

**Silverado Modjeska Recreation and Parks District
Strategic Planning Workshop
April 3, 2004 9:00 a.m.
Silverado Community Center**

Attendees:

Robert Hunt – President
Deborah Johnson – Vice-President
Linda May – Director
Mike Boeck – Treasurer
Mark Levy – Secretary

MISSION STATEMENT

After a lengthy discussion, the Board proposed its mission as, **“To promote health and well being through programs and activities that protect, preserve and enrich the canyons’ unique pastoral way of life and heritage.”**

VISION PLANNING

Unique Qualities

To the Board, unique qualities of Silverado and Modjeska canyon life included:

- Last corner of rural Orange County
- Large amounts of open space
- Unique character
- Eclectic community
- Strong willed and independent people
- Individualists living in solidarity
- Autonomous community
- Unique personality
- Disdain for governance
- Lack of visibility

Future Vision

On a short survey ranking the importance of current issues, fixing the community centers came first. The lower the score, the higher the importance.

Improve existing community centers	1
Increase Park Board visibility in the community	2
Increase number of community members working with the Board	2
Become more involved in LAFCO and similar groups	4
Establish and publicize trail systems	5

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The Board feels that providing recreation opportunities should be its primary objective.

Add more recreation opportunities	Very high level of importance
Become more involved in environmental protection	High importance

Using the survey as a springboard for discussion, the members presented a five year, ten year and twenty-five year vision for the Park District and Board.

Five Years

PARK BOARD VISION	CATEGORY
Renovated community centers	Infrastructure
Two full-time employees	Infrastructure
Self-sustaining recreation programs	Infrastructure
Office space for staff	Infrastructure
More community members involved	Infrastructure & Community
Private and public partnerships	Infrastructure & Community & Money
Children's Center operating independently	Children's Center
Riviera/gateway	Open space issues
Map of trails/trails	Open space issues
Acquire more open space	Open space issues
Defeat urbanization	Open space issues
Town Hall meetings	Community
More grants	Money
County \$--revenue re-capture	Money
In existence as a district	Money
Tax increases	Money

Ten Years

PARK BOARD VISION	CATEGORY
Pool	Space Issues
Silverado Canyon trail	Space Issues
Utility easements	Space Issues
Continue as open space district	Space Issue
Children's Center operate independently	Children's Center
Fully funded recreation programs	Money
In existence as a district	Money

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PARK BOARD VISION	CATEGORY
Ownership of equipment and vehicles	Money
Co-host town hall meetings	Community

Twenty-Five Years

PARK BOARD VISION	CATEGORY
Few community changes	Community
Expand district boundaries	Community

For the majority of Board members, an infrastructure allowing the Board to perform more effectively was the top priority.

PERSONNEL

The Board generally believes that re-vitalizing the committee structure and directing most of its work through committees could help improve efficiency and effectiveness.

Recommendations:

Development of committee responsibilities may be a helpful process. Members should review existing documents describing specific committee responsibilities. If the role of committees is increased, it is imperative that proper channels of communication operate between the Board and the committees. It is also important that the committees realize they are performing tasks as directed by the Board. Another challenge is the limited number of Board and community members to serve on committees.

Suggested Next Steps:

1. Review the existing committee structure and determine if it is appropriate.
2. Prepare a document describing committee responsibilities.
3. Review existing committee memberships and determine if appropriate.
4. Establish regular committee meeting schedules.
5. Try to conduct as much routine business as possible during committee meetings.
6. Set up a system of preparing committee reports for Board review.
7. Consider replacing the second Board meeting of the month with committee meetings.

FINANCIAL GOALS

Clearly the Board needs to improve relationships with county financial staff and to re-capture diverted tax revenues. The District is drawing out of its reserves to cover operating costs. But approximately \$250,000 in grant money is available to it. Once the grants have been secured, the District should take a closer look at its financial situation and prepare a long-term strategy for financial sustainability. Given the status of the East Orange development and the possible loss of those property tax revenues, it is critically important that the District at a minimum, seek appropriate compensation if the property is annexed to Orange.

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Suggested Next Steps:

FINANCIAL ISSUE	ACTION	WHOM TO PERFORM
1. Hire and train a bookkeeper		
2. Review and revise accounts payable process. Also: a. get credit card b. open petty cash account c. use checking account to pay immediate bills (deposits include rent receipts, recreation receipts, etc.)		
3. Follow up Silverado Ranch arbitration.		
3. Investigate tax revenue issues.		
4. Prepare a financial analysis of recreation program.		
5. Prepare financial analysis of rent receipts.		
6. Consider options for increasing revenues.		
7. Write Annual Report at end of fiscal year		

RECREATION PROGRAM

Director Levy presented the new brochure for the next quarter. He described partnerships formed to offer programs (Tucker Sanctuary, Children’s Center, Nature Conservancy), revenue sharing arrangements, etc. More canyon specific activities were discussed. The need for quarterly reports on the effectiveness of the programs and costs was discussed.

The following suggestions were made:

Increase number of partnerships for programming
Promote open space
Increase mailing
Provide registration form on website
Provide regular updates on website
E-mail address return system
Promote programming that highlights the unique qualities of the canyon

To be effective, the recreation program needs administrative support. It’s not clear if the community will be able to financially sustain an on-going recreation program with its limited

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number of residents. Members speculated that the program may evolve into a series of special events built around the canyons' unique way of life, such as wildflower hikes in spring.

FACILITY USE

The Board needs better financial reports on facility rentals, deposit returns, etc. This is particularly true with respect to the dance school. A protocol for checking facilities following an event and charges for additional cleaning following events should be established.

**FACILITY IMPROVEMENTS & RENOVATION CONSIDERATIONS
“WISH LIST”**

IMPROVEMENT	LOCATION (MODJESKA &/OR SILVERADO)
Lockers	M & S
Bathrooms - improvements and general maintenance	M & S
Working kitchens at community centers	M & S
Dance class facility improvement/consideration	M & S
Multi purpose flooring options	M & S
Office space at both community centers	M & S
Move furniture from Silverado	M
Clean out sheds, repair, build additional	M & S
Hire professional people to do drawings, plans & designs for renovations	M & S
Parking issues at Community Center	M
Expand size of community center	M
Shared use for programming when feasible	
Exterior improvements “curb appeal”	M & S
Fencing repairs and consideration for front	M
Windows	M
Landscaping	M & S
Clean up back of property	S
Table and chair storage	M & S
Equipment storage	M & S
Exterior lighting	M & S
Heating maintenance and repairs	M & S
Electrical maintenance and repairs	M & S
Plumbing maintenance and repairs	M & S
Termites maintenance and repairs	M & S
Tennis courts	M & S

The above renovations will be organized into projects for grant funding. The grant administrator will be responsible for designing the projects, seeking estimates and bids, etc. The Board made

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the Modjeska Community Center a priority over the Silverado Center, although members realized that the Silverado building might have to be renovated first, so the dance school would have a facility while Modjeska was being worked on.

TRAIL SYSTEM

Current trail activities include drawing up a master plan and maps, as well as a written description. Board discussion centered on the development of partnerships, docent programs, increasing public access to trails, providing trail maps, truck trail locations and property issues, trail easements and parking areas. The Board indicated the importance of creating safe walking paths in the Riviera. Members discussed the need to feature different truck trail hikes during each quarter of the recreation program so people can learn where they are and what they're like.

CHILDREN'S CENTER

The Children's Center needs the following improvements: swing set, better general maintenance and cleanliness issues. Financial issues are also a recurring concern. These include: how to fund facility improvements, child care rates; available grant funds, and a master plan addressing sustainability. The Board supports pursuing accreditation. The director has been asked to submit job descriptions and a schedule of staff benefits for the Board to approve.

The Board agreed to re-evaluate the Children's Center attendance, budget, programs, sustainability, etc. in January 2005. The ad hoc committee will continue to work closely with the center's director to improve in these areas.

SUMMARY

Important issues that emerged from the meeting included:

1. The need to work through committees to get things done,
2. Renovating the community centers is a top priority, with the Modjeska Community Center first on the list.
3. The Riviera could become the District focus point. At the gateway to Silverado, it will feature native plants, walking trails, etc. It is important to hire an experienced project manager to oversee its restoration.
4. The recreation program is extremely important to Board members, although it is unclear exactly what it should look like.

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Future Meeting Considerations:

Discussion Issue	Committee/Board
Children's Center payroll issues	Finance
Land acquisitions	Trails
Visibility	Recreation
Board image and appeal	Executive Board
Recognition of Board and Board Members	Executive Board
Staying power	Executive Board
Public relations plans	Executive Board
Interface with government challenges and perceptions	Executive Board

Voting Issues	Committee to present issue
Recreation programming share of cost	Recreation
Children's Center job description and staff policies	Personnel
Children's Center fiscal status review	Personnel & Finance

Action Items	Responsible Committee
Hire Bookkeeper	Personnel
Complete annual financial report	Finance
Community Center Improvement \$\$	Facilities/Finance via Grants Administrator
Status of Rivera	To be determined
Meeting Schedule	Executive Board