

2012-2013 ANNUAL REPORT RivCoParks



Park Headquarters
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Jurupa Valley, CA 92509
United States

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www.RivCoParks.org

Manager's Message

“Discipline is the bridge between goals and accomplishment.” ~ Jim Rohn



Running Wild at Hidden Valley Nature Center

RivCoParks is focused on providing the highest quality service built upon best practices and standards of the industry.

Over the past three years, I've shared with you how RivCoParks would execute key strategic initiatives to serve our customers and build a sustainable system. Today, we are more focused than ever before, aligning resources to deliver results while measuring and sharing information – processes that are highlighted in this message and throughout the annual report.

QUALITY

In 2013, the District became one of only

two county park systems in the State of California to become accredited by the National Recreation and Park Association accreditation program (CAPRA) in recognition of our policies, practices and procedures, which were thoroughly examined and found to meet or exceed the best practices in the industry. Two years ahead of schedule, staff and our countless partners worked selflessly and without hesitation to align internal systems toward building quality into everything we do. Additionally, having just completed the District's

“You cannot expect to achieve new goals or move beyond your present circumstances unless you change.”

~ Les Brown

Completed Tactics

first Comprehensive Park, Recreation and Resources Master Plan, we are now well positioned to engage in quality assurance programs that will enhance a transparent system built on sound financial metrics.

LEVERAGING RESOURCES

Recognizing the changing landscape in longevity, demography, and student population, RivCoParks set out to capitalize on emerging opportunities by actively pursuing volunteers and interns. By utilizing their experience and education, we can offer volunteer options in areas with deeper meaning and the potential to fulfill broader social purposes. In 2012, we hired our first volunteer manager to coordinate efforts and grow our program. The results were a 47% increase in volunteer hours!

WELL POSITIONED

I remain optimistic about our future. The RivCoParks team will continue to drive accountability on every level – customer perspective, financial perspective, internal process perspective and employee perspective. We are committed to creating a great

place to work for employees in line with our values and vision. In FY 2013, we eclipsed our training hours goals and doubled down on continuing education certification and on the job training activities, resulting in a more engaged and informed workforce.

I hope you enjoy reading about the many events and accomplishments highlighted for this reporting period. RivCoParks strives to provide opportunities for healthy and happy living, while preserving the valuable resources we are charged with protecting for future generations. As always, I close by acknowledging those who gave of themselves so others may have positive experiences. This year I dedicate the Annual Report to Maureen Gayk, Executive Assistant, for her more than 30 years of dedicated service and commitment.



Scott Bangle
General Manager

COMPLETE COMPREHENSIVE PLAN

IMPLEMENT VOLUNTEER
MANAGEMENT PLAN

IMPLEMENT SYSTEM-WIDE CUSTOMER
SERVICE PROGRAM

INITIATE COST OF SERVICE STUDY

COMPLETE HUMAN RESOURCES PLAN

COMPLETE YEAR 2 CAPRA
STANDARD GOALS

COMPLETE MAINTENANCE
MANAGEMENT STANDARDS FOR ALL
MAJOR PARKS

IMPLEMENT SPORTS PARK BUSINESS
PLAN

PARTICIPATE IN THE PERRIS AQUATIC
CENTER DESIGN AND CONSTRUCTION
PROCESS

IMPLEMENT REALIGNMENT OF
INTERPRETIVE SERVICES AS PART OF
HR PLAN

IMPLEMENT 2012 EVENTS PROGRAM

DEVELOP RISK MANAGEMENT PLAN

COMPLETE PARTNERSHIP
AGREEMENTS WITH ALL SUPPORT
GROUPS AND FOUNDATIONS



Before & After

The Gilman Ranch Hands played an instrumental role in the restoration of the Gilman Mud Wagon.



General Manager's Support Group Award: **Gilman Ranch Hands**

Board of Directors:

Kevin Jeffries, Chair, District I
John F. Tavaglione, District II
Jeff Stone, Vice Chair, District III
John J. Benoit, District IV
Marion Ashley, District IV

County Executive Team:

Jay Orr, Chief Executive Officer
George Johnson, Assist. Chief Executive Officer

District Executive Team:

Scott Bangle, General Manager/ Parks Director
Kyla Brown, Chief – Parks and Recreation
Keith Herron, Chief – Resources
Brande Hune, Chief – Business Operations

District Advisory Commission:

Amie Kinne, District I
Mark Balys, District I
Daniel Hake, District II, Vice Chair
Raymond Smith, District II
Darrell Connerton, District III, Chair
Cois Byrd, District III
Christopher Thomas, District IV
Daniel "Hugh" Van Horn, District IV
Robert Grady, District IV
Judy Nieburger, District V
Jerry Cody, District V

Historical Commission*:

Ruth Atkins, District I
Joyce Hohenadl, District I
Darell Farnbach, District III
Robert Lindquist, District III
Marc Hendon, Member at Large, Chair
Virginia Ridgway, District IV
Jennie Kelly, District IV, Vice Chair
Herbert Spencer, District V
John Worden, District V
*2 Vacancies in District II

Off-Highway Vehicle Recreation Commission:

Michelle Randall, District I
Jon Christensen, District II, Vice Chair
Anthony Migliore, District III
Ryan Stendell, District IV, Chair
Meg Grossglass, District V

Trails Committee*:

Michelle Randall, District I
Philip Bremenstuh, District I
Amie Kinne, District II, Chair
Lynn Mattocks, District III
Martin Rosen, District III, Vice Chair
LeGrand Velez, District IV
Gayle Cady, District IV
Sue Gilchrist, District V
Marie Spradlin, District V
Jerry Jolliffe, Member at Large
*Vacancy in District II

Publisher:

Marquese Howard



Employee of the Year
Leonard Salsbury



Volunteer of the Year
Robyn Clinedinst



General Manager's Award
Kyla Brown

District Shining Stars:

The District recognizes the accomplishments of employees and volunteers that exemplify the District's values. Individuals and groups were chosen based upon their demonstration of Accomplishments, Connecting, Teamwork, Innovation, Outstanding Service, Networking, and Stewardship.

Partners & Support Groups

Friends of Hidden Valley Nature Center

Hidden Valley Nature Center

Friends of the San Jacinto Mountain County Parks

Idyllwild Nature Center, Idyllwild Park, Hurkey Creek Park

Gilman Ranch Hands

Gilman Historic Ranch and Wagon Museum

Jurupa Valley Boxing Club Foundation

Jurupa Valley Boxing Club

Santa Rosa Plateau Foundation

Santa Rosa Plateau Ecological Reserve

San Timoteo Canyon Schoolhouse Committee

San Timoteo Canyon Schoolhouse

Awards & Recognition

2013 KOA President’s Award
Blythe/Colorado River KOA
Campground
Kampgrounds of America

Best Place to Camp Out
(Second Place)
Lake Skinner Recreation Area
Press-Enterprise

Hiking Trail
(Second Place)
Santa Rosa Plateau
Ecological Reserve
Press-Enterprise

Best Media/Press Kit
Temecula Valley Balloon and
Wine Festival
International Festival & Events Association

Best Water Park (Third Place)
The Cove Waterpark
Press-Enterprise

Best Website 2012
The Cove Waterpark
World Waterpark Association

6th Place Nationwide
Rancho Jurupa Park
America is Your Park
(National Voting Contest)
The Coca-Cola Company

Most Effective Media Stunt/
Event – Barrel Racing with
Gayle Anderson
Temecula Valley Balloon and
Wine Festival
International Festival & Events Association

Best Media Relations
Campaign
Temecula Valley Balloon and
Wine Festival
International Festival & Events Association

Best Website
Temecula Valley Balloon and
Wine Festival
International Festival & Events Association

Best Image Pieces
Temecula Valley Balloon and
Wine Festival
International Festival & Events Association

The Cove
Waterpark
Customer
Satisfaction
Rating

98%

Exceeds
or Meets
Customer’s
Expectations

Rancho
Jurupa Park’s
Fright Night
Event

100%

Exceeds
or Meets
Customer’s
Expectations

The CAPRA standards are evaluated and reviewed every five years to ensure their clarity, relevance, and consistency. CAPRA accreditation is a five-year cycle that includes three phases: development of the agency self-assessment report, the on-site visitation, and the Commission's review and decision.



CAPRA Accreditation

National Park and Recreation Association Recognition



The Commission for Accreditation of Park and Recreation Agencies (CAPRA) recognizes park and recreation agencies for excellence in operation and service. The accreditation process assures policy makers, department staff, tax payers, and the general public that the park and recreation agency has been independently evaluated against established benchmarks as delivering a high level of service quality. With the importance of park and recreation programs and services to citizens' quality of life, each agency has an essential role in the lives of the tax payers who support it. CAPRA accreditation is a quality assurance and quality improvement process that demonstrates an agency's commitment to its employees, volunteers, patrons and community.

Accreditation through CAPRA is based on compliance with 144 standards, including 36 fundamental standards and at least 85 percent of 108 remaining standards related to the management and administration of lands, facilities, resources, programs, services, and safety. The accreditation process is offered to all entities administering park and recreation systems and, once achieved, is valid for five years. The accreditation process consists of an initial application and rigorous self-evaluation report completed by the Park District, followed by a site visit/review from a team of experienced park and recreation professionals from across the country. These professionals spent three full days in June reviewing reports and procedures and verifying practices. A final review was conducted by the full CAPRA Commission, which formally approved accreditation on October 7, 2013.

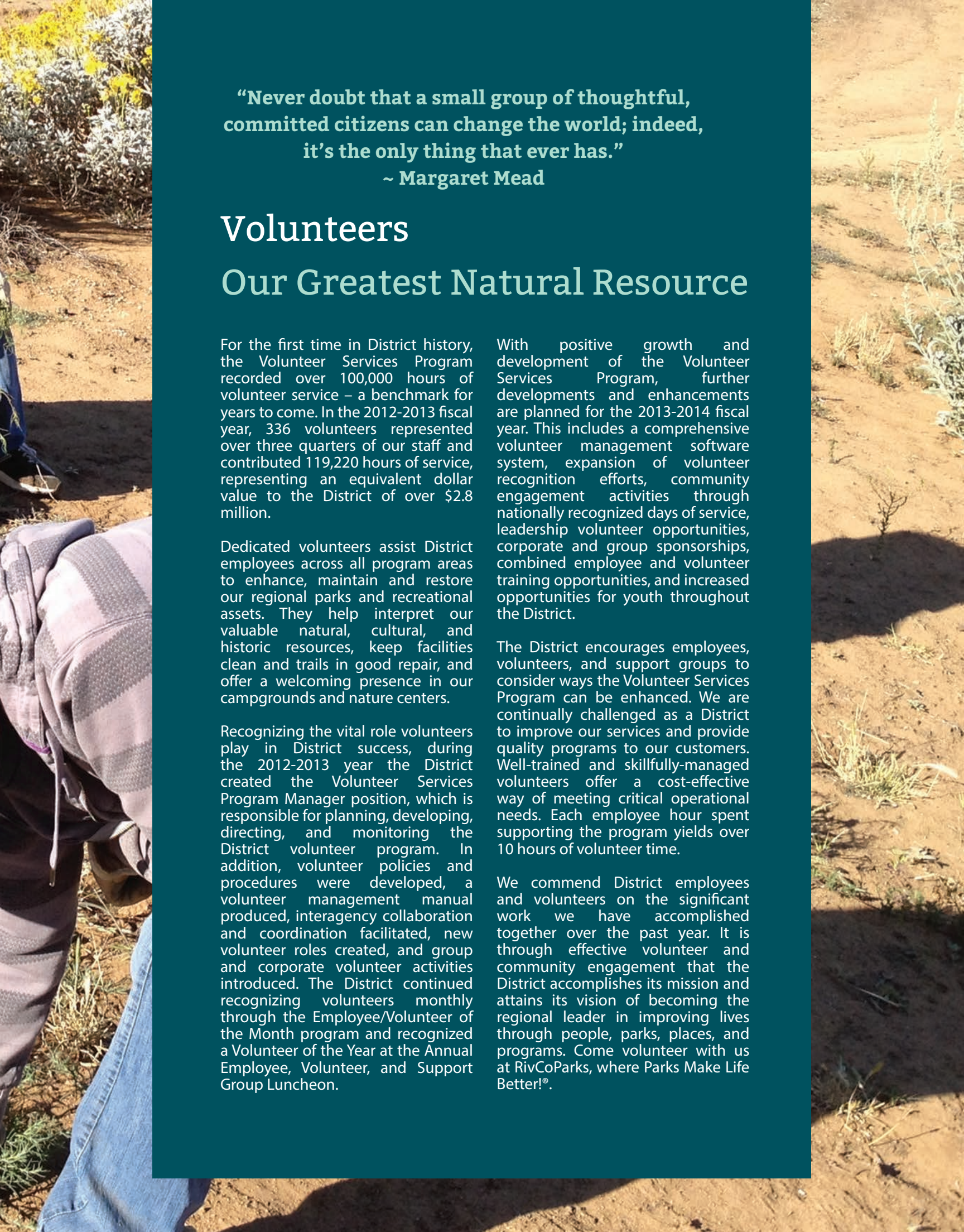
National accreditation is an important element in fulfilling the District's vision of being the "regional leader in improving lives through people, parks, places, and programs". It is the goal of the District to operate and be recognized as a "best of the best" agency that not only understands the best practice goals of its industry, but clearly leads the industry by practicing the philosophies and executing the necessary means that allow those goals to come to fruition. CAPRA accreditation enables the District to increase efficiencies and evidence accountability, facilitate regular reviews of operations, policies, and procedures, and promotes continuous improvement.

The accreditation process also documents a history of the evolution of the programs, venues and philosophies that define the District's mission. CAPRA accreditation helps the District understand its capabilities, strengths, weaknesses, and most importantly, whether it is providing the operations and services the community that supports it wants and needs. This will empower the District to more effectively compete for grant opportunities and additional external funding by presenting scenarios for the improvement of public services. As a managerial tool, CAPRA accreditation assures that leaders of an agency are working with those in the field to provide the quality services the public expects from their tax dollars. Additionally, accreditation provides a basis for new hires to understand the District's history, the processes and procedures that facilitate the District's mission, and the ways each employee and volunteer helps to further the District's mission.

A photograph showing three volunteers working in a field of dry grass and soil. In the foreground, a woman with long brown hair, wearing a red long-sleeved shirt with a black pattern, blue jeans, and white gloves, is kneeling and working with the soil. To her right, another person wearing a black hoodie, blue jeans, and white gloves is also kneeling and working. In the bottom right corner, a third person wearing a green bucket hat and a patterned shirt is partially visible, also working. The ground is dry and sandy with some green grass. The background shows more of the same terrain with some yellow wildflowers.

Over **119,000** Volunteer Hours Contributed

Starbucks working at Hidden Valley Nature Center Native Gardens



**“Never doubt that a small group of thoughtful,
committed citizens can change the world; indeed,
it’s the only thing that ever has.”**

~ Margaret Mead

Volunteers

Our Greatest Natural Resource

For the first time in District history, the Volunteer Services Program recorded over 100,000 hours of volunteer service – a benchmark for years to come. In the 2012-2013 fiscal year, 336 volunteers represented over three quarters of our staff and contributed 119,220 hours of service, representing an equivalent dollar value to the District of over \$2.8 million.

Dedicated volunteers assist District employees across all program areas to enhance, maintain and restore our regional parks and recreational assets. They help interpret our valuable natural, cultural, and historic resources, keep facilities clean and trails in good repair, and offer a welcoming presence in our campgrounds and nature centers.

Recognizing the vital role volunteers play in District success, during the 2012-2013 year the District created the Volunteer Services Program Manager position, which is responsible for planning, developing, directing, and monitoring the District volunteer program. In addition, volunteer policies and procedures were developed, a volunteer management manual produced, interagency collaboration and coordination facilitated, new volunteer roles created, and group and corporate volunteer activities introduced. The District continued recognizing volunteers monthly through the Employee/Volunteer of the Month program and recognized a Volunteer of the Year at the Annual Employee, Volunteer, and Support Group Luncheon.

With positive growth and development of the Volunteer Services Program, further developments and enhancements are planned for the 2013-2014 fiscal year. This includes a comprehensive volunteer management software system, expansion of volunteer recognition efforts, community engagement activities through nationally recognized days of service, leadership volunteer opportunities, corporate and group sponsorships, combined employee and volunteer training opportunities, and increased opportunities for youth throughout the District.

The District encourages employees, volunteers, and support groups to consider ways the Volunteer Services Program can be enhanced. We are continually challenged as a District to improve our services and provide quality programs to our customers. Well-trained and skillfully-managed volunteers offer a cost-effective way of meeting critical operational needs. Each employee hour spent supporting the program yields over 10 hours of volunteer time.

We commend District employees and volunteers on the significant work we have accomplished together over the past year. It is through effective volunteer and community engagement that the District accomplishes its mission and attains its vision of becoming the regional leader in improving lives through people, parks, places, and programs. Come volunteer with us at RivCoParks, where Parks Make Life Better!®.

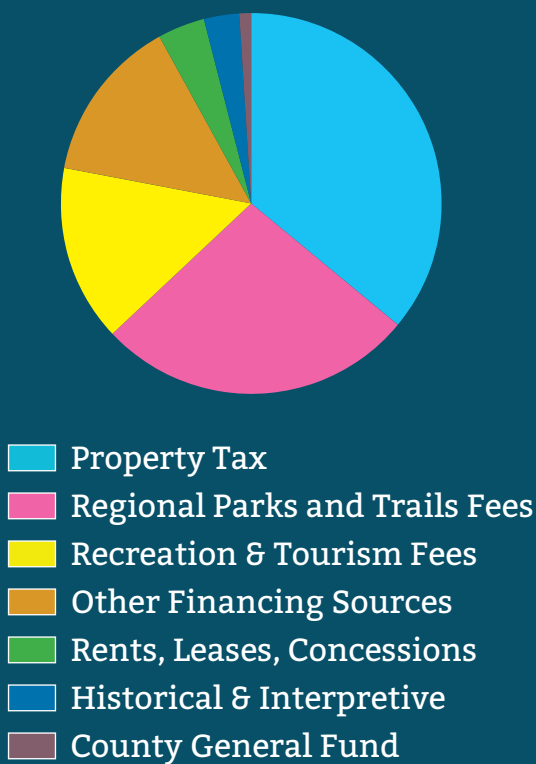
A child wearing a pink hat with colorful beads is coloring a butterfly on a piece of paper at an outdoor event. The child is using a black marker to outline the butterfly's wings. The background shows other people and a table with various items, suggesting a community or educational gathering.

**“Patience, persistence
and perspiration
make an unbeatable
combination for
success.”**
~ Napoleon Hill

Butterfly Days at Idyllwild Nature Center

Operating Budget

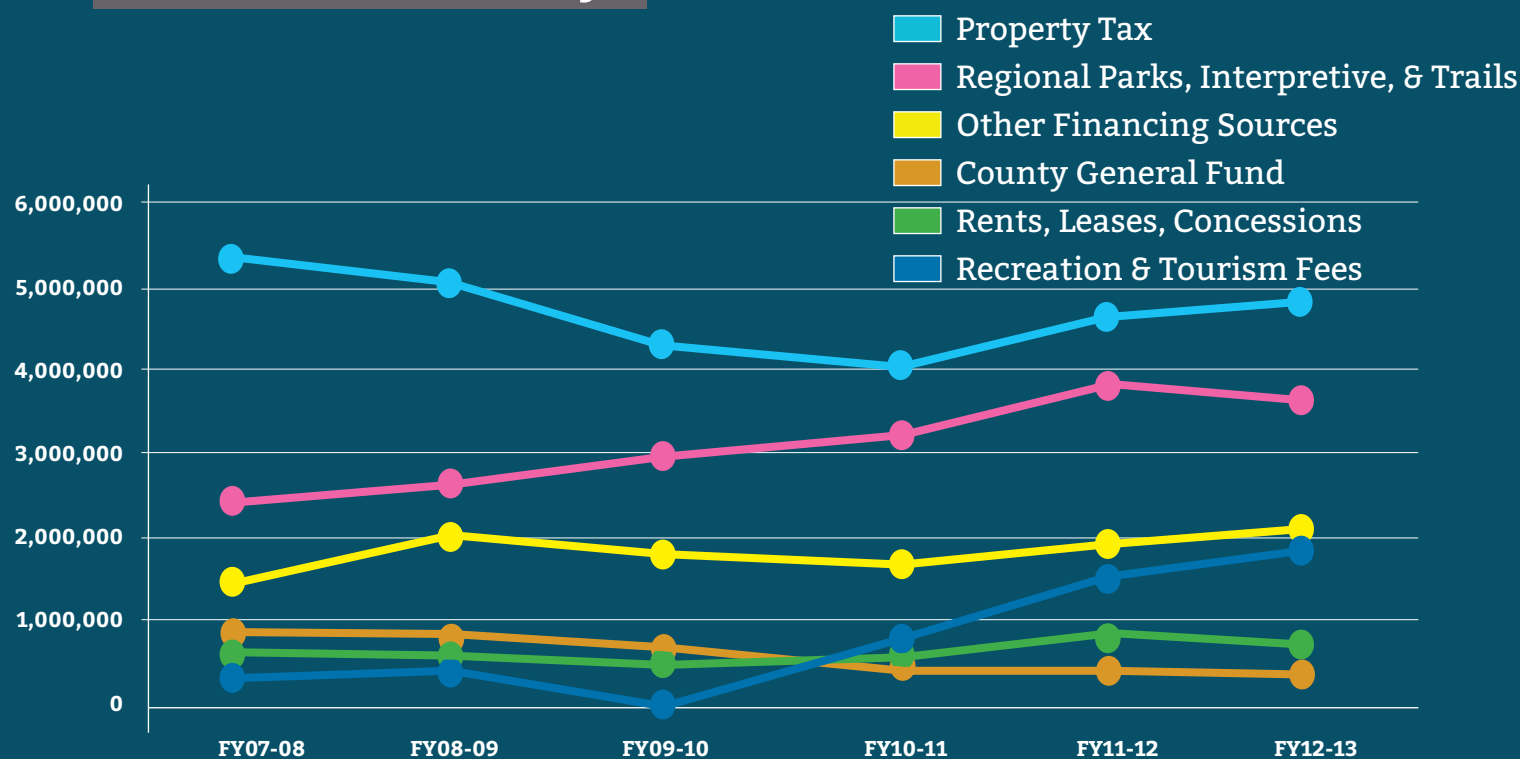
Funding Sources



Funding Uses



Revenue History

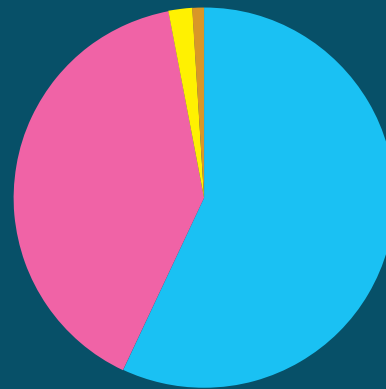


Capital Improvement Projects



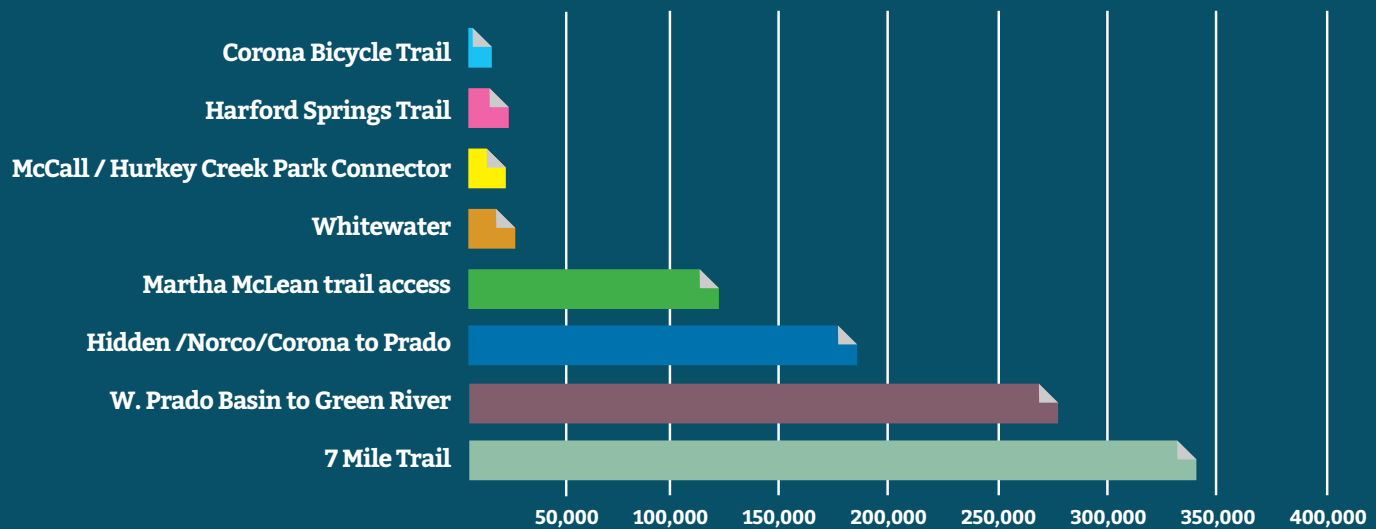
Interpretive
Trails
Regional Parks

Trail Projects

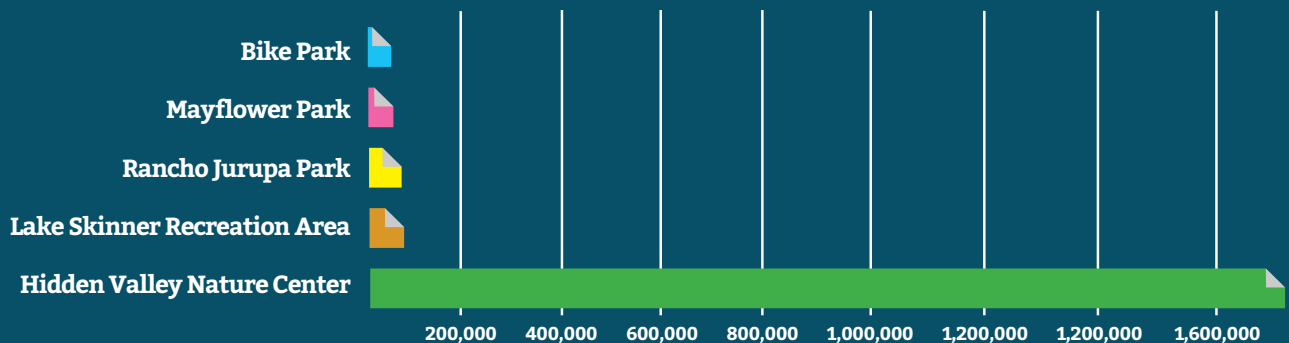


Santa Ana River Trail
Highgrove
Whitewater
Harford Springs

Trails Projects



Regional Parks, Interpretive, and Historical Projects



**“One touch of
nature makes the
whole world kin.”
~ William Shakespeare**



Understanding the Balanced Scorecard

Researchers and authors Robert S. Kaplan and David P. Norton of Harvard Business School developed the Balanced Scorecard (BSC) as an innovative way to measure corporate results, assess productivity, and set goals and strategy. The BSC identifies four diverse perspectives that companies can use to determine their strategy: financial, customer, internal, and innovation and learning. The term “balanced” denotes the careful weighing of long-term vs. short-term objectives, lagging financial indicators vs. leading indicators, and external performance measures vs. internal performance measures.

RivCoParks uses the BSC approach to create a bridge between traditional short-term oriented management systems and a more balanced approach which integrates new types of measurements into a comprehensive strategy. For example, Fiscal Year 2012-13 results tell a story that is accurate and easily understood, allowing for both celebration and minor course corrections. The first and most important statistic is that customer satisfaction remains extremely strong, with a 99% satisfaction rating. Additionally, marketing touch points increased by more than half a million, a 65% increase, resulting in continued success in raising non-property tax related revenue. Moreover, we continue to hold the line on expenses within 1% of targets due to our volunteer labor and partnership agreements, which allows us to deliver exemplary service throughout the system. In fact, volunteer hours increased by 47%, while partnership agreements expanded from three to six, a 100% increase. Staff continues to receive timely performance feedback with a 99% rating on feedback delivery and additional training opportunities continue to prepare our workforce for future success with a 48% increase in training hours. Three areas requiring adjustment are capital improvement delivery, tactic completion and operation reserve targets. These areas are discussed below. All in all, it’s been a great year and one to be proud of.




















2014 and Beyond





The Balanced Scorecard identifies two key areas we must focus on during Fiscal Year 2014. First, we must set realistic goals for capital improvement projects based upon available resources and sensible expectations of partnering entities’ capacities. The complicated and duplicative layers of oversight and regulation that are well known in the California construction arena continue to impact scheduled projects. Achieving our lofty and well-meaning goals requires that we take seriously the real time estimates from outside partners that continue to impact our ability to deliver.

Secondly, reserves cannot be ignored. The recently approved Comprehensive Plan provides the philosophy and methodology for building consensus on the allocation of subsidy resources, pricing programs, and evaluation of expected cost recovery. Future pricing strategies will be equitable, defensible, and implemented on all levels. Based upon the “benefit” of service to the region and not just comparative evaluation of “what has been done before,” the cost of service study and pricing structure will allow us to rebuild our reserves and ensure a sustainable future.

Finally, it is anticipated that most of the District’s resources will be heavily allocated to trails planning and construction for the foreseeable future. It is common knowledge that most citizens of our communities are in serious need of exercise, and most believe that the answer to encouraging physical health lies in providing the means to get moving. As Riverside County strives to encourage healthy habits, RivCoParks will be a leader in providing tools for acquiring them.

BALANCED SCORECARD

	FY10-11 RESULTS	FY11-12 RESULTS	FY12-13 TARGET	FY12-13 RESULTS	DASHBOARD
CUSTOMER PERSPECTIVE					
Customer Satisfaction Rating	99%	98%	95%	99%	
Marketing Touchpoints	N/A	860,539	N/A	1,420,217	
Health and Livability Initiatives	N/A	N/A	N/A	1	
FINANCIAL PERSPECTIVE					
Non-Property Tax revenue	\$6,356,500	\$8,157,856	N/A	\$8,095,959	
CIP Met	N/A	21	30	6	
Operations Reserve	42%	49%	45%	14%	
Expenditure Budget Target	85%	102%	100%	101%	
Volunteer Hours	78,108	80,845	81,000	119,220	
PROCESS PERSPECTIVE					
Active Partnership Agreements	3	3	6	6	
Acres Under Management	N/A	N/A	N/A	66,967	
Regional Trails Miles	150	150	155	150	
Plan Check Review Time Frame	N/A	N/A	14	7	
CAPRA Standards Current	N/A	52	144	141	
Tactics Completed	N/A	17	18	13	
Recognition Events	3	3	3	4	
LEARNING & GROWTH PERSPECTIVE					
Preventable Employee Accidents	7	19	N/A	15	
Performance Evaluations on Time	N/A	93%	95%	99%	
Employee Engagement Index	74%	N/A	N/A	N/A	
Training Hours	N/A	5,908	N/A	8,800	

-  95% OR MORE OF TARGET
-  85% TO 94% OF TARGET
-  84% OR LESS OF TARGET
-  DATA NOT AVAILABLE OR TARGET NOT SET

Park Directory & Contacts

BOGART PARK

9600 CHERRY AVENUE
CHERRY VALLEY, CA 92223
(951) 845-3818

BOX SPRINGS MOUNTAIN RESERVE

9699 BOX SPRINGS MOUNTAIN ROAD
MORENO VALLEY, CA 92557
(951) 684-7032

GILMAN HISTORIC RANCH & WAGON MUSEUM

1901 WEST WILSON STREET
BANNING, CA 92220
(951) 922-9200

GOOSE FLATS WILDLIFE AREA

3.5 MILES SOUTHEAST OF BLYTHE AT
18TH AVENUE & COLORADO RIVER
BLYTHE, CA 92225
(951) 955-4310

HARFORD SPRINGS RESERVE

21630 GAVILAN ROAD
GAVILAN HILLS, CA 92570
(951) 684-7032

HIDDEN VALLEY WILDLIFE AREA

11401 ARLINGTON AVENUE
RIVERSIDE, CA 92505
(951) 785-7452

HURKEY CREEK PARK

56375 STATE HWY 74
MOUNTAIN CENTER, CA 92561
(951) 659-2050

IDYLLWILD PARK

54000 COUNTY PLAYGROUND ROAD
IDYLLWILD, CA 92549
(951) 659-2656

IDYLLWILD PARK NATURE CENTER

25225 HWY 243
IDYLLWILD, CA 92549
(951) 659-3850

JENSEN-ALVARADO HISTORIC RANCH AND MUSEUM

4307 BRIGGS STREET
RIVERSIDE, CA 92509
(951) 369-6055

JURUPA VALLEY BOXING CLUB

5626 MISSION BOULEVARD
RIVERSIDE, CA 92509
(951) 682-7186

KABIAN PARK

28001 GOETZ ROAD
SUN CITY, CA 92587
(951) 926-1541

LAKE CAHUILLA RECREATION AREA

58075 JEFFERSON STREET
LA QUINTA, CA 92253
(760) 564-4712

LAKE SKINNER RECREATION AREA

37701 WARREN ROAD
WINCHESTER, CA 92596
(951) 926-1541

LAWLER ALPINE CABINS

19751 HWY 243
IDYLLWILD, CA 92549
(800) 234-PARK (7275)

LAWLER LODGE

19751 HWY 243
IDYLLWILD, CA 92549
(800) 234-PARK (7275)

LOUIS ROBIDOUX NATURE CENTER

5370 RIVERVIEW DRIVE
JURUPA VALLEY, CA 92509
(951) 683-4880

MAYFLOWER PARK

4980 COLORADO RIVER ROAD
BLYTHE, CA 92225
(760) 922-4665

MAZE STONE PARK

23250 CALIFORNIA AVENUE
HEMET, CA 92545
(951) 955-4310
*ARCHAEOLOGICAL SITE
(NOT OPEN TO THE PUBLIC)

MCCALL MEMORIAL PARK

28500 MCCALL PARK ROAD
MOUNTAIN CENTER, CA 92561
(951) 659-2311

MCINTYRE PARK

8750 E. 26TH AVE
BLYTHE, CA 92225
(760) 922-8205

MULTI-SPECIES RESERVE

PO BOX 893605
TEMECULA, CA 92589
(951) 926-7416

PVID FISHING ACCESS

HIGHWAY 95
BLYTHE, CA 92225
(951) 955-4310

RANCHO JURUPA PARK

4800 CRESTMORE ROAD
JURUPA VALLEY, CA 92509
(951) 684-7032

RANCHO JURUPA REGIONAL SPORTS PARK

5249 CRESTMORE ROAD
RIVERSIDE, CA 92509
(951) 683-3492

SAN TIMOTEO CANYON SCHOOLHOUSE

31985 SAN TIMOTEO CANYON
ROAD
REDLANDS, CA 92373
(951) 659-3850

SANTA ROSA PLATEAU ECOLOGICAL RESERVE

39400 CLINTON KEITH ROAD
MURRIETA, CA 92562
(951) 677-6951

THE COVE WATERPARK (JURUPA AQUATIC CENTER)

4310 CAMINO REAL
RIVERSIDE, CA 92509
(951) 360-1974

For information about our facilities and sites
Call: (800) 234-7275
Or visit us at **www.RivCoParks.org**