A special meeting of the Carson City Parks and Recreation Commission was scheduled for 8:00 a.m. on Saturday, March 21, 2009 in the Ormsby Room of the Carson City Sheriff's Office, 911 East Musser Street, Carson City, Nevada.

PRESENT: Chairperson Donna Curtis

Commissioner Charles Adams
Commissioner Steve Lasco
Commissioner Sean Lehmann
Commissioner Pete Livermore
Commissioner Todd Westergard
Ex Officio Commissioner Molly Walt

STAFF: Roger Moellendorf, Parks and Recreation Department Director

Scott Fahrenbruch, Parks and Recreation Director of Operations

Vern Krahn, Park Planner

Joel Dunn, Sports Recreation Program Manager

Mitch Ames, Community Center Manager of Operations

Kathleen King, Recording Secretary*

NOTE: A recording of these proceedings, the commission's agenda materials, and any written comments or documentation provided to the recording secretary during the meeting are public record. These materials are on file in the Clerk-Recorder's Office, and available for review during regular business hours.

CALL TO ORDER, ROLL CALL AND DETERMINATION OF QUORUM () - A quorum was present.

CITIZEN COMMENTS ON NON-AGENDIZED ITEMS () - Not addressed.

- 1. ACTION ON APPROVAL OF MINUTES () Not addressed.
- **2. MODIFICATIONS TO THE AGENDA** () Not addressed.
- 3. ACTION ITEMS

3-A. DISCUSSION WITH POSSIBLE ACTION TO APPROVE THE PARKS AND RECREATION COMMISSION'S 2009/2010 GOALS (8:26:35) - Mr. Moellendorf began by discussing the Board of Supervisors' (BOS) goal setting session and that they took action on the mission and vision statements and goals at their Thursday meeting. The goals are broad and give a lot of latitude for the advisory commissions and staff to offer specific goals. The Parks Department met on March 12 and discussed projects, programs and improvements that have been accomplished.

He stated that the mission statement adopted by the BOS is "preserve and enhance the quality of life and heritage of Carson City for present and future generations of residents, workers and visitors." The vision statement is "a leader among cities as an inviting, prosperous community where people live, work and play." BOS' goals are: 1) a safe and secure community; 2) a clean and healthy environment; 3) a vibrant, diverse and sustainable economy; 4) a healthy community; 5) an active and engaged community; 6) a

physically and socially connected community; 7) rich in history, culture and arts; 8) excellence in education; 9) information available to all.

Chairperson Curtis expressed her disappointment in the BOS' mission and vision statements and that the goals are not more specific. She wondered what direction the City would go if opportunities such as stimulus funds arose. Projects include downtown redevelopment, the recreation center, library and the She hoped to at least have a vision of where the City is going. sewer system, to name a few. Commissioner Livermore commented that part of the goal in the vision statement was about process and was not project oriented. The goals Chairperson Curtis described are defined in healthy community, healthy environment, a safe and secure community and define a larger range of things that could happen. In response to a question, Commissioner Livermore replied that the BOS will not be developing more specific objectives as they don't have access to the day to day hands-on experience. "I don't think you want the BOS defining those goals rigidly but point you in the right direction." In response to a comment, Commissioner Livermore replied that it would be difficult for the BOS to prioritize goals. "Public safety is number one, but is the V&T a higher priority than the library? Is the library a higher priority than the public health board?" Chairperson Curtis commented that that's what should be decided, because there hasn't been cooperation on the BOS. Commissioner Lasco expressed the need to be more proactive and have another tier of projects.

Mr. Dunn commented that the goals create an opportunity to detail how to accomplish them. "We can create direction and programs to help the community achieve some of these goals although they're not specific by nature." Commissioner Livermore commented that healthy communities include recreation, but the BOS should not define what healthy recreation means as that is the Parks and Recreation Commission's (PRC) responsibility. The information the PRC provides to the BOS will be what is selected and what will be done with it. Mr. Moellendorf commented that the goals are intended to be broad so they can facilitate the departments' and advisory committees to develop objectives to meet them. They will go through the budget process and from the advisory committees they will go to the BOS for review and action. Commissioner Westergard commented he'd like to see how the goals will be measured and whether they are practical and achievable. In response to a question, Commissioner Livermore replied the goals are about quality of life and sports tourism has become a huge core of a sustainable economy. Commissioner Lasco commented that if young people have something to do, they're not getting in trouble which is in line with Goal 1. Commissioner Westergard commented that Goal 3 is the only one that would not be a direct involvement, and inquired if scheduling tournaments to make money is a goal. Commissioner Livermore replied that it is because money is made in a sustainable community. Mr. Dunn has created a huge impact in the community about how to conduct business. The numbers are astounding to see how much money sports tournaments generate. Mr. Dunn said when the sports tourism campaign was started, the intent wasn't to create economic impact with the business community but the cost recovery of sports programs to maintain affordability for the community through concession sales and the retention of employees through the summer months. Because of the impact, the burden has fallen on Parks and Recreation to continue offering sports tournaments. One area that needs to be addressed is the impact on Parks and Parks employees. Although \$12 million was brought into the local economy last year due to sports tournaments, the BOS continues to cut hourly support that Mr. Fahrenbruch needs to provide the facilities to run the tournaments. It's become so big that it needs to be sustained but first is the need for the support of the Parks employees. He asked the PRC to give direction to the BOS to provide that in order to sustain and continue to grow as capital investment in Parks is essential.

Mr. Krahn commented that the Master Plan plays a critical role by having documentation in place that reinforces what is being done and has been embraced by the community. It's got unity and BOS support and is nice to see it growing and taking on a life of its own. Mr. Fahrenbruch commented that the BOS and Department has missed an opportunity to create a plan of action. All these things are desirable and every community wants to have them, but they all cost money. If the community wanted to promote sporting events such as what is being done with redevelopment, it would be a specific plan of action. Commissioner Lehmann commented that sports tournaments have to be extremely specific goals so they can be measured. None of the nine BOS' goals can be measured and there's no way to determine if they've been achieved because they're not specific. Commissioner Adams commented that it needs to be brought to the BOS' attention with documented proof that if staff levels are not kept up and facilities and fields not maintained, the City will be losing money to the general fund. Mr. Moellendorf commented that the economic impact that the Department helps the City realize is very important and substantial but cannot be confused with its primary mission which is to provide recreation opportunities for citizens, taxpayers and children. "We can help do that by making money off of sports tournaments but we must always remember what our core mission is." Mr. Dunn commented that the BOS needs to allocate some of the funds that sports tournaments contribute to the general fund back into the Parks and Recreation budget to help maintain staffing requirements. Mr. Fahrenbruch stated that Carson City has a state of the arts fairgrounds facility that he's trying to determine how to market because he doesn't have the maintenance staff to take care of it. "People come to the Edmonds Sports Complex because they're the best soccer fields in Nevada and the Centennial Complex has the best softball fields. They won't be that way for long if we continue on this path. We're bringing the revenues in and need to tap into some of it in order to keep people coming to our facilities." Commissioner Lasco commented that if there are fields that are sold and people come back because they've experienced them as first rate and then they're not because there isn't the maintenance staff to take care of them, then next year they might go somewhere else and it will be difficult to get them back. Commissioner Livermore commented that it all comes down to resources and that the City cannot be operated on volunteers. It has to have paid staff and the BOS has certain guidelines to follow. "The law requires us to provide funding for certain things, public safety being number one; it doesn't require us to operate recreation programs. We're obligated by labor contract to collect the bargaining. Even though I'd love to cut out all the money that recreation has earned, the BOS has to consider these other two first."

Mr. Dunn commented that some of the problems can be solved with volunteers which could be made a goal. Commissioner Walt agreed and said there's no harm in asking for volunteerism even to help try to maintain and make the community aware. Mr. Krahn commented that volunteerism is alive and well in Carson City but can only be taken so far. Volunteers cannot be expected to work more than 2-3 hours at a time. Commissioner Walt commented that there would be a bigger response from the public if they knew that parks would close unless a volunteer core was formed to help maintain them. Commissioner Lehmann suggested assigning volunteers a specific task that they are in charge of as they will be more involved if they're assigned a responsibility. Mr. Fahrenbruch suggested a volunteer coordinator position. "It's amazing what a huge amount of staff time is drained just coordinating parks." Commissioner Westergard commented that one of the problems with volunteers is that a lot will show up in the beginning, but by the end, it's always the same small group. Mr. Fahrenbruch added that volunteers generally just want to do the fun stuff, not pick up trash or poop in the dog park. Commissioner Lehmann commented that volunteerism won't solve all the City's problems, but a goal could be a Board appointed city wide volunteer coordinator which could even be a volunteer position. He suggested looking at organizations that have done well with volunteers to see what they've done. There are organizations that are entirely volunteer that have done well, i.e., the hospital auxiliary. Mr. Fahrenbruch suggested that a volunteer coordinator could

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outreach to those organizations for ideas and feedback and agreed that it should be a Board appointed position. Mr. Moellendorf commented that everyone agrees that volunteerism is something that should be pursued more actively and that the recommendation is to hire a city wide volunteer coordinator.

"What Do We Do Well?" Mr. Moellendorf advised that staff came up with some critical issues to try to create a framework.

- 1) 'We do a good job providing valuable services with a small staff'. Even staff sometimes forgets how small they really are and how much gets accomplished. A lot is staff working with other groups. In the last two years, half a dozen positions have been lost. In parks maintenance, three full time and eleven seasonal support staff positions have been lost in the same time frame which has created a huge impact.
- 2) 'Provide outstanding programs and event opportunities at affordable rates'.
- 3) 'Inter-division cooperation'. There is good cooperation between both recreation and parks.
- 4) 'Provide outstanding open space and trail opportunities for Carson City'.
- 5) 'Provide well maintained parks and recreation facilities'. Even with limited staffing and older facilities, they are better maintained that others throughout the state.
- 6) 'Minimize impact on general funds through grants and other funding opportunities'. Mr. Krahn commented that the Department doesn't get enough kudos for this and that none of the completed projects in the past three years were done with general fund monies. They were done with residential construction tax, Question 18 funds or grants. Nothing from a project perspective comes from the general fund. Grant writing is so department specific, there has to be an innate knowledge of what the department's function is. Commissioner Lehmann acknowledged just finding grants takes quite a bit of time and is a huge amount of work. Commissioner Livermore added that most grants aren't just gifted money - they have to be matched funds or in-kind contributions. Mr. Moellendorf advised that Mr. Krahn, Mr. Guzman and Ms. Bollinger have been great at pairing grants together and using one grant to provide a match for another which has been how they've been able to avoid using general or capital improvement funds. Extended discussion ensued regarding acquiring a grant writer. Mr. Krahn commented that some grants may not be worth the time and effort needed to obtain them. Mr. Moellendorf added that even after expending so much time and effort, the grant may not be awarded. Mr. Fahrenbruch inquired whether staff time was being dedicated to determine what stimulus monies were available which began another extended discussion regarding stimulus funding. "This is an opportunity but department heads don't have time to deal with it." Chairperson Curtis volunteered to review some of them and finding stimulus money was added to the goal list. Commissioner Lasco volunteered for this task.
- 7) 'Responding to customer concerns'.
- 8) 'Finding cost alternative ways of doing a job'.
- 9) 'Provide a safe environment for customers'.
- 10) 'Develop and maintain good relationships with the public'.
- 11) 'Utilizing resources and increasing maximizing operating budgets'. Commissioner Livermore suggested a goal could be closer cooperation with senior citizens as they would be a good source of volunteers.
- 12) 'Good custodians for historical resources'.
- 13) 'Provide a good variety of indoor/outdoor programs'. Commissioner Livermore commented that schools are trying to determine how to reach their mission with the monies they have. Mr. Moellendorf commented that a continued relationship with the schools is going to be a big challenge. The message conveyed to the school board at a recent joint meeting was when the budget starts getting cut, it affects lots of organizations in the City and vise versa. Commissioner Walt mentioned that the City is looking at a joint use agreement and suggested enhancing it by sharing with other City departments. Commissioner

Livermore commented that cooperation between the two organizations was to work together which will impact youth and adult sports programs and outdoor recreation programs. In response to a question, Commissioner Westergard replied that the mechanism is already in place for a school board liaison and there should be a report from that person on every agenda. Commissioner Lehmann agreed but inquired whether someone from the PRC should be involved at the school board meetings. Mr. Dunn commented that the joint use agreement presents the opportunity to consolidate taxpayers' money to provide facilities and resources for the same customer base. The liaison should make a Parks and Recreation report to the school board once a month. Commissioner Westergard suggested a resolution which makes a statement about cooperation and communication. Mr. Moellendorf advised that a new joint use agreement will have to be developed. Discussion ensued regarding the pros and cons of preparing a resolution.

- 14) 'Provide for innovative programs such as sheep grazing'.
- 15) 'Self paced triathlons'.
- 16) 'Provide employment opportunities for youth'. Parks and Recreation hires a lot of youth. Commissioner Livermore suggested stimulus investigation for recreation.

"What We Don't Do Well." Mr. Moellendorf advised that the Department doesn't spend much time or do as much marketing as it should because of the staffing situation. Their biggest marketing tool is Discover Us. Carson City does not have a strong TV or radio presence and the newspaper presence is weakening. Mr. Dunn agreed saying the avenue is just not available and can't reach the whole community. Commissioner Westergard suggested cooperating with school websites. Commissioner Livermore commented that the library has an electronic reader board and the City has looked at upgrading the Community Center with one which could be a goal. There was discussion on an issue with the sign ordinance and advertising and whether Parks and Recreation should be exempt from the ordinance. Commissioner Lehmann commented that one third of the population is Hispanic and the PRC should try to get them involved in the community. Mr. Dunn commented that strong Latino leaders need to be found in the community. Mr. Moellendorf added two goals: cooperate and reach out to Hispanic population more effectively and review/change sign ordinance. Commissioner Walt advised that the Convention and Visitors Bureau (CVB) is marketing the Divine 9. They are getting sold on sports tournaments but with resistance. Chairperson Curtis suggested a goal could be to work with them. Commissioner Livermore suggested collaborating with the CVB to develop a marketing program. Mr. Moellendorf suggested that a goal could be to incur communications cooperation with the CVB. Commissioner Livermore advised that the CVB was initially created and adopted to provide recreation money. Mr. Dunn suggested recommending to the BOS to maintain adequate levels of service as a goal. Commissioner Livermore suggested an annual joint meeting between the BOS and the PRC to present its goals. Mr. Moellendorf suggested that the PRC should be an advocate to maintain levels of service to the Parks and Recreation Department through hosting an annual meeting with the BOS to discuss Parks and Recreation issues prior to the budget process and present the Parks and Recreation goals to the BOS. Commissioner Lehmann offered to attend and be the local access at Spanish speaking events. Mr. Moellendorf reviewed some of the suggested goals: an annual meeting regarding budget with BOS and reporting to BOS the PRC's goals; advocacy towards community; address implementation of Parks and Recreation Master Plan by researching whether parks property or Parks and Recreation is exempt from sign ordinance.

Commissioner Westergard commented that their first goal would be to 'promote Parks and Recreation as essential components of a healthy community, an active and engaged community and a physically and socially connected community. Commissioner Lasco commented that Parks and Recreation should give a refresher as to what they do for the community and the BOS - that they promote public safety and

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reinforces the nine goals. Youth programs that keep people out of trouble would alleviate the need for more sheriff and probation dollars. 'Promote Parks and Recreation as a means of alleviating public safety challenges'. Commissioner Livermore commented that if it wasn't for the efforts of the PRC, there would be no Question 18. He cautioned that it should not go back on the ballot for modifications because it has no sunset provision and the whole thing could be at risk. Chairperson Curtis suggested a goal, 'keeping programs affordable'. Commissioner Livermore suggested 'affordable service'. Mr. Dunn suggested the PRC recommend that the BOS adopt a philosophy of maintaining an affordable rate for all programs. Mr. Moellendorf advised that there is a 100 percent cost recovery mandate for recreation programs in the Master Plan. "Maybe it's time to look at that 100 percent and amend the Master Plan. One hundred percent sounds good but it's not working and it's not realistic - it needs to be changed." Chairperson Curtis suggested, 'amend master plan to reflect current fees, charges and direction'. Mr. Dunn commented that to go to the community for new programming, he first has to build in a budget which recaptures 100 percent of all direct costs. "If we're going to offer programs for all interests, we can't continue to do it at 100 percent cost recovery." Mr. Moellendorf commented that in the current resolution, new programs don't have to reach 100 percent. Commissioner Livermore asked if that could be a goal or brought forth in the next meeting. Mr. Moellendorf replied that the general goal is 'review the 100 percent cost recovery mandate'. Chairperson Curtis commented that she would like the implementation measures to prioritize and review in order to do some planning. Mr. Moellendorf agreed that it's a good time to start planning and reviewing the Master Plan to prepare for when the economy turns around. Commissioner Livermore suggested a goal of putting in a water park at the golf course. Mr. Fahrenbruch commented that the government needs to start getting a competitive business minded aspect through redevelopment and parks and recreation in order to compete. Commissioner Lasco added that the business models that have worked for the last 20-30 years are not working now. Everyone needs to reevaluate, reconsider, rethink and replan. Commissioner Livermore suggested recognizing all the work staff has done with a goal to further consider recommendations from staff.

Proposed Goals:

- 1) Encourage or recommend to the BOS acquiring a city wide staff coordinator.
- 2) Encourage or recommend to the BOS acquiring a grant writer.
- 3) Investigate stimulus packages and opportunities.
- 4) Close cooperation with seniors, teens and Latino population.
- 5) Monthly reports to and from Parks and Recreation school board liaison.
- 6) Review sign ordinance regarding Parks and Recreation programs and look at the idea of having park property or Parks and Recreation exempt from the ordinance.
- 7) Cooperate with CVB by appointing member to serve as liaison.
- 8) Recommend to BOS to maintain an adequate level of service.
- 9) Hold an annual joint meeting regarding budget, goals and levels of service.
- 10) Promote Parks and Recreation as a central component of the BOS goals.
- 11) Promote Parks and Recreation needs to alleviate public safety challenges.
- 12) Review 100 percent cost recovery mandate as per Master Plan.
- 13) Recognize staff's goal inputs.
- 14) Review and address implementation policies in the Master Plan.

Commissioner Livermore moved that the Parks and Recreation Commission adopt these 14 goals and recommend staff to refine these goals as goals for this Commission. Motion seconded by Commissioner Adams. Motion carried unanimously.

Mr. Moellendorf advised that staff will report on recent accomplishments. Mr. Krahn advised that the PRC needs to be proud of the aquatic trail and the impact it has had. A Master Plan was done for the Morgan Mill river access area and Phase 2 of the Carson River Park, which is also something the PRC can be proud of. John Mankins Park and Ronald Wilson Park are completed; the Fairgrounds project and the public/private partnership with Bodine's million dollar gift is a good aspect to keep in mind. The Linear Park trail project is one component of an entire trail system. Next to the Silver Saddle Ranch was the installation of two Mexican Ditch bridge projects. The Lands Bill is going to have a huge impact on the Parks and Recreation system and department. Parks is going to be responsible for 4,500 acres of property, not only to plan and manage from a fire management standpoint but wildlife, recreation, open space, watershed, plus the Silver Saddle Ranch Carson River Park Charrette, Ambrose area, and Prison Hill. There's a huge amount of land for which Parks has assumed responsibilities. Mr. Moellendorf advised that it's going to facilitate and require joint meetings between the PRC and the Open Space Commission to talk about how to fund and manage the property.

Mr. Krahn advised that the Parks Department has been very successful with grants and the Urban Fishing Pond project will be ready this year. There are about \$400,000 to \$500,000 in grants from different agencies. Mr. Guzman and Ms. Bollinger have been instrumental in getting millions of dollars in matching grant monies for their Open Space program. In order to provide amenities, the department is relying on grants and Question 18 monies. Parks and Recreation works in conjunction with the Public Works Department on capital improvement projects over \$25,000. There are roofing projects, the rec center, roadside landscaping, Ross Gold irrigation pump station, Morgan Mill Road, freeway landscaping and a lot of under \$25,000 projects. Cutting operations' staff back with twenty substantial projects coming up within the next two years will tax operations even more. In response to a question, Mr. Moellendorf replied that a project could get funded but may have to wait until there is the means to do it.

Mr. Fahrenbruch advised that the Parks Department has implemented measurable levels of service that can be accounted for which are identified in the Master Plan. A joint use agreement with Bodine's has been implemented for arena and fairgrounds parking and soon the maintenance agreement will be completed. They have been working with Parks for Paws on a future dog park which is part of their dog friendly park policy implemented about a year ago. With Commissioner Livermore's help, tournament fees were established for users of Edmonds Sports Complex who can also play at Governor's Field and those tournament fees go directly to maintenance. Parks took over the Long Ranch subdivision parks, Northridge, and Empire Ranch, but there was no maintenance mechanism once the two year maintenance requirement for the development agreement was up, and it was tough to get general funds support. Mr. Moellendorf was a driving force in creating a mechanism for maintenance districts for future subdivisions.

Mr. Dunn advised that surrounding communities are cutting parks and recreation and closing pools. Mr. Meyer has taken the opportunity to expand and is offering more swim meets for the surrounding communities. The summer camp program has become too expensive for user groups. A goal was to reduce operational costs and change the program to lower registration fees. Last year, fees were over \$113 a week. Cuts to operating expenses meant lowering fees this year to \$85 per week for all summer camp programs. Some of the subsidy in the scholarship program needs to be reduced and spread across the board to reach out to more families. Events will be brought to Carson City and there will be a lot of walking field trips. "There's a lot of activities in Carson City that we haven't taken the opportunity to participate in so we are trying to change how we operate, change programming and reduce costs. I want to make it affordable for all parents." There are about 195 participants per day in the latchkey program which is down over the last

few years as there are limitations on the facilities. It's \$38 a week but with providing only an hour to two of child care, it's a cost that some parents are eliminating from their budget. Latchkey is a great program and will be maintained.

Mr. Dunn advised that the fee structure for registration and sports programs has been changed as those programs should pay what it costs. It's nearly impossible to find sponsorships that pay for activities although historically adult programs were sponsored by businesses. It has gone to individual registration and every participant will pay \$55 regardless of sport which brings in significantly more revenue at the end of the year. Volleyball was a \$200 program but is now bringing in three times that based on participation. This change has been introduced to the softball community as well. They are still one of the cheapest programs even after official's fees, playing fees, etc. Over the last two seasons, 112 teams have participated in soccer. This program began based on the demand of participants in youth basketball. Staff goes out with volunteers and a lot of instruction with first and second graders. Over 80 kids participate in the program and over 100 percent of the program costs were recaptured.

Mr. Dunn advised that Dennis Sullivan passed away last week. He was instrumental in Parks and Recreation for a number of years. The PRC should recognize his achievements in Carson City. Commissioner Livermore commented that there is a process of recognizing people, parks and facilities and it may be worthwhile to consider something for him.

Mr. Dunn advised that The Youth Sports Association protects youth programs like no other community. AYSO, Little League, and Girls Softball are programs that offer opportunities for everyone in Carson City regardless of ability. There are communities that are trying to mirror the protection this association provides. Commissioner Livermore has years of effort into the Youth Sports Association which is something that the PRC and Department needs to continue to support. The Youth Sports Association is the advocate to ensure that programs are available for all youth regardless of ability or monetary means.

Mr. Dunn advised that there has been an impact because of the approach in handling traveling tournament style schools. Ten to fifteen requests come in every month from 3rd and 4th grade traveling basketball teams that want to use a facility for practice, however they are not given the opportunity to use the facilities. There are a lot of local kids participating in sports programs and there are now seven opportunities along with non-traditional sports.

Mr. Ames commented that he and Preston Dunn designed and installed the Fuji arena sound system and that Preston did an outstanding job. A CDBG grant has been applied for to install new ADA compliant restrooms in the gymnasium.

Mr. Moellendorf advised that new flat screens in the Community Center will inform and market some of the things being done and there may possibly be Wii stations which may help the goal of reaching out to teenage groups.

4. MEMBERS' ANNOUNCEMENTS AND REQUESTS FOR INFORMATION (12:23:31) - Chairperson Curtis advised that the opening of the mobile recreation will be on March 25th, at 2:00, on the corner of Hot Springs and Northgate and reminded everyone of the Parks for Paws fund raiser on Saturday night.

- 5. FUTURE AGENDA ITEMS () - Not addressed.
- **ACTION ON ADJOURNMENT** () Not addressed. **6.**

The Minutes of the March 21, 2009 Carson City Parks and Recreation Commission meeting are so approved this 16th day of June, 2009.

DONNA J. CURTIS, Chair

^{*}Minutes transcribed by Jano Barnhurst