the administration, reviewed and recommended revision of personnel policies and procedures to the Board of Trustees. Evaluates personnel annually, in writing, and maintains all personnel files.
4. Recruits, employs, trains, disciplines, and terminates personnel, as needed, for the successful operation of the District, subject to the personnel policies of the District.
5. Analyzes the classification and salary and fringe benefit program and presents recommendations to the Board of Trustees for updating annually.
6. Prepares annual District budget and exercises budgetary controls and supervision to insure proper expenditure of funds through the year.
7. Prepares Board meeting agenda and monthly reports of District activities.
8. Conducts studies and makes recommendations to the Board of Trustees involving District policy and procedures.
9. Investigates complaints and inquiries concerning the District.
10. Develops training and safety programs.

11. Designs, prepares plans and supervises the installation of irrigation systems.
12. Supervises and participates in the design and preparation of specifications for construction of District buildings and other facilities.
13. Attends all Board of Trustee meetings, unless otherwise excused. Prepares and presents oral and written reports to the Board of Trustees regarding District activities.
14. Other duties as assigned by the Board of Trustees.
15. Advocates for Fair Oaks Cemetery District.
  - Participates in various associations such as P.C.A, and C.A.P.C. with the support, freedom, and financial support to hold board or officer positions with the various groups.
  - Participates in activities with the local Supervisors, such as morning breakfasts, activities with our local Assembly and Senatorial individuals that include lunches, dinners, and breakfasts to keep track of political areas that influence the public cemetery.
16. Public Relation Representative for the Fair Oaks Cemetery District within the Sacramento County community.
  - Participates in the Fair Oaks Chamber of Commerce with lunches and activities.
  - Helps service clubs such as Rotary, Lions, V.F.W., Historical Society, Boy, or Girl Scouts.
  - Coordinates activities between local public agencies

### **EMPLOYMENT STANDARDS**

1. Knowledge of:
  - a. Principles, problems, and methods of public administration including organization, personnel, and fiscal management.
  - b. Office management principles, methods, and procedures.
  - c. State and local laws and regulations relating to the operation of a public cemetery district.
  - d. Engineering principles and practices as applied to the field of public cemetery district operations, including design and construction and operation and maintenance.
  - e. Methods of preparing designs, plans, specifications, estimates, reports, and recommendations relating to the proposed beautification of grounds and construction of buildings and other facilities.
  - f. Principles of employee supervision and training.

## 2.Ability to:

- a. Plan, lay-out, coordinate and control through subordinates the maintenance and operation of a cemetery district.
- b. Analyze and solve problems of organization and management.
- c. Prepare reports and make recommendations on the setting of District policies.
- d. Train and supervise the work of subordinate personnel.
- e. Establish cooperative and effective working relations with subordinates, public groups and organizations, District Trustees and other governmental agencies.
- f. Analyze and interpret fiscal and accounting records and data and prepare reports.
- g. Devise and implement new and improved accounting and record-keeping procedures.
- h. Speak and write effectively.

## **REQUIREMENTS**

1. Must be bondable.
2. Must possess and maintain a current, unrestricted, and valid California Driver's license and have a good driving record.
3. Must have proof of valid car insurance required by the State of California.

## **PHYSICAL REQUIREMENTS**

Must be capable of lifting heavy objects up to seventy-five pounds (75 lbs.) and of working in a variety of weather conditions.



# FAIR OAKS CEMETERY DISTRICT

7780 Olive Street Fair Oaks, CA 95628

Phone (916) 966-1613 Fax (916) 966-8921

www.fairoakscemetery.com

ESTABLISHED 1902

Guillermo Barron  
District Manager  
Mysti Lingenfelter  
Office Manager  
Gonzalo Vega  
District Foreman

BOARD OF TRUSTEES  
Pete Schroeder-Chairman  
Carolyn Flood-Vice Chairman  
Albert D. Neufeld-Treasurer  
Patricia Vogel  
Robert Clouse

**"It is our mission to partner with our community to preserve our past & memorialize our future"**

## EMPLOYEE PERFORMANCE EVALUATION

Name: Guillermo Barron Classification: District Manager

Rating Period: From: 01/2024 To: 12/2024

Reason for Evaluation: Annual  Probation  Promotion  Counseling

Instructions: *This evaluation should be completed by the employee's immediate supervisor. Each evaluation category must have a rating, or an explanation of why no rating is possible. The employee's performance in each category should be rated independently of all other categories, and the supervisor should include explanations of the reasons for each rating. The evaluation should reflect the employee's performance in his or her current position, based on the supervisor's personal knowledge or materials contained in the employee's personnel file, and only for the period being covered in the evaluation. The completed evaluation should then be reviewed by the next higher level of management, up to the District Manager. Following completion and review of the performance evaluation, the supervisor shall then conduct a performance evaluation interview with the employee, and each category of performance shall be discussed. The supervisor shall explain the basis for each rating. In the categories where the employee's performance has been rated Below Standard or Unsatisfactory, the supervisor shall explain to the employee the basis for such rating and inform the employee what he or she must do in order to improve this rating. Following the interview with the employee, the employee shall sign the evaluation indicating only that the evaluation has been discussed with him or her. The signature shall not indicate that the employee agrees with the evaluation. The employee shall also be offered the opportunity to respond to the evaluation in writing. In the event the employee elects to respond in writing, the letter shall be initialed by the District Manager, indicating that they have read the employee's comments. The employee's written response shall be maintained in the employee's personnel file together with the Performance Evaluation.*

### Performance Ratings

**Outstanding:** Performance significantly exceeds job requirements; sustained exceptional performance throughout evaluation period.

**Exceeds Standards:** Performance consistently meets all job requirements and, in many cases, exceeds them.

**Satisfactory:** Performance consistently meets all job requirements

**Below Standard:** Performance inconsistent and, in many cases, fails to meet the standard; improved performance is needed to meet standard requirements.

**Unsatisfactory:** Performance is consistently below the standard and unacceptable.



**Attendance:** *Evaluate the reliability of the employee's attendance. Consider whether the employee begins work on time, requests authorization from supervisor before leaving work early or taking time off, refrains from taking extended meal and rest breaks, and keeps special requests for personal time off to a minimum.*

Outstanding  Exceeds Standards  Satisfactory  Below Standard  Unsatisfactory

<b>Comments:</b>	
------------------	--

**Dependability:** *Evaluate whether the employee can be depended upon to carry out assigned tasks in a timely matter without supervision or are repeated requests and follow-up necessary. Also consider whether the employee can be counted upon to be available when required.*

Outstanding  Exceeds Standards  Satisfactory  Below Standard  Unsatisfactory

<b>Comments:</b>	
------------------	--

**Job Performance:** *Evaluate the quality of the employee's work, accuracy, attention to detail, thoroughness, and ability to recognize and report potential problems and concerns.*

Outstanding  Exceeds Standards  Satisfactory  Below Standard  Unsatisfactory

<b>Comments:</b>	
------------------	--

**Appearance:** *Employee's dress and grooming is appropriate for the employee's work assignment. Consider the employee's neatness and cleanliness, bearing in mind the nature of the employee's work.*

Outstanding  Exceeds Standards  Satisfactory  Below Standard  Unsatisfactory

<b>Comments:</b>	
------------------	--

**Attitude:** *Evaluate the employee's attitude toward the District, supervisors and co-workers. Consider the employee's attitude toward the district's regulations and policies.*

Outstanding  Exceeds Standards  Satisfactory  Below Standard  Unsatisfactory

<b>Comments:</b>	
------------------	--

**Job Knowledge:** *Evaluate the employee's knowledge of his or her job functions, proper procedures and methods, and of the use and maintenance of tools, equipment, and materials necessary for the performance of the employee's work.*

Outstanding  Exceeds Standards  Satisfactory  Below Standard  Unsatisfactory

<b>Comments:</b>	
------------------	--

**Safety:** *Evaluate the employee's awareness of safe work practices and whether the employee routinely adheres to the safety measures.*

Outstanding  Exceeds Standards  Satisfactory  Below Standard  Unsatisfactory

<b>Comments:</b>	
------------------	--

**Initiative:** *Evaluate whether the employee recognizes and undertakes necessary work without being told, makes suggestions for improvement, and brings problems or potential problems to the attention of his or her supervisor.*

Outstanding  Exceeds Standards  Satisfactory  Below Standard  Unsatisfactory

<b>Comments:</b>	
------------------	--

**Ability to Work Independently:** *Evaluate the degree to which the employee requires supervision.*

Outstanding  Exceeds Standards  Satisfactory  Below Standard  Unsatisfactory

<b>Comments:</b>	
------------------	--

**Leadership:** *Evaluate the employee's leadership qualities, ability to direct the work of others, make plans and follow them, judgement, and ability to handle responsibility.*

Outstanding  Exceeds Standards  Satisfactory  Below Standard  Unsatisfactory

<b>Comments:</b>	
------------------	--

**Communication:** *Evaluate the employee's ability to express himself/herself clearly, both orally and in writing, and the employee's ability to understand and follow instructions.*

Outstanding  Exceeds Standards  Satisfactory  Below Standard  Unsatisfactory

<b>Comments:</b>	
------------------	--

**Overall Performance Rating:** *Evaluate the employee's overall performance based on consideration of all the factors rate above.*

Outstanding  Exceeds Standards  Satisfactory  Below Standard  Unsatisfactory

<b>Comments:</b>	
------------------	--

Additional Comments

Describe areas in which the employee’s performance during this period should be cited for exceptional performance, or areas of significant concern which require the employee’s immediate attention.

Development Guide / Action Plan

Describe any areas in which the employee needs to improve performance, and the actions that you and/or the employee suggest in order to meet the levels of performance which are expected. These actions should be considered objective for the next performance period.

Evaluator: Board of Trustees Date: 12/02/2024

Reviewed by: \_\_\_\_\_

Date of Review with Employee: \_\_\_\_\_

By signing this Performance Evaluation, the employee indicates neither agreement nor disagreement with the evaluation. The employee’s signature indicates only that he or she has read the Performance Evaluation and it has been discussed with the employee by the employee’s supervisor.

Employee’s Signature: \_\_\_\_\_ Date: \_\_\_\_\_