



MEMORANDUM

TO: Board of Directors

FROM: General Manager

DATE: August 14, 2013

RE: Board Tour 5:00 p.m. – August 22, 2013

At 5:00 p.m. the Board of Directors will tour the Community Center and Pleasant Oaks Park bond project sites. Please meet at the Administration Office at 5:00 p.m. and we will be loading up the bus to leave to the Community Center and Pleasant Oaks Park to view the construction sites. We are planning to start the bond projects meeting at 6:30 p.m.

Please note: Tina Young will be Acting General Manager as the General Manager will be on vacation on August 22.



MEMORANDUM

TO: Board of Directors

FROM: General Manager

DATE: August 14, 2013

RE: Agenda Item #4 – August 22, 2013 Board Meeting

To Consider Designated Charity Selection for Wine, Women and Shoes Fundraising Event (ACTION)

Tina Young, Kendra Luke and Sheila Cotruvo interviewed four charities in consideration for a designated charity for the Wine, Women and Shoes fundraising event. Attached to this report is a recommendation for the selection of the charity.



MEMORANDUM

TO: Robert B. Berggren, General Manager
FROM: Tina L. Young, Recreation Superintendent; Kendra Luke, SC Supervisor; Sheila Cotruvo, Fundraising Coordinator
DATE: August 13, 2013
RE: Wine Women & Shoes Fundraising Event – 3rd Party Benefactor Recommendation

The WW&S event chairs met with four local non-profits during the months of July and August. The goal was to learn more about their organization, the organization's mission as well as present the opportunity to be a 3rd party benefactor of the PHR&PD fundraising event, Wine Women & Shoes. The meetings/interviews with the non-profit groups were very beneficial in determining the best candidate to be our charity partner.

The four organizations we met with are listed below along with their mission statements:

1. Shelter Inc. – Their mission is to prevent homelessness & promote self-sufficiency among low income residents of Contra Costa County.
2. STAND! - STAND! For Families Free of Violence is a catalyst for breaking the multi-generational cycle of violence, promoting safe and strong relationships, and rebuilding lives.
3. Hospice of the East Bay - Hospice of the East Bay is committed to providing the hospice and palliative care services that support and comfort people and their loved ones through the final stages of life.
4. Monument Crisis Center - The Monument Crisis Center serves low income families and individuals in Contra Costa County through dynamic service programs focused on providing nutritious food, education, general assistance and referrals.

When determining who we felt would be the right non-profit to partner with on this event we looked at a number of factors including the agencies outreach, their ability to provide staff, board, volunteer and auxiliary support during the planning process as well as the success of their fundraising events. While STAND! and the Monument Crisis Center are extremely impressive organizations and provide vital services to Contra Costa County we felt their outreach was not as broad as Hospice of the East Bay and Shelter Inc. The committee narrowed the search to Hospice of the Easy Bay and Shelter Inc. The committee felt that Hospice of the East Bay and Shelter Inc. would be able to provide more staff, board and volunteer support.

The following were positive features of Shelter Inc.:

- Active Board of Directors
- Donor list of over 11,000
- Focuses on families and children. Last year served over 6,500 people of which over half were children.
- History of successful fundraising events including Hike for Shelter and a Golf Tournament (\$130,000)
- A large donor base from the Highway 680 corridor as well as service organizations they work closely with (NCL).
- Only 13% of revenue goes toward Administrative costs

It was a very difficult decision due to the great work each agency does and help they provide those in need; however for our first year of the WW&S event we recommend Hospice of the East Bay to be the 3rd party benefactor and receive 20% of the proceeds. Our recommendation was based on the following information on Hospice of the East Bay:

- The oldest non-profit hospice (35 years old)
- History of successful fundraising events including a Benefit Gala (raised \$180,000) and Tree of Lights programs (raised \$75,000)
- List of over 6,000 active donors.
- A very active and dedicated volunteer base from the Highway 680 corridor including a number of women's clubs who will volunteer during the planning process as well as on the day of the event.
- Provides services beyond Hospice such as a youth bereavement groups to work with grieving children and teens.
- Broad base of sponsorship opportunities.
- Will provide at least one staff member and one board member/volunteer to serve on the planning committee.

All agencies interviewed were strong on helping women, families and children and would be great for PHRPD to partner with in the future. All the organizations were excited about this event and we feel that we could work with any of the agencies; however for this event our recommendation is Hospice of the East Bay.



MEMORANDUM

TO: Board of Directors

FROM: General Manager

DATE: August 14, 2013

RE: Agenda Item #5 – August 22, 2013 Board Meeting

Updates on Bond Projects

- **Senior Center/Teen Center**
- **Community Center**
- **Pleasant Oaks Park**

Staff will give updates on the bond projects.



MEMORANDUM

TO: Board of Directors

FROM: General Manager

DATE: August 14, 2013

RE: Agenda Item #7 – August 22, 2013 Board Meeting

Consent Calendar (ACTION)

- a. To Approve Bills to be Paid**
- b. To Approve Minutes of June 7 and June 13, 2013**

<u>Check</u>	<u>Date</u>	<u>Vendor No</u>	<u>Vendor Name</u>	<u>Amount</u>	<u>Voucher</u>
18754	08/22/2013	AbeyArn	Abey-Arnold Associates	21,828.00	000000
18755	08/22/2013	AllWast	Allied Waste Services #210	1,140.25	000000
18756	08/22/2013	Altamont	Altamont Beer Works	210.00	000000
18757	08/22/2013	AmFidAs	American Fidelity Assurance	87.28	000000
18758	08/22/2013	Antai	Antai Solutions LLC	3,200.00	000000
18759	08/22/2013	ARC	ARC	66.04	000000
18760	08/22/2013	AshLum	Ashby Lumber Company, Inc.	99.23	000000
18761	08/22/2013	ATT3	ATT CALNET 2	345.28	000000
18762	08/22/2013	B&DTrail	B&D Trailer Sales	14.09	000000
18763	08/22/2013	CaliBan	California Bank of Commerce	24,918.14	000000
18764	08/22/2013	CCCAudit	Contra Costa County Auditor -C	3,261.91	000000
18765	08/22/2013	Cleansou	Cleansource	16.10	000000
18766	08/22/2013	CleVent	Clean Vent	1,145.00	000000
18767	08/22/2013	CoLock	County Lock & Key	441.19	000000
18768	08/22/2013	Compare	Compare Heating & AC	1,053.00	000000
18769	08/22/2013	CopySt	Copy Station	128.54	000000
18770	08/22/2013	CornMar	Mark Cornelius	3,420.00	000000
18771	08/22/2013	Critical	Critical Solutions, Inc	42,803.61	000000
18772	08/22/2013	Cyber	Cybercopy	106.52	000000
18773	08/22/2013	Dahlin	Dahlin Group	6,816.00	000000
18774	08/22/2013	DelDen	PBIA	4,069.40	000000
18775	08/22/2013	Denelect	Denalect Alarm Company	178.20	000000
18776	08/22/2013	DepJus3	Department Of Justice	64.00	000000
18777	08/22/2013	DesCon	Design Construction	1,731.57	000000
18778	08/22/2013	DevMtnur	Devil Mountain Wholesale Nurse	45.03	000000
18779	08/22/2013	DLFalk	DL Falk	473,444.59	000000
18780	08/22/2013	DurSch	Durham School Services	389.47	000000
18781	08/22/2013	EBMUD	East Bay Mud	2,430.42	000000
18782	08/22/2013	Ewing	Ewing Irrigation	566.60	000000
18783	08/22/2013	FAME	F.A.M.E. Music Center	72.00	000000
18784	08/22/2013	FarWest	Farwest Sanitation	2,311.05	000000
18785	08/22/2013	FedKink	Fedex Kinko's	418.76	000000
18786	08/22/2013	FranTx	Franchise Tax Board	442.55	000000
18787	08/22/2013	Furber	Furber Saw, Inc.	20.67	000000
18788	08/22/2013	Goodland	Goodland Landscape Constr Inc	361,317.72	000000
18789	08/22/2013	Grainger	Grainger	159.39	000000
18790	08/22/2013	Incred	Incrediflix, Inc.	960.00	000000
18791	08/22/2013	KaisFou	File #73029 Kaiser Foundation Health Plan	34,036.00	000000
18792	08/22/2013	KidzLove	Kidz Love Soccer Inc	798.60	000000
18793	08/22/2013	Legal S	Legal Shield	79.75	000000
18794	08/22/2013	Leslie	Leslie's Pool Supplies Inc.	20.06	000000
18795	08/22/2013	LincEqu	Lincoln Equipment, Inc.	1,323.93	000000
18796	08/22/2013	Matrisc	Matriscope Engineering Labs	1,993.68	000000
18797	08/22/2013	McInerne	McInerney & Dillon	1,776.64	000000
18798	08/22/2013	MDUSD2	MDUSD	114.00	000000
18799	08/22/2013	MobiMod	Mobile Modular Mngmnt Corp	189.88	000000
18800	08/22/2013	Navlet	Navlet's Inc.	97.64	000000
18801	08/22/2013	PERS	PERS	15,232.68	000000
18802	08/22/2013	PG&E	Pacific Gas & Electric Co	6,734.78	000000
18803	08/22/2013	PhCham	Pleasant Hill Chamber Of Comme	220.00	000000
18804	08/22/2013	PhCit	Pleasant Hill, City of	5,867.76	000000
18805	08/22/2013	PlayWel	Play-Well Tek/ Timothy Bowen	1,820.00	000000
18806	08/22/2013	PleaHill	Pleasant Hill Rec & Park Distr	137,733.59	000000
18807	08/22/2013	SanchezW	Walter C Sanchez	80.00	000000
18808	08/22/2013	Spanish	Spanish 4 Children	783.00	000000
18809	08/22/2013	USBank	U.S. Bank	4,865.58	000000

<u>Check</u>	<u>Date</u>	<u>Vendor No</u>	<u>Vendor Name</u>	<u>Amount</u>	<u>Voucher</u>
18810	08/22/2013	VSP	PBIA	61.80	000000
18811	08/22/2013	Xerox	Xerox Corporation	346.16	000000
18812	08/22/2013	YRC Frei	YRC Freight	390.00	000000

CHECK TOTAL: -----
\$1,174,287.13



**Board of Directors Meeting Minutes
June 7, 2013
DRAFT**

The June 7, 2013 Special Board Meeting of the Pleasant Hill Recreation & Park District Board of Directors was called to order by Board Chair Glover at 8:08 a.m. in the Conference Room at the Administration Office.

PLEDGE OF ALLEGIANCE

Board Chair Glover led the Pledge of Allegiance.

ROLL CALL

BOARD PRESENT: Glover, Sterrett, Bonato, Shess

ABSENT: Donaghu

STAFF PRESENT: Lischeske, Young, Blair, Miller, Luke, Bradley, Hunn, Hurtado, Riley

PUBLIC COMMENT

None

CONSIDERATION OF RESOLUTION 2013-06-07, APPROVING SALE OF DISTRICT PROPERTY AT 249 GREGORY LANE, PLEASANT HILL, CALIFORNIA AND AUTHORIZING BOARD CHAIR AND VICE-CHAIR TO SIGN NECESSARY DOCUMENTS (ACTION)

Recreation Superintendent Tina Young reported that all the paperwork has been finalized for the sale of the property in the amount of \$380,000.

Upon motion of Board Members Sterrett & Bonato, the Board approved resolution 2013-06-07, approving sale of District property at 249 Gregory Lane, Pleasant Hill, California in the amount of \$380,000.

DISCUSSION REGARDING AMENDED BUDGET FOR FISCAL YEAR 2012-2013 AND PRELIMINARY BUDGET FOR FISCAL YEAR 2013-2014

The Board of Directors and District staff discussed the amended budget for fiscal year 2012-2013, and the preliminary budget for fiscal year 2013-2014.

ADJOURNMENT

Board Chair Glover adjourned the meeting at 11:00 a.m.

Tina Young, Acting Clerk of the Board



Board of Directors Meeting Minutes
June 13, 2013
DRAFT

The June 13, 2013 Board Meeting of the Pleasant Hill Recreation & Park District Board of Directors was called to order by Board Chair Glover at 6:03 p.m. in the Conference Room at the Administration Office.

PLEDGE OF ALLEGIANCE

Board Chair Glover led the Pledge of Allegiance.

ROLL CALL

BOARD PRESENT: Glover, Donaghu, Bonato, Shess

ABSENT: Sterrett

STAFF PRESENT: Berggren, Lischeske, Blair, Bradley, Young

PUBLIC COMMENT

None

TO CONSIDER UTILIZING EAST BAY REGIONAL PARK DISTRICT WW FUNDS FOR COMMUNITY CENTER PROJECT (ACTION)

This item had been tabled from the May 23, 2013 Board of Directors Meeting for clarification and information about the East Bay Regional Park District grant application process. Accounting Supervisor Mark Blair was present. He reported that due to EBRPD's time frame, the District would need to apply for the WW funds to be used for the Community Center project. He commented that the Pleasant Oaks Park project would be completed prior to the next application period and EBRPD does not fund projects that are already completed.

The General Manager stated that the Board has already approved \$700,000 from the WW funds of \$1,203,985 for the Community Center project. This leaves a balance of \$503,985 which he is recommending the Board approve to apply for from EBRPD for the Community Center project.

Board Member Bonato commented that she would like to see how the Pleasant Oaks Park project is progressing before allocating all the remaining funds to the Community Center project. Bonato felt that the Board is being asked to make a decision before it is really necessary. Board Member Shess asked why the funds needed to be applied for now. The General Manager explained that the funds are needed now for the project to be completed. The Board discussed the option of approving applying for \$400,000 tonight and waiting to apply for the remaining \$103,985 to see if it is needed for the Pleasant Oaks Park project.

Upon motion of Board Members Bonato & Shess, the Board approved to request \$400,000 from East Bay Regional Park District WW funds to be allocated to the Community Center project.

TO CONSIDER COST OF PARKING LOT PAVING AT THE COMMUNITY CENTER AND SENIOR CENTER (ACTION)

The General Manager distributed updated information regarding this item. He stated that the District was fortunate to be able to participate as an alternate on the City of Pleasant Hill's street paving bid contract.

The General Manager first reviewed information regarding the Community Center paving project. He reported that the City will now be using the second bidder as the first one was rejected. He commented that this will be a two phase process and each phase will be bid separately. The General Manager is recommending to accept the City's alternate bid in the amount of \$81,005 for the Community Center parking lot.

Board Member Bonato asked if Land & Facilities funds should be considered for this project. She wondered if there is a way to fund the project without using the Community Center project budget. She would like to look into using the District's reserves.

The General Manager went on to report on the Senior Center paving project. He stated that the pricing for this project is significantly lower than the first figure given to the Board. The total for the Senior Center paving project will be \$10,406.

The total for paving both sites will be \$91,411.25. The General Manager is recommending the District pay the City \$85,811.25, and American Asphalt \$5,600.

Upon motion of Board Members Donaghu & Shess, the majority of the Board approved the paving at the Community Center and the Senior Center in the amount of \$91,411.25 of which \$85,811.25 would be paid to the City of Pleasant Hill and \$5600 paid directly to American Asphalt.

UPDATES ON BOND PROJECTS

The General Manager made the following comments:

SENIOR CENTER/TEEN CENTER

- He distributed the acoustic report. Board Member Donaghu asked how it was working. The General Manager stated that staff is reporting it is working very well.
- He distributed the final information on the sale of the "Little House" property. Board Member Bonato asked where the funds from the sale have been placed. Accounting Supervisor Blair stated that they are currently in the County account. Bonato would like to place on a future agenda where the \$350,000 from the property sale can be used.

COMMUNITY CENTER

- The General Manager distributed an update on the change orders. Most have been taken care of with the exception of the wooden joist which is still an issue.
- Board Member Shess asked how the new manager from CSI is working out. The General Manager commented that he is working out very well. Shess asked when the joist issue would be resolved. The General Manager commented that it should be soon as the meet and confer has already taken place. Board Member Bonato asked how the meet and confer went; the General Manager said that both sides are still in disagreement. Bonato would like to see mediation on this issue.
- Recreation Superintendent Tina Young announced that the District has been approached by a group to be part of a major fundraising opportunity that would be held at the Community Center. The Board would like more information regarding the event, and would like to have this as an agenda item on the next agenda.

Board Chair Glover started the regular meeting at 7:10 p.m.

PUBLIC COMMENT

None

EX-OFFICIO MEMBER REPORT, GENESIS CASSIDY – COLLEGE PARK HIGH SCHOOL

Ex-Officio Cassidy was not present to give a report.

PRESENTATION BY GRANICUS INC. ON AGENDA MANAGEMENT SYSTEMS

Ramkuma Annasami, a representative with Granicus Inc., an agenda management company, was present to provide a power point presentation showing what paperless meeting packages Granicus could offer to the District.

CONSENT CALENDAR (ACTION)

- a. **TO APPROVE BILLS TO BE PAID**
- b. **TO APPROVE MINUTES OF MARCH 14, 2013**

Upon motion of Board Members Donaghu & Bonato, the Board approved the Consent Calendar with changes to the minutes.

TO CONSIDER POOL CHEMICAL BIDS (ACTION)

The General Manager reviewed the memo from Aquatics Supervisor Korey Riley regarding the bid results for the pool chemicals. The General Manager explained that for fiscal year 2013-2014 the District joined the Bay Area Chemical Consortium (BACC) chlorine bid. He stated that the BACC solicited bids in the spring, and has recommended Univar USA, Inc. as the lowest responsive bidder for deliveries beginning July 1, 2013. The District's chlorine pricing for fiscal year 2013-2014 through the BACC will be \$0.5102/gallon.

The Board commended Riley for getting the best pricing possible for the chemicals.

Upon motion of Board Members Donaghu & Bonato, the Board approved the pool chemical bid from Univar USA, Inc.

Board Member Donaghu excused himself at 8:33 p.m.

BUDGET AND FINANCE COMMITTEE REPORT

- a. **TO CONSIDER RESOLUTION 2013-06-13A, AMENDING FISCAL YEAR 2012-13 (ACTION)**
- b. **TO CONSIDER RESOLUTION 2013-06-13B, PRELIMINARY BUDGET FOR FISCAL YEAR 2013-14 (ACTION)**

a. Upon motion of Board Members Bonato & Shess, the Board approved resolution 2013-06-13A amending fiscal year 2012-13 budget.

b. Board Member Bonato reported that on June 7, 2013 the Board held a study session to discuss the preliminary budget for fiscal year 2013-14. Bonato commented that she would like

Accounting Supervisor Blair to give the Board a report on the process for making adjustments to the budget.

Bonato commented that she did not want the budget committee to get ahead of the Strategic Planning Group, but she would like to see some refining of the budget to show more accurate numbers in each department. She will be sending Blair the list of items proposed by the budget committee so that he may review the items with the Board at a future meeting.

Upon motion of Board Members Bonato & Shess, the Board approved resolution 2013-06-13B, preliminary budget for fiscal year 2013-14.

TO CONSIDER RESOLUTION 2013-06-13C, APPROVING THE FORM AND AUTHORIZING AND DIRECTING THE EXECUTION OF CERTAIN LEASE FINANCING DOCUMENTS RELATING TO THE REFUNDING OF THE DISTRICT'S 1997 CERTIFICATES OF PARTICIPATION AND THE REFUNDING OF THE DISTRICT'S 1999 CERTIFICATES OF PARTICIPATION AND APPROVING THE FORM AND AUTHORIZING THE DISTRIBUTION OF A PRELIMINARY OFFICIAL STATEMENT, ALL IN CONNECTION WITH THE OFFERING AND SALE OF CERTIFICATES OF PARTICIPATION RELATING THERETO, AND AUTHORIZING AND DIRECTING CERTAIN ACTIONS WITH RESPECT THERETO (ACTION)

Rick Brandis and Jeff Land from Brandis Tallman LLC had reported at a previous meeting that timing is right for the District to refinance the 1997 and 1999 Certificates of Participation. The Board will need to approve a resolution before Brandis Tallman LLC can move forward with the refinancing. Jeff Land was present. He reported that there had been a credit meeting last week with Recreation Superintendent Tina Young, and Accounting Supervisor Mark Blair. He commented that he was very pleased with how the meeting went, and he is expecting a report with the new credit rating by Monday. Rick Brandis was also present; he reported that after the credit rating comes in the Bond Insurance will look at the rating to determine the pricing schedule. Based on these factors Brandis is anticipating going to market for refinancing the week of July 9th.

Board Member Bonato asked if the Board should be concerned about interest rates increasing. Brandis and Land both felt the market will not move enough in the next couple of months to make an impact on the refinancing.

Upon motion of Board Members Donaghu & Bonato, the Board approved resolution 2013-06-13c, approving the form and authorizing and directing the execution of certain lease financing documents relating to the refunding of the District's 1997 certificates of participation and the refunding of the District's 1999 certificates of participation and approving the form and authorizing the distribution of a preliminary official statement, all in connection with the offering and sale of certificates of participation relating thereto, and authorizing and directing certain actions with respect thereto.

BOARD ANNOUNCEMENTS AND REQUESTS TO STAFF

Bonato made the following announcements/questions:

- She attended the Relay for Life. She walked with Rupert Perera who she really enjoyed meeting.
- She would like to see an agenda item on the next agenda discussing the proceeds of the sale of the "Little House" property.
- She asked on the status of the grant in the amount of \$204,000 for the Pleasant Oaks Park project. The General Manager stated that the grant has been submitted.
- She would like the facility rental fees to come back to the Board for more discussion.

Shess made the following announcements/questions:

- He commended the staff who participated in the Relay for Life.

STAFF ANNOUNCEMENTS

The General Manager made the following announcements:

- He shared a nice note from Board Member Sterrett thanking the Board and District staff for all their support during her recovery.
- He shared the CSDA newsletter that had information on the new Ted Winslow safety award.
- He commented that Norm Vanhole from the Bond Oversight Committee has asked for a joint meeting with the Board and the Oversight Committee. Board Chair Glover commented that he would like to see an agenda of what the meeting might entail.
- The CSDA Board elections are coming up. The General Manager will be voting for Sherry Sterrett.

ADJOURNMENT

Board Chair Glover adjourned the meeting at 9:07 p.m.

Robert B. Berggren, Clerk of the Board



MEMORANDUM

TO: Board of Directors

FROM: General Manager

DATE: August 14, 2013

RE: Agenda Item #8 – August 22, 2013 Board Meeting

Report from the Fourth of July Commission

Fourth of July Commission Representative Allen Vinson will be on hand to give a report on this year's Fourth of July activities.



MEMORANDUM

TO: Board of Directors

FROM: General Manager

DATE: August 14, 2013

RE: Agenda Item #9 – August 22, 2013 Board Meeting

To Consider Future Meetings Regarding Fiscal Year 2013-14 Budget (ACTION)

The Chair of the Budget Committee Sandy Bonato requested to have study sessions regarding the fiscal year 2013-14 budget. Attached are some of the items for discussion. This item was placed on the agenda because the Board will need to calendar these special meetings and figure out times and who shall be attending from staff as well. This was placed as an action item in order to decide on the number of meetings.

GOALS OF BUDGET SUMMIT
Pleasant Hill Recreation and Park District Board and Staff

Contemplated for Series of Study Sessions
September/October 2013

Subsidization of programs

Salary/benefits comparisons

Salary adjustments for identified positions

Filling positions

Marketing/program development position

Marketing needs

Park maintenance

Facilities maintenance

Actual cost of using facilities / rental fees / program pricing

Revenue enhancement

Relationships and partnerships

Governmental relationships

Grants

ERAF adjustment

Building reserves

Funding OWG goals for success



MEMORANDUM

TO: Board of Directors

FROM: General Manager

DATE: August 14, 2013

RE: Agenda Item #10 – August 22, 2013 Board Meeting

Report on Strategic Business Plan Committee

This Strategic Business Plan Committee has continued to meet throughout the summer. Enclosed in the board packet are the recent minutes and actions taken by the strategic business plan committee.

**Pleasant Hill Recreation & Park District
Strategic Business Plan
August 15, 2013
Agenda
11:00 AM**

Board Members: Sandy Bonato, Zac Shess

Facilitator: Korey Riley

Staff Members: Tina Young, Mark Blair, Carrie Miller, Tom Bradley, Kendra Luke

Minutes: Mark Blair

1. Review of Minutes from August 1, 2013
2. Review and Prioritization of Management Goals
3. Update on Immediate Action Goals & Recreation Service Goals

Next Meeting: September 5, 2013, 11am

**Pleasant Hill Recreation & Park District
Strategic Business Plan
Meeting Minutes: August 1, 2013**

Members Present: Bradley (TB), Riley (KR), Blair (MB), Young (TY), Miller (CM), Luke(KL) Bonato (SB), Shess (ZS)

- Approved minutes as distributed from June 20, 2013 meeting.

Update Immediate Action Goals:

- **MCE and Valley Crest Analysis :**
 - TB: MCE and Valley Crest have now been interviewed. Have not gotten bids from either of them yet. Will want to compare the 2 bids.
- **Marketing Plan :**
 - TY and ZS: We will meet with Jen Thoits, new Marketing Specialist to get more in depth with the Marketing Plan.
- **Re-Fi of 1997 & 1999 COP's:**
 - MB: Announced it is completed.

Assignment Recreation Service Goals:

We assigned sub committees to work on the following goals

#1 Consolidated bullets- (SB, TB and TY)

Evaluate opportunities for developing partnerships with businesses and non-profit organizations that utilize District space to provide new and unique services to the general public. Partnerships to be targeted in the next 24 months would include but are not limited to:

- Investigating partnerships with health care providers & non-profit organizations to create/host programs to reduce obesity and improve health and fitness
- Exploring corporate naming/sponsorships to help alleviate costs of installing new pathways at PH Park
- Reaching out to these groups for renting District space for company picnics, help with group park improvement days, development of special events to support local businesses

#2 Goal – (MB, CM and KR)

Develop recreation management policies and evaluation criteria including:

- a. Establish targeted cost recovery expectations for all programming (i.e. based on the derived benefit being determined to range from a mostly community benefit to a mostly individual benefit). **KR will distribute this sections results to OWG to review**
- b. Establish review processes that generate quantifiable measurement results for all programming activities (e.g. utilizing enrollment numbers, revenue generation and community/individual benefit considerations).
- c. Utilize the review results to expand programs that meet or exceed expectations and eliminate programming that fails to meet minimum expectations.

Consolidated Goal for #3 and #5 (ZS, KL and Jen Thoits- JT)

Increase net income by 10% in revenue generating programs & facility/park rentals and 3% in subsidized/supported programs in the 1st year by:

- Create an evaluation system to track the success of the marketing efforts for specific District programs and facility and park rentals
- Increase customer base by expanding marketing efforts to include, but not limited to the production of new, creative marketing mediums, additional print material, and web and media exposure
- Evaluate the program/activity “winners” and increase the fees charged and explore ways to expand the programs
- Increase Community outreach and collaboration with Diablo Valley area businesses and organizations to solicit participation in District programs and recruit new instructors, partners and sponsors
- Evaluate facility/park rental numbers and determine opportunities for expansion

Review and Prioritization of Management Goals:

We ran out of time to discuss this item, so all members are to submit their prioritization of the management goals to Korey and she will bring back to the next meeting for discussion.

- Next Meeting: Wednesday, August 15, 2013 at 11:00am

	Target Cost Recovery	Programs
5 Mostly Individual Benefit	175%+	All Private Rentals (facility/building, parks, picnics, pools, bocce kits.....) Enrichment Classes for All Ages (music, art, dog training....) Life Services Classes (retirement planning, wills & trusts.....) All Concessions/Vending Tiny Tot Morning Care All Private Instruction Sports Leagues Air & Sea Trips 18+ Day Trips
4 Considerable Individual Benefit	150%	Adult Sports/Dance/Health/Fitness (including hypnotherapy) Enrichment Camps (under 20 hours/week) Swim Clinics (SSC, PST, TTC, Mini Dolphins) Senior Programs, Events & Club Activities Specialized Events (Literary Women.....) Day Trips (enrichment: theatre, casinos) Non Profit Facility Rental Swim Team (Dolphins, Fall Swim) Water Polo 50+ Enrichment Classes Ed 2 Go
3 Balanced Community/Individual Benefit	100%	18 & under Sports/Dance/Health/Fitness 50+ Day Trips (educational: museums) Lifeguarding, Junior Lifeguard, WSI Daycare Camps (20+ hours/week) Teen Afterschool Program Parent Tot Preschool Prep Babysitting Training Priority Preschool Kid Stop
2 Considerable Community Benefit	35%	Senior Services (Blood Pressure Screening, Care Manager) District Program Facility Use/Rentals (Fri-Sun) Community Events (Egg Hunt, 4 th of July) 50+ Health/Fitness/Dance Classes Field/Court Maintenance CPR/First Aid Classes Group Swim Lessons What's Your Game Self-Defense CIT
1 Mostly Community Benefit	0%	Senior Learning Seminars (driver safety, get to know your gadget) District Program Facility Use/Rentals (Mon-Thurs) Recreation/Public Swim Park Maintenance

Need Better definition of Specialized Events vs. Community Events

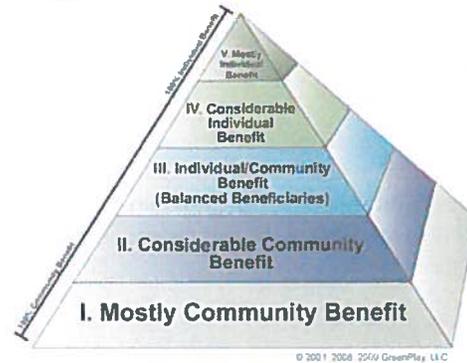
THE PYRAMID METHODOLOGY: COST RECOVERY AND SUBSIDY ALLOCATION PHILOSOPHY

The creation of a cost recovery and subsidy allocation philosophy and policy is a key component to maintaining an agency's financial control, equitably pricing offerings, and helping to identify core services including programs and facilities.

Critical to this philosophical undertaking is the support and buy-in of elected officials and advisory boards, staff, and ultimately, citizens. Whether or not significant changes are called for, the organization should be certain that it philosophically aligns with its constituents. The development of a financial resource allocation philosophy and policy is built upon a very logical foundation, based upon the theory that those who benefit from parks and recreation services ultimately pay for services.



The Pyramid Methodology



The development of a financial resource allocation philosophy can be separated into the following steps:

Step 1 – Building on Your Organization's Values, Vision, and Mission

The premise of this process is to align agency services with organizational values, vision, and mission. It is important that organizational values are reflected in the vision and mission. Oftentimes, mission statements are a starting point and further work needs to occur to create a more detailed common understanding of the interpretation of the mission and a vision for the future. This is accomplished by engaging staff and community members in a discussion about a variety of Filters.

Step 2 – Understanding the Pyramid Methodology, the Benefits Filter, and Secondary Filters

Filters are a series of continuums covering different ways of viewing service provision. **Filters** influence the final positioning of services as they relate to each other and are summarized below. The **Benefits Filter**, however; forms the **foundation** of the **Pyramid Model** and is used in this discussion to illustrate a cost recovery philosophy and policies for parks and recreation organizations.

Filter	Definition
Benefit	Who receives the benefit of the service? (Skill development, education, physical health, mental health, safety)
Access/Type of Service	Is the service available to everyone equally? Is participation or eligibility restricted by diversity factors (i.e., age, ability, skill, financial)?
Organizational Responsibility	Is it the organization's responsibility or obligation to provide the service based upon mission, legal mandate, or other obligation or requirement?
Historical Expectations	What have we always done that we cannot change?
Anticipated Impacts	What is the anticipated impact of the service on existing resources? On other users? On the environment? What is the anticipated impact of not providing the service?
Social Value	What is the perceived social value of the service by constituents, city staff and leadership, and policy makers? Is it a community builder?

THE BENEFITS FILTER

The principal foundation of the Pyramid is the **Benefits Filter**. Conceptually, the base level of the pyramid represents the mainstay of a public parks and recreation system. Services appropriate to higher levels of the pyramid should only be offered when the preceding levels below are comprehensive enough to provide a foundation for the next level. This foundation and upward progression is intended to represent public parks and recreation's core mission, while also reflecting the growth and maturity of an organization as it enhances its service offerings.

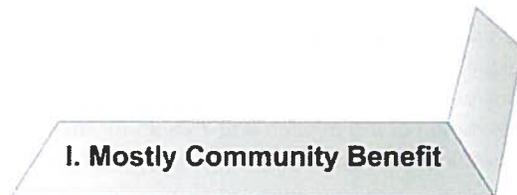
It is often easier to integrate the values of the organization with its mission if they can be visualized. An ideal philosophical model for this purpose is the pyramid. In addition to a physical structure, *pyramid* is defined by Webster's Dictionary as "an immaterial structure built on a broad supporting base and narrowing gradually to an apex." Parks and recreation programs are built with a broad supporting base of core services, enhanced with more specialized services as resources allow. Envision a pyramid sectioned horizontally into five levels.

MOSTLY COMMUNITY Benefit

The foundational level of the Pyramid is the largest, and includes those services including programs and facilities which **MOSTLY** benefit the **COMMUNITY** as a whole. These services may increase property values, provide safety, address social needs, and enhance quality of life for residents. The community generally pays for these basic services via tax support. These services are generally offered to residents at a minimal charge or with no fee. A large percentage of the agency's tax support would fund this level of the Pyramid.

Examples of these services could include: the existence of the community parks and recreation system; the ability for youngsters to visit facilities on an informal basis; low-income or scholarship programs; park and facility planning and design; park maintenance; or others.

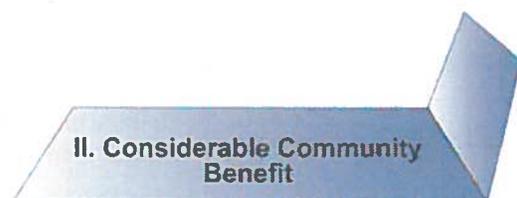
NOTE: All examples above are generic – individual agencies vary in their determination of which services belong in the foundation level of the Pyramid based upon agency values, vision, mission, demographics, goals, etc.



CONSIDERABLE COMMUNITY Benefit

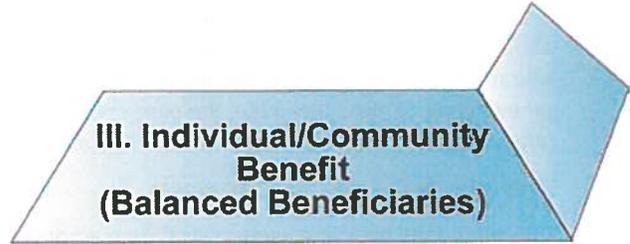
The second and smaller level of the Pyramid represents services which promote individual physical and mental well-being, and may begin to provide skill development. They are generally traditionally expected services and/or beginner instructional levels. These services are typically assigned fees based upon a specified percentage of direct (and may also include indirect) costs. These costs are partially offset by both a tax subsidy to account for **CONSIDERABLE COMMUNITY** benefit and participant fees to account for the **Individual** benefit received from the service.

Examples of these services could include: the capacity for teens and adults to visit facilities on an informal basis; ranger led interpretive programs; beginning level instructional programs and classes; etc.



BALANCED INDIVIDUAL/COMMUNITY Benefit

The third and even smaller level of the Pyramid represents services that promote individual physical and mental well-being, and provide an intermediate level of skill development. This level provides balanced **INDIVIDUAL** and **COMMUNITY** benefit and should be priced accordingly. The individual fee is set to recover a higher percentage of cost than those services that fall within lower Pyramid levels.



Examples of these services could include: summer recreational day camp; summer sports leagues; year-round swim team; etc.

CONSIDERABLE INDIVIDUAL Benefit

The fourth and still smaller Pyramid level represents specialized services generally for specific groups, and those which may have a competitive focus. Services in this level may be priced to recover full cost, including all direct and indirect expenses.



Examples of these services could include: specialty classes; golf; and outdoor adventure programs

MOSTLY INDIVIDUAL Benefit

At the top of the Pyramid, the fifth and smallest level represents services which have profit center potential, may be in an enterprise fund, may be in the same market space as the private sector, or may fall outside the core mission of the agency. In this level, services should be priced to recover full cost in addition to a designated profit percentage



Examples of these activities could include: elite diving teams; golf lessons; foc rentals; and other facility rentals such as for weddings or other services.

Step 3 – Developing the Organization’s Categories of Service

In order to avoid trying to determine cost recovery or subsidy allocation levels for each individual agency service including every program, facility or property, it is advantageous to categorize agency services into like categories. This step also includes the development of category definitions that detail and define each category; and service inventory “checks and balance” to insure that all agency services belong within a developed category. Examples of Categories of Service could include: Beginner instructional classes; Special events; and Concessions/Vending.

Step 4 – Sorting the Categories of Service onto the Pyramid

It is critical that this sorting step be done with staff, governing body and citizen representatives involved. This is where ownership is created for the philosophy, while participants discover the current and possibly varied operating histories, cultures, and organizational values, vision and mission. It is the time to develop consensus and get everyone on the same page, the page that is written together. Remember, this effort must reflect the community and must align with the thinking of policy makers.

Sample Policy Development Language:

XXX community brought together staff from across the department, agency leadership, and citizens to sort existing programs into each level of the Pyramid. The process was facilitated by an objective and impartial facilitator in order to hear all viewpoints. It generated discussion and debate as participants discovered what different people had to say about serving culturally and economically varied segments of the community; about historic versus active-use parks; about the importance of adult versus youth versus senior activities; and other philosophical and values-based discussions. This process gets at both the “what” and “why” with the intention of identifying common ground and consensus.

Step 5 – Determining (or Confirming) Current Subsidy/Cost Recovery Levels

This step establishes the expectation that the agency will confirm or determine current cost recovery and subsidy allocation levels by service area. This will include consideration of revenues sources and services costs or expenses. Typically, staff may not be cost accounting consistently, and these inconsistencies will become apparent. Results of this step will identify whether staff members know what it costs to provide services to the community; whether staff have the capacity or resources necessary to account for and track costs; Whether accurate cost recovery levels can be identified; and whether cost centers or general ledger line items align with how the agency may want to track these costs in the future.

Step 6 – Defining Direct and Indirect Costs

The definition of direct and indirect costs can vary from agency to agency. What’s important is that all costs associated with directly running a program or providing a service are identified and consistently applied across the system. Direct costs typically include all the specific, identifiable expenses (fixed and variable) associated with providing a service. These expenses would not exist without the service and may be variable costs. Defining direct costs, along with examples and relative formulas is necessary during this step.

Indirect costs typically encompass overhead (fixed and variable) including the administrative costs of the agency. These costs would exist without any specific service but may also be attributed to a specific agency operation (in which case they are direct expenses of that operation). If desired, all or a portion of indirect costs can be allocated, in which case they become a direct cost allocation.

Step 7 – Establishing Cost Recovery/Subsidy Goals

Subsidy and cost recovery are complementary. If a program is subsidized at 75%, it has a 25% cost recovery, and vice-versa. It is more powerful to work through this exercise thinking about where the tax subsidy is used rather than what is the cost recovery. When it is complete, you can reverse thinking to articulate the cost recovery philosophy, as necessary.

The overall subsidy/cost recovery level is comprised of the average of everything in all of the levels together as a whole. This step identifies what the current subsidy level is for the programs sorted into each level. There may be quite a range within each level, and some programs could overlap with other levels of the pyramid. This will be rectified in the final steps.

This step must reflect your community and must align with the thinking of policy makers regarding the broad picture financial goals and objectives.

Examples

Categories in the bottom level of the Pyramid may be completely or mostly subsidized, with the agency having established limited cost recovery to convey the value of the experience to the user. An established 90-100% subsidy articulates the significant community benefit resulting from these categories.

The top level of the Pyramid may range from 0% subsidy to 50% excess revenues above all costs, or more. Or, the agency may not have any Categories of Service in the top level.

Step 8 – Understanding and Preparing for Influential Factors and Considerations

Inherent to sorting programs onto the Pyramid model using the Benefits and other filters is the realization that other factors come into play. This can result in decisions to place services in other levels than might first be thought. These factors also follow a continuum; however, do not necessarily follow the five levels like the Benefits Filter. In other words, a specific continuum may fall completely within the first two levels of the Pyramid. These factors can aid in determining core versus ancillary services. These factors represent a layering effect and should be used to make adjustments to an initial placement on the Pyramid.

THE COMMITMENT FACTOR: What is the intensity of the program, what is the commitment of the participant?



THE TRENDS FACTOR: Is the program or service tried and true, or is it a fad?



THE POLITICAL FILTER: What is out of our control?

This filter does not operate on a continuum, but is a reality, and will dictate from time to time where certain programs fit in the pyramid

THE MARKETING FACTOR: What is the effect of the program in attracting customers?



THE RELATIVE COST TO PROVIDE FACTOR: What is the cost per participant?



THE ECONOMIC CONDITIONS FACTOR: What are the financial realities of the community?



FINANCIAL GOALS FACTOR: Are we targeting a financial goal such as increasing sustainability, decreasing subsidy reliance?



Step 9 – Implementation

Across the country, ranges in overall cost recovery levels can vary from less than 10% to over 100%. The agency sets their goals based upon values, vision, mission, stakeholder input, funding, and/or other criteria. This process may have been completed to determine present cost recovery levels, or, the agency may have needed to increase cost recovery levels in order to meet budget targets. Sometimes, simply implementing a policy to develop equity is enough without a concerted effort to increase revenues. Upon completion of steps 1-8, the agency is positioned to illustrate and articulate where it has been and where it is heading from a financial perspective.

Step 10 – Evaluation

The results of this process may be used to:

- articulate and illustrate a comprehensive cost recovery and subsidy allocation philosophy
- train staff at all levels as to why and how things are priced the way they are
- shift subsidy to where it is most appropriately needed
- benchmark future financial performance
- enhance financial sustainability
- recommend service reductions to meet budget subsidy targets, or show how revenues can be increased as an alternative
- justifiably price new services

This Cost Recovery/Subsidy Allocation Philosophy: The Pyramid Methodology Outline is provided by:



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Public Consensus Cost Recovery Pyramid 2011





MEMORANDUM

TO: Board of Directors

FROM: General Manager

DATE: August 14, 2013

RE: Agenda Item #11 – August 22, 2013 Board Meeting

Report on AT&T Wireless Facility Adjacent to Paso Nogal Park

The Architectural Review Commission on August 15 had a study session regarding the AT&T Wireless Facility adjacent to Paso Nogal Park. Recreation Supervisor Lance Hurtado attended the meeting and will give the Board of Directors and update on the Architectural Review Commission meeting.