



# **MUIR BEACH COMMUNITY SERVICES DISTRICT**

19 Seacape Drive Muir Beach, CA 94965 415 383 9969 [www.muirbeachcsd.com](http://www.muirbeachcsd.com)

## **AGENDA** **Regular Meeting of the Board of** **Directors** **Wednesday, Feb 1st, 2017, 7:00 PM** **Muir Beach Community Center** **19 Seacape Drive** **Muir Beach, CA 94965**

*SPECIAL NEEDS: In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the District Manager at 415-388-7804. Notification 48 hours prior to the meeting will enable the District to make reasonable arrangements to ensure participation in the meeting.*

<b>7:00pm</b>	<b>Item 1: Call to Order</b>
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Board: Gary Friedman (President), Victoria Hamilton-Rivers (Vice President), Lynda Grose (Director), Paul Jeschke (Director), Peter Lambert (Director).

Staff: Vanessa Workman (Interim Co-District Manager), Mary Halley (Interim Co-District Manager), Harvey Pearlman (Water Manager.)

<b>7:03pm</b>	<b>Item 2: Agenda</b>
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**Adopt**

<b>7:05pm</b>	<b>Item 3: Consent Calendar</b>
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**Consider Adoption**

*All items on the Consent Calendar are considered to be either routine or non-controversial, and will be enacted by a single blanket action of the Board. Upon request from a Board member or any member of the public, individual items may be removed from the Consent Calendar in which case they will be discussed later in the meeting (under Items Removed from the Consent Calendar).*

A. Approval of Draft Minutes from the Board Meeting of 02/01/17.

B. Acknowledgement of receipt of the Financial Report dated 02/28/17.

<b>07:07pm</b>	<b>Item 4: Job Description of the District Manager</b>
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**Approval**

*Items 4 & 5 were discussed and approved at our previous board meeting but because we were in the process of updating the website, we are reagendizing these two action items to be sure the whole community has the opportunity to have notice and review.*

The board is extremely excited and feels very fortunate to have found the two interim district managers until May 23, 2017. During the next four months, the personnel committee will conduct a national search, leaving no stone unturned. This will allow the Board to avoid rushing into decisions without full consideration of all the possibilities. The Interim District Managers will also be eligible for the permanent job. Please find the job description on page 11.

<b>07:08pm</b>	<b>Item 5: Community Center Repairs</b>	<b>Approval</b>
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Due to the lack of security of the community center, the Board will discuss emergency measures necessary:

- a. The purchase of an emergency generator,
- b. Securing of propane tank,
- c. Seismic inspection.

<b>7:09pm</b>	<b>Item 6: Interim Co-Directors Report</b>	<b>Discuss and Direct</b>
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Please refer to the documents pages 9 &10.

<b>7:20pm</b>	<b>Item 7: Fire Department</b>	<b>Confirmation</b>
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Confirmation of Chris Gove as Fire Chief, who will present his first report.

<b>7:30pm</b>	<b>Item 8: Committee Reports</b>
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Background: Over the years, Ad Hoc Committees were formed to allow community members to share their expertise and have their voices heard on various community issues. Benefits are numerous: Ad Hoc Committee Members can participate actively through research, provide in-depth reflections and discussions with their group that a Board meeting wouldn't be able to schedule. The Ad Hoc Committees share their conclusions and make recommendations to the Board. Please consider joining a committee that matches your expertise.

The following committees may give progress updates to the Board:

- a. Ad Hoc Committee on Sunset Way Project – Silva/Hamilton-Rivers
- b. Ad Hoc Committee on Spindrift Neighbor Issues –Grose/Friedman
- c. Ad Hoc Committee on Community Skills Inventory – Grose
- d. Ad Hoc Committee on Water Education Day – Grose
- e. Ad Hoc Committee on Audits – Lambert
- f. Ad Hoc Committee on Current Personnel Matters – Lavine
- g. Ad Hoc Committee on Fire Facilities – Rauh/Lambert
- h. Ad Hoc Committee on Grants & Financing – John Murray/ Don Cohon
- i. Ad Hoc Committee on Trails – Mackenzie
- j. Ad Hoc Committee on Community Center – Jeschke

<b>08:00pm</b>	<b>Item 9: Committee Expenditures</b>	<b>Determine Policy</b>
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Consider determining a discretionary budget for individual Committees and spending limits.

<b>08:10pm</b>	<b>Item 10: CSD Trees</b>	<b>Determine Policy</b>
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Determine policy for trees on CSD land.

<b>08:20pm</b>	<b>Item 11: Trails use and management policy</b>	<b>Determine Policy</b>
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Consider defining the CSD responsibility for maintenance and use of trails and any budget allocations.

<b>08:35pm</b>	<b>Item 12: Community Center</b>	<b>Approval</b>
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Security: Install three security cameras at perimeter of building.

Repairs: Propane and Generator: Purchase a propane-fueled generator and install on pad next to electrical panel. Rent new propane tank and install on pad near the road and adjacent to the AT&T easement.

Kids room: Install dehumidifier with drain pump and install heater. Build shelving and paint the room.

Events: Consider criteria for subsidized events. Determine policy on subsidies for events when non-Muir Beach residents are invited.

<b>08:50pm</b>	<b>Item 13: Strategic Planning for Muir Beach CSD</b>	<b>Discussion</b>
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Continuation of February conversation about long-term planning and budgeting for future projects.

<b>9:10pm</b>	<b>Item 14: Public Open Time</b>	<b>Brief Responses</b>
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Please note:

1. Topics should be within the jurisdiction of the CSD (Water, Roads, Fire Protection, & Recreation).
2. The topic should not be elsewhere on the agenda.
3. The Board and staff may only briefly respond to statements and questions (i.e. the legal requirement for items not posted on an agenda which otherwise informs community members that a topic is up for discussion and/or action.)
4. Public comments are limited to 3 minutes per speaker, unless waived by the Board.

5. The period for public open time is limited to 10 minutes, unless waived by the Board.

<b>9:20pm</b>	<b>Item 15: Recognitions &amp; Board Member Items</b>	<b>Review</b>
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Board recognitions and pending events of interest to the community.

<b>9:23pm</b>	<b>Item 16: Request for Future Meeting Agenda Items:</b>	<b>Review</b>
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Requests to the District Manager for future agenda items by the board and/or the public.

<b>9:24pm</b>	<b>Item 17: Items removed from consent calendar</b>	<b>Review</b>
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Items moved from the Consent Calendar to the Regular Agenda, if any.

<b>9:25pm</b>	<b>Item 18: Closed session on Personnel Matters</b>	<b>Review</b>
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<b>9:40pm</b>	<b>Item 19: Reconvene In Open Session</b>	<b>Review</b>
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Report as required on any actions taken in Closed Session.

<b>9:45pm</b>	<b>Item 20: Adjournment</b>	<b>Approve</b>
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**MUIR BEACH COMMUNITY SERVICES DISTRICT**

Minutes of the Board of Directors meeting held on  
Wednesday, February 1, 2017

**OFFICIAL MINUTES ONLY UPON APPROVAL**

Prior to approval of these minutes by the Board of Directors in a public meeting, these minutes are draft only and subject to change. Upon approval by the Board, these minutes become the Official Minutes of the meeting.

**Item 1 Call to Order:**

Gary Friedman called the meeting of the Muir Beach Community Services District Board of Directors to order at approximately 7:15 PM.

Directors present: Gary Friedman, Victoria Hamilton-Rivers (arrived after Agenda was adopted), Lynda Grose, Peter Lambert, Paul Jeschke

Staff present: Mary Halley and Vanessa Workman, Co-District Managers, Steve Wynn (Fire Department,) Harvey Pearlman (Water Manager)

**Item 2 Adoption of Agenda:**

MOTION: To move Items 9 and 10 forward to follow Item 5.  
Moved: Lambert, seconded by Gross  
Vote: AYES: Unanimous

MOTION: To adopt the agenda as amended.  
Moved: Gross, seconded by Jeschke  
Vote: AYES: Unanimous

**Item 3 Approval of Consent Calendar:**

Lambert noted a correction to the 1/4/17 minutes in Item 10: Suzanne Miller was recognized, not Suzanne Bender.

Halley will research expenses that Hamilton-Rivers and Gross had questions on.

- A. Draft Minutes from the Regular Meeting of 1/4/17, as amended.
- B. Financial Report dated 12/31/16, with the exception of the Budget vs. Actual Report.

MOTION: To approve Items A and B above.  
Moved: Hamilton-Rivers, seconded by Gross  
Vote: AYES: Unanimous

**Item 4 District Managers' Report:**

Mary Halley acknowledged that she and Vanessa Workman are working well together and listed some of the items that she's working on. Vanessa introduced herself and then stated her goals for the community as they pertain to her job description.

#### **Item 5 Fire Chief's Report:**

Steve Wynn reported that he must step down as Fire Chief. The members of the Fire Department have elected Chris Gove to fill the position. Steve offered thanks to the community for the years he has spent on the job. He went through his written report in detail. The report should be posted to the website soon. Steve received hearty applause from those in the room. Chris also received applause for taking on the job.

#### **Item 6 Committee Reports:**

Ad Hoc Committee on Sunset Way Project: Victoria Hamilton-Rivers reported that she and Matt Silva have not been able to meet since the last field review. They would like to talk to ILS to ascertain the associated costs and timeline involved to amend the original plans and get revised plans underway as soon as possible. She previously reported changes they want to make to the original plans. They would like to hear from the community within a week, if there are questions to be answered.

Ad Hoc Committee on Spindrift Neighbor Issues: Gary Friedman reported that the previously scheduled meeting had to be cancelled as he was sick. He feels optimistic about future negotiations and the meeting has been rescheduled to take place in March.

Ad Hoc Committee on Community Skills Inventory: Lynda Grose reported that the data has been analyzed and is now being input into a spreadsheet.

Ad Hoc Committee on Water Education Day: Lynda Grose reported that it's set for Monday, February 26 from 10:00 – 1:00. There will be presentations followed by activities. The event falls on Harvey's birthday, so a celebration for him will be included in the event.

Ad Hoc Committee on Audits: Mary has contacted the auditor. The 2008 through 2011 audits have been completed. Looking forward, he thinks he can complete one per month and should be done by May. Lambert said the total cost is estimated to be about \$65,000 for all of the audits and that we've paid about a third of that.

Ad Hoc Committee on Current Personnel Matters: No report.

Ad Hoc Committee on Fire facilities: No report.

Ad Hoc Committee on Grants & Financing: Gary Friedman reported that Don Cohon and John Murray have done a lot of work and will continue to do so. They could use some help if anyone else wants to be part of that committee.

Ad Hoc Committee on Trails: Dave MacKenzie reported. There have been two meetings and two walkabouts. They're in the process of compiling a data base and would like to come up with a list of recommendations for the Board. They also hope to a community map.

#### **Item 7 Temporary Use of Upper Office:**

Gary Friedman reported that the upstairs room at the Community Center has been turned into a temporary office for the CSD. It is also available as a community meeting room.

**Item 8 Community Center Repairs:**

Jeschke listed three things he feels need the Board's immediate attention as they pertain to safety and emergency preparedness. They are: 1) the propane tank is not strapped down to a pad, 2) a seismic engineer make an assessment of the Community Center to ensure that it's safe, and 3) there should be an emergency generator connected to the propane tank should the Community Center need to be used as an emergency shelter. Paul Jeschke will start researching these and work with Vanessa. There was also a suggestion that, should the propane tank be moved, a vernacular be installed.

**Item 9 Security Issues:**

There have been some break-ins on Starbuck and one at the container at the pump house over the past months. Steve Wynn offered his considerations on the subject. Leighton Hills has already installed three cameras in various places.

**Item 10 Fuel Abatement:**

Incoming Fire Chief Chris Gove will consider the various issues and offer his thoughts at the next meeting.

**Item 11 Job Description of the District Manager:**

Frank Schoenfeld reported that the Personnel Committee has created a job description for the position of district manager and has researched where to post the announcement. The Committee determined it best to postpone the search for a water manager until the position of district manager has been filled.

MOTION:	To adopt the District Manager job description as presented by the Personnel Committee.
Moved:	Hamilton-Rivers, seconded by Gross
Vote:	AYES: Unanimous

**Item 12 Ad Hoc Committee Protocols:**

The Board discussed the pros and cons of whether one or two Board members should be on each ad hoc committee. The main consideration is adhering to the rules of the Brown Act. No action was taken.

**Item 13 Strategic Planning for Muir Beach CSD:**

The current Muir Beach Community Plan is 40 years old. Victoria Hamilton-Rivers made the case that the community needs a strategic plan for financial planning as well as for structural planning. There was discussion on the merits of using a professional consultant to help draft a new plan. She would also like to see a compilation of past resolutions and ordinances. Mary and Vanessa will research possibilities for consultants that specialize in this.

**Item 14 Public Open Time:**

Peter Lambert reported that The Marin County Planning Department would like someone from each of the West Marin communities to represent their community and the communities wishes.

Victoria Hamilton-Rivers reported that the Marin County Grand Jury would like someone from Muir Beach to serve on the Grand Jury.

**Item 15 Recognitions and Board Member Items of Interest:**

Gary Friedman recognized the members of the Personnel Committee for their hard work.

Paul Jeschke gave thanks to Victoria Hamilton-Rivers, Chris Gove and Peter Lambert who cleaned up the upstairs room at the Community Center making it usable again.

Victoria Hamilton-Rivers offered thanks to Chris Gove and Pamela Swarts.

**Item 16 Request for Future Meeting Agenda Items:**

Paul Jeschke asked to include the item of downed timber in the next agenda.

**Item 17 Items Removed from Consent Calendar:**

No items were removed from the Consent Calendar.

**Item 18 Adjournment:**

MOTION:	To adjourn the meeting.
Moved:	Hamilton-Rivers, seconded by Lambert
Vote:	AYES: Unanimous

The meeting adjourned at approximately 09:38 PM.



## **Interim Co-District Manager on Communications, Fire and Recreation**

DM Position: We have been working with the personnel committee to help better the DM's position requirements. The job announcement was posted February 22<sup>nd</sup> on five websites, two national, one local, and two public government search engines. We have already collected 20 applications, that are all forwarded to the Personnel Committee for their review in the last weeks of March.

Newsletters: After researching the best tools to send out bimonthly newsletters, Vanessa has been using a free service called Mailchimp. So far three newsletters were sent out, following the recommendations of the board, using pictures photographed at the previous board meeting, and integrating up-to-date information on issues presented. So far the response of the community is very positive, we have been receiving many emails encouraging us to continue this way. On average the newsletters are opened by 57% of recipients.

Newsletters sent:

- 02/06/2017 Newsletter #1: Greetings from the Board and information on Water day.
- 02/15/2017 Newsletter #2: Emergency information in regards to storms and damage.
- 02/21/2017 Newsletter #3: First Water Planning & Action Agenda

Citizen Contact List: Through the process of sending newsletters, we have realized how out of date the CSD's contact list has grown. Addresses that bounced were erased and new emails have been added. We are looking forward to developing a new directory in the coming month and making it available on-line.

Website: To rejuvenate the CSD's on-line profile, Vanessa salvaged all the data, photos, artwork of the old website and developed a new website that will be fed and improved over the next months. It is now live and lives at the same address as the previous website at [www.muirbeachcsd.com](http://www.muirbeachcsd.com). To meet the County's Grand Jury requirements, full transparency will be met with a section on finances and specific archives. Among the interesting pages that will be created are:

- A page per committee explaining their mission and who to contact;
- An entire section dedicated to water management;
- A blog on news
- Possibly a section on recreation,
- Possibly a section on residents will be developed over time.

To make the website lively a call to Muir Beach residents for photos will be announced on the next newsletter.

Water Day Preparation: In coordination with the Water Committee Vanessa distributed flyers, helped develop the agenda and provided materials for slides.

Emergencies: This month was particularly marked by a number of emergencies following the storms. The staff has been active in the communications with NPS and Marin County Public Works for the repairs to the highway, and a newsletter was sent.

Emails: On average both interims receive 50 to 200 emails and respond to 15 per day. Please send all correspondence to their CSD email addresses.

## **DM Report - Water, Finance, Roads, and Infrastructure**

Frank Valley Road – coordinating with Craig Parmley from the Marin County Public Works Department (PWD), along with Katherine Arrow from NPS, and Lorenzo Cordova - Assistant to Supervisor Dennis Rodoni, to facilitate and push for a temporary repair. Currently the PWD was out on Mon 2/21 with engineer to prepare an engineered solution for an emergency work order to hopefully start repair the first of March.

Cove Lane Culvert – arranged for emergency inspection of failing culvert by Linscott Engineering who recommended a possible liner as a more environmentally friendly solution. Now meeting with Gary Miksis to give us an estimate for a new liner to repair the culvert.

Water Permit Modification – working with Misha Anderson from the SWQCB to meet the requirements for a permit modification and have contacted a civil engineer Jon Terry to give us an estimate for adding the 4-log virus inactivation. Maury Ostroff is helping with updating monitoring spreadsheets.

MBCSD Stream Monitoring system – working with NPS Aquatic Ecologist Darren Fong, Aquatic Biologist Mike Pollech, and coordinating with representative tech from In-situ, Inc. and Leighton Hills to develop a monitoring system that can run over MB LAN to meet our Adaptive Management Plan/ Water Permit requirements.

Sunset Way Project – coordinating with ILS, LTD Engineering, and Sunset Way committee, along with neighborhood stakeholders, to modify and scale back the current plans to be ready to go out to bid.

Audits – monitoring progress between Sharry and R.J. Ricciarardi, Inc. auditor, Michael O'Connor, as required information is transmitted for year 2012 and trying to keep the progress moving forward so that they can finish all years by May 2017.

Budget 17/18 – starting to review finances and prepare policy requirements for draft budget so that Board can review and approve policies at March 1 Board meeting with first review of draft budget scheduled for April 5 meeting.

Strategic Planning – starting to create outline for short-term and long-term analysis and goals.

Community Center FiveStar Range – ordered part for oven door window replacement due in 3/2 and should be installed before elderberries 3/10 dinner event.

MBCSD District properties – gathering information, photos, maps and other data to create a page on the new website to be dedicated to district land management policy.

Water System – keeping up with current testing and ongoing State reporting requirements.

District Business – working with Sharry to make sure employee payroll timesheets, routine and event reimbursements, Credit Card expenditure receipts, incoming payments and outgoing checks are all processed and expedited between agencies, employees, and other persons promptly.

Emergency response coordination – responding as quickly as possible to district residents' concerns regarding road conditions, fallen trees, flooding, drainage issues, and potentially dangerous situations and coordinating with available help, knowledgeable district employees or local volunteers, and district CSD Board members to remedy the situations as quickly and as best as possible.

# **Muir Beach Community Services District**

## **District Manager Job Description**

### **Overall Description**

Muir Beach is only six miles from San Francisco and the North end of the Golden Gate Bridge. Yet, it is surrounded by state and federal forests, one of the world's great stands of Redwood trees, and the Pacific Ocean. Living at Muir Beach is to be in a place that most people only get to visit on vacation. Perched above the Pacific, it is a breathtaking, vibrant community. It also faces significant challenges of climate change, maintenance of fresh water, aging infrastructure, and enhancement of it as an excellent place to live for its more than 305 residents.

Muir Beach has a limited number of paid employees and a strong tradition of community volunteerism. It is governed by the Muir Beach Community Services District ("MBCSD" ... or "CSD" for short.) The CSD has authority for water quality and distribution, fire protection, roads & infrastructure, and recreation – all of which must meet the needs and interests of residents who range from senior citizens to those with young families.

The CSD's District Manager's (DM) job is to serve as staff to the CSD Board and voluntary community committees and see to it that the Board's priorities, policies, and plans are effectively implemented. To accomplish these results, the manager also oversees all of the functions of the Community Services District. And because the community is small and the opportunities and challenges are substantial, an essential ingredient of District Manager's success is to ensure the active involvement of the community in the activities of the MBCSD.

### **Accountability and Authority**

The District Manager reports directly to the CSD Board president (or the president's designee) and is accountable to the five members of the CSD Board. In turn, the elected, non-paid Board is accountable to the Community. Within the domains covered by its mandate, the Board must provide concrete, effective ways to hear and respond to the Community's needs and concerns and maintain its on-going vibrancy, viability, and quality of life.

### **District Manager's Responsibilities**

In non-priority order, the District Manager will:

- Work with the elected CSD Board to identify the Community's long and short-term needs and to help guide the formulation of CSD's priorities and ensure their implementation.
- Actively participate in a planned effort to educate and communicate CSD priorities

and their status to the Community; then, measure the effectiveness of the education and communications initiatives.

- Prepare a draft budget for CSD directors to review and approve; then design and maintain procedures to comply with accurate financial and accounting standards and requirements. Make the budget results available to the Board, the Community, and the public.
- Maintain and oversee all relevant financial, business, personnel, regulatory, environmental and other reporting that is of interest to the directors and the Community and is required by community, county, state, federal and financial agencies as well as the District's by-laws, regulations, and CSD business partners.
- Maintain an inventory of District assets and physical facilities, and oversee the supervision of necessary maintenance.
- With the Board, identify and initiate plans for capital improvement projects; present those plans to the Board for its review and approval.
- Ensure that there are regular cross communications – and, where it is wise, cross training – between the District Manager and those involved in Fire, Water, Roads/Easements, and Recreation Management.
- In consultation with the CSD Board – and in compliance with Personnel Policies – hire and effectively manage all other district employees.
- Work with the Board's president to develop monthly and special meeting agendas.
- In a timely manner, notify District constituents and relevant agencies of CSD meetings, elections, actions, and events.
- Ensure there are accurate minutes of CSD meetings and, in consultation with Directors, make certain that the minutes and other matters of importance are promptly and efficiently disseminated to the Community and others who may be interested.
- Stay abreast of changing federal, state, and local policies that impact life at Muir Beach, and which may impact decision making of the CSD Board.
- At the direction of the Board, work with relevant agencies and individuals.
- Review and maintain the insurance needs of the District. Inform the Board about relevant legal matters, and then, with Board direction, take appropriate action.
- Ensure that the results of the work described above will be regularly measured and reported to the Board.

## **Skills Required**

The DM must possess excellent people and communications skills and benchmark a record of measuring and achieving communications goals. A lean staff operation and the culture of the Muir Beach community require the District Manager to encourage community engagement and support volunteerism. The DM must have proven experience in these areas as well as demonstrated experience with financial

management, efficient time-management, and task prioritization. S/he will also have demonstrated experience encouraging and contributing to effective initiatives planning and execution, combined with an outcomes-focused approach.

### **A Job Well Done by the District Manager Looks Like**

A job well done for the District Manager is reflected by the effectiveness of the elected CSD Board fulfilling its mandate to provide and maintain a high quality of life in Muir Beach. This means:

- The performance of the District meets and exceeds the priorities and plans of the CSD.
- The Board and the Community are well educated and informed on key issues that affect Muir Beach. New residents to Muir Beach are individually welcomed, offered a community orientation, and invited into CSD governance and community activities.
- The water system is functioning at its highest level of quality and is capable of reliable and robust continuance in the future.
- Muir Beach roads are well maintained and safe.
- Fire protection is secure and fully functional.
- In all facets of the CSD operations, the Community is prepared for emergencies and disasters.
- Recreation meets the Community's needs.
- A high quality of life in Muir Beach is sustainable and improving.

### **Hours and Pay**

It is expected that this is a part-time to full-time position depending on the skills of the person who is hired. Pay will be determined during the hiring discussions.

### **Applications of Interest**

If you are interested in being considered for this excellent position, by no later than March 15th, please send a letter and your resume to [search@muirbeachcsd.com](mailto:search@muirbeachcsd.com). (If it is helpful – but is it not at all necessary, feel free to include photos or videos if the will help tell us about you and your experiences).

When we receive your letter, we will reply so you know it has arrived. However, we will not begin to review all of the applications until late March, and, as a result, it is likely that you will not hear from us until somewhat after the middle of April. Thank you and we look forward to hearing from you.

# **Community Skills Inventory**

## **Executive Summary**

A Community Skills survey was undertaken using a questionnaire that was designed by a small group of residents with research expertise. The questionnaires were completed by conducting face-to-face interviews. Fifteen MB residents acted as interviewers. A training session was organized by the MB volunteer research team to discuss the contents of the questionnaire and to enhance interviewing skills.

Fifty-nine face-to-face interviews were completed between July and September 2016. The responses were computerized for analysis and interpretation. 93% expressed an interest in continuing to help with volunteering in the future. Only one interviewee had not participated in any MB activities.

The favorite MB community event is the BBQ followed by the Holiday Arts Fair, The Elderberries meetings and the beach parties. Interviewees indicated that these activities unite people, promote community spirit and provide an opportunity to socialize with community members. Most interviewees had a positive experience when they volunteered for MB events saying that volunteering is enjoyable, helps with cementing friendships and binds people together. Only 5% of respondents found volunteering time consuming and frustrating.

Interviewees who hadn't yet participated in The Elderberries, Day of the Dead, Arts Fair, Water Aspects and BBQ indicated that they would like to get involved in these activities in the future. They also wish to help out with new activities and to enable changes they would like to see. Muir Beach members would like greater security of the community, safer traffic, beach and Overlook clean-up, more regular gatherings and a better internet service.

The questionnaire indicated that the MB members have a great variety of skills, which they would be happy to put to use volunteering. Many have skills in copy writing, data analysis/entry, government relations, journalism, first aid, finance and medical/health/ nursing. Most interviewees expressed an interest in developing new skills. First-aid training, hydrology, water quality analysis and web design were the most noted skills that members of this group would like to develop.

When questioned about availability to participate in MB activities, most respondents said that they can be flexible with time, with the rest of the volunteers preferring evenings, weekends, with weekly or monthly meetings.

Most residents prefer to get involved in short term projects, implying that they would like to have control over the amount of time they spend on volunteer activities.

Respondents indicated a preference to be contacted by email or phone and prefer to participate in future surveys in person (face-to-face) or by completing an online questionnaire.