

From: [Tamsen Burke, GM Direct](#)
To: [Rob Bartoli](#); [Sarah Flamm](#)
Subject: RE: Management & Board of Directors Reports
Date: Friday, May 15, 2026 12:30:19 PM
Attachments: [image002.png](#)
[image003.png](#)
[image001.png](#)
[LAFCO 5.20.2026 Report to Commission for HRD and LRD..pdf](#)

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Sarah and Robert

Thank you for letting me know you were able to find the Audit information within the BOD Meeting packets for the Highlands Recreation District. I thought we had been transparent with our agendas, audit materials.

May I ask that the correction(s) are noted publicly upon review in the report sent to the Commission for the following two items.

Page 19 LAFCO Meeting Packet Page 96: MSR Determination No. 4: The financial position. Recommendation 2: HRD should consider adjusting procedures and calendars to ensure that the Auditor is able to audit actual revenues and expenditures. Audits, along with their associated Management Reports should be made available for public viewing within one year of publication.

Page 22 of LAFCO Meeting Packet Page 99, MSR Determination No. 5: HRD permits the Highlands Community Association to use District facilities for meetings and events.

6) Accountability, Structure, and Efficiencies item b:

b) Are there any issues with staff turnover or operational efficiencies?

According to staff, recruitment and retention is challenging for HRD, particularly in the aquatics department and for part-time roles. See Table 10. In response, HRD is adjusting compensation to attract qualified candidates and expanding Human Resources capacity in order to dedicate more time to recruitment and simplify processes.¹⁵

Table 10. HRD Turnover Rates by Department, FY22/23- FY24/25

Department	24-25 FY Turnover Rate	23-24 FY Turnover Rate	22-23 FY Turnover Rate
Aquatics	111.9%	113.3%	72.3%
After School (ASP)	48.5%	109.8%	18.6%
Early Education	33.3%	110.9%	48.8%
Administration (Other)	18.5%	40%	88.9%
Districtwide	70.1%	103.2%	60.7%

Source: August 12, 2025 Staff Report for Board Meeting

c) Is there a lack of regular audits, adopted budgets and public access to these documents?

HRD maintains on its website for public review the past three years of financial audits, and the FY 2024-25 and FY2025-26 budgets. Historical budgets are searchable in the archive of Board Meeting Packets.

I did not see this Turnover rate for employment in the MSR draft review.

This is new unsubstantiated information, and it should have been called to reference to General Manager during the review. The source of information presented by the Assistant General Manager at the Board Meeting on August 12, 2026, was addressed by the Board of Directors for in accuracies calculated.

Both the Board and General Manager questioned the validity of the information during the report and note several inaccuracies in its presentation, calculations, and administrative gaps. The Board of Directors did not support this administrative report on behalf of the District and request for the Assistant General Manager to correct calculations on the following errors in its presentation, which contributed to escalated calculations of vacancies. Contributing factors, FY 2023-2024 and FY 2024-2025 included:

1. Specifically, noting Aquatics (111%, 113%) and ASP (109%) vacancy rate calculation included seasonal

- employees (3 month of the year) as regular employees (12 months of the year).
2. Vacancy calculations were made for open position, Administration (18.5%), Aquatics (111.9 & 113.3%) , and Early Education (33.3% & 110.9%), due to administrative gap in closing all positions recruitment upon hiring, leaving positions open for over 125 up to 300 days contributing to escalated calculations of vacancies.
 3. Reorganization (2023-2024, 2024-2025)

Please let me know our next steps in the accuracy of information presented to the Commission.

Grateful,

Tamsen K. Burke
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"A Community Place to Learn, Grow & Play"

From: Rob Bartoli RBartoli@smcgov.org
Sent: Wednesday, May 13, 2026 1:50 PM
To: Sarah Flamm sflamm@smcgov.org; Tamsen Burke, GM Direct gmdirect@highlandsrec.ca.gov
Subject: RE: Request for Information, Municipal Service Review

Hi Tamsen,

The Draft Municipal Service Review for the Highlands Recreation District is now available on the LAFCo [website](#)

The LAFCo meeting will be on May 20th at 2:30pm at 500 County Center, Redwood City. If you would like to attend, you can join the meeting in person or via Zoom.

Thank you,

Rob

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From: Sarah Flamm <sflamm@smcgov.org>
Sent: Friday, May 15, 2026 9:06 AM
To: Tamsen Burke, GM Direct <gmdirect@highlandsrec.ca.gov>
Subject: FW: Management & Board of Directors Reports

Apologies- After your reference to the Board meeting agenda, I just reviewed the past several year's meeting minutes and found a *draft* of the "Board and Management Report" on page 58 from 7/1/2024 : [20240910+Board+Packet+Final.pdf](#). Perhaps you have a final version?