



GREATER VALLEJO RECREATION DISTRICT

Board of Directors
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Gary Salvadori
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In compliance with the Americans with Disabilities Act, if you are a disabled person and you need a disability-related modification or accommodation to participate in this meeting, please contact the District Office at 707-648-4604 or fax 707-648-4616. Requests must be made as soon as possible and at least three (3) full business days before the start of the meeting.

Policies and Personnel Committee Directors: Salvadori and Aliga

**Agenda
Monday, February 14, 2022
4:00pm
Administration Office - Board Room
395 Amador Street**

- 1. Discuss COVID and SB114**
- 2. Discuss Updates to Policy 2020-Annual Leave, Executive Leave, and Compensatory Time Off, Leave Without Pay and Floating Holiday**
- 3. Discuss Updates to RR 2020-Annual Leave, Executive Leave, and Compensatory Time Off, Leave Without Pay and Floating Holiday**
- 4. Discuss the Catastrophic Leave Bank-Policy and RR 2040**
- 5. Discuss RFP for Policy Manual Updates**
- 6. Discuss Policy XXXX-Pricing Policy**
- 7. Discuss Compensation, Compensation Study, Employee Retention**

Next Meeting: March 14, 2022

Mission Statement:

Building community and enhancing quality of life through people, parks, and programs.

Website: www.gvrd.org

UNFINISHED BUSINESS

Bill No: SB 114
Author: Committee on Budget and Fiscal Review
Amended: 2/2/22
Vote: 21

PRIOR VOTES NOT RELEVANT

ASSEMBLY FLOOR: 55-7, 2/7/22
(ROLL CALL NOT AVAILABLE)

SUBJECT: Employment: COVID-19: supplemental paid sick leave

SOURCE: Author

DIGEST: This bill makes various statutory changes to COVID-19 supplemental paid sick leave provisions that expired on September 30, 2021.

Assembly Amendments delete the Senate version of this bill and instead add the current language.

ANALYSIS:

Existing federal law:

- 1) Provided, pursuant to the Families First Coronavirus Response Act (FFCRA), up to two weeks of paid sick leave to all employees of employers of 500 employees or less for specified reasons related to COVID-19 with specified rate of pay.
- 2) Authorized, under FFCRA, a health care or emergency responder employer to exclude certain health care providers and emergency responders from these provisions. Additionally, the FFCRA authorized the Secretary of Labor to issue regulations to exclude certain health care providers and emergency responders from this, including allowing an employer of these workers to opt out. The FFCRA sunset on December 31, 2020.

- 3) Provided, under FFCRA, payroll tax credits to qualified employers who provided paid sick leave through December 31, 2020. The Coronavirus Response and Relief Supplemental Appropriations Act extended the FFCRA tax credit through March 31, 2021.

The American Rescue Plan (ARP) extended the FFCRA tax credit from April 1, 2021 through September 30, 2021. The ARP reset the two weeks of FFCRA tax credit on April 1, 2021, and allowed supplemental paid sick leave to be taken for COVID-19 vaccine related reasons and seeking or awaiting diagnostic test for COVID-19.

Existing state law:

- 1) Provides, under the Healthy Workplaces, Healthy Families Act of 2014, that an employee who works for the same employer for 30 days or more within a year from the commencement of employment is entitled to a minimum of 24 hours or three paid sick days on the 120th calendar day of employment.
- 2) Provides that an employer is not required to provide additional paid sick leave if the employer has a paid leave policy or paid time off policy and makes available an amount of leave to employees under the same conditions and the policy satisfies the accrual, carryover, and use requirements described in existing law.
- 3) Requires an employer, in each workplace of the employer, to display a poster in a conspicuous place containing specified information on paid sick days.
- 4) Establishes the Labor Commissioner's Office within the Department of Industrial Relations to, among other things, enforce wage, overtime, and sick leave laws.
- 5) Requires the Labor Commissioner to enforce the paid sick leave provisions and provides for procedures, including investigation and hearing, and for remedies and penalties.
- 6) Establishes the COVID-19 Supplemental Paid Sick Leave, and COVID-19 Food Sector Supplemental Paid Sick Leave, which provided up to two weeks of supplemental sick leave at hiring entities with 500 workers or more. Employees were allowed to take this leave if they were subject to quarantine or isolation due to COVID-19 or prohibited from working due to concerns related to potential transmission of COVID-19. These provisions were retroactively applied to either March 4, 2020 or April 16, 2020, as specified, and expired on December 31, 2020.

- 7) Reestablishes, through SB 95 (Committee on Budget and Fiscal Review, Chapter 13, Statutes of 2021), COVID-19 supplemental sick leave for employers, as defined under existing law, who have more than 25 employees. The bill specified that employees were entitled to up to 80 hours of supplemental sick leave due to quarantine or isolation related to COVID-19, attending an appointment or experiencing symptoms related to COVID-19 vaccine, experiencing COVID-19 symptoms, caring for a family member who is subject to quarantine, or caring for a child whose school or place of care is closed due to COVID-19. The bill provided \$100,000 from the General Fund to the Labor Commissioner for resources to implement and enforce the provisions of the bill. This supplemental leave was available through September 30, 2021.

State executive order:

- 1) Required, under Executive Order N-51-20, a hiring entity with 500 employees or more to provide an eligible food sector worker supplemental paid sick leave related to COVID-19, as specified. The executive order also permitted employees working in any food facility to wash their hands every 30 minutes and additionally if needed.

This bill makes various statutory changes to extend COVID-19 supplemental paid sick leave provisions that were included in SB 95 but expired on September 30, 2021. This bill:

- 1) Reestablishes the COVID-19 supplemental paid sick leave for employers, as defined under existing law, who have more than 25 employees.
- 2) Reestablishes the specifications that a covered employee is entitled to COVID-19 supplemental paid sick leave if the employee is unable to work or telework because the employee is:
 - a) Subject to quarantine or isolation related to COVID-19 as defined by the State Department of Public Health, Centers for Disease Control and Prevention, or a local health officer who has jurisdiction over the workplace.
 - b) Advised by a health care provider to self-quarantine due to concerns related to COVID-19.
 - c) Attending an appointment to receive a COVID-19 vaccine or a vaccine booster.

- d) Experiencing symptoms related to a COVID-19 vaccine or a vaccine booster that prevents the employee from being able to work.
- e) Experiencing COVID-19 symptoms, and is seeking a medical diagnosis.
- f) Caring for a family member, as defined in existing law under subdivision (c) of Section 245.5 of the Labor Code, who is subject to quarantine or isolation as specified in (a) or (b) above.
- g) Caring for a child, as defined by existing law under subdivision (c) of Section 245.5 of the Labor Code, whose school or place of care is closed due to COVID-19.

Provides up to one week or 40 hours of COVID-19 supplemental leave to eligible employees covered above.

- 3) Adds that a covered employee is also entitled to COVID-19 supplemental paid sick leave if the employee is unable to work or telework because the employee is:
 - a) Attending appointment to receive a COVID-19 vaccine or a vaccine booster for the employee's family member, or
 - b) Caring for a family member who has symptoms from a COVID-19 vaccine or a vaccine booster.

Provides up to one week or 40 hours of COVID-19 supplemental leave to eligible employees covered above.

- 4) Adds that for each vaccination or vaccine booster, an employer may limit the total COVID-19 supplemental paid sick leave for symptoms to three days or 24 hours unless the employee provides verification from a health care provider that the covered employee or their family member is continuing to experience symptoms related to a COVID-19 vaccine or a vaccine booster.
- 5) Entitles a covered employee, in addition to the COVID-19 supplemental paid sick leave described above, to take up to 40 more hours of COVID-19 supplemental paid sick leave if the covered employee, or a family member for whom the covered employee is providing care, tests positive for COVID-19.
- 6) Authorizes the employer to require the covered employee, if that employee tests positive, to submit to another test on or after the fifth day after the first positive test and provide documentation of those results.

- 7) Authorizes the employer to require the covered employee to provide documentation of a family member's test result before paying the additional COVID-19 supplemental paid sick leave, as applicable.
- 8) Specifies that the employer has no obligation to provide additional COVID-19 supplemental paid sick leave if the employee refuses to provide documentation of a test result.
- 9) States that the employee is not required to exhaust the initial flexible 40 hours of COVID-19 supplemental paid sick leave before accessing the 40 hours additionally provided as a result of a positive COVID-19 test.
- 10) States that the employer shall provide an employee with written notice that sets forth the amount of COVID-19 supplemental paid sick leave that the employee has used through the pay period in which it was due to be paid on either the employee's itemized wage statement described in Section 226 or in a separate writing provided on the designated pay date with the employee's payment of wages. The employer shall list zero hours used if a worker has not used any COVID-19 supplemental paid sick leave. This requirement is not enforceable until the full pay period following the effective date of the law.
- 11) Specifies that firefighters who were scheduled to work more than 40 hours for the employer in the workweek preceding COVID-19 supplemental paid sick leave, are entitled to the amount of supplemental paid sick leave equal to the total number of scheduled work hours in that preceding workweek.
- 12) Specifies that the total number of hours under COVID-19 supplemental paid sick leave is in addition to any paid sick leave that may be available under existing law.
- 13) Authorizes the employee to determine how many hours of COVID-19 supplemental paid sick leave to use, up to the total number of hours provided under the section, and specifies that the employers shall make the supplemental sick leave available for immediate use by the employee upon request.
- 14) Specifies that each hour of COVID-19 supplemental paid sick leave for nonexempt employees shall be compensated based on the highest pay rate equal to the following: (a) calculated in the same manner as the regular rate of pay for the workweek in which the employee uses COVID-19 supplemental paid sick leave, (b) calculated by dividing the total wages, not including

overtime premium pay, by the total hours worked, in the full pay period of the prior 90 days worked, (c) state minimum wage, or (d) local minimum wage. For exempt employees, the COVID-19 supplemental paid sick leave shall be calculated in the same manner as the employer calculates wages for other forms of paid leave time.

- 15) Specifies that employees will be compensated based on regular rate of pay pursuant to existing law or collective bargaining agreement. The compensation shall not exceed \$511 per day or \$5,110 in total, unless federal legislation is enacted to increase these amounts.
- 16) Specifies that an employer shall not require a covered employee to use other paid leave or unpaid leave before the employee uses COVID-19 supplemental paid sick leave or in lieu of such leave.
- 17) Does not require employers to first exhaust COVID-19 Supplemental Paid Sick Leave prior to Emergency Temporary Standards or Aerosol Transmissible Disease standards.
- 18) Authorizes an employer to count the hours of other paid leave provided to employees on or after January 1, 2022, for the COVID-19 related reasons, as specified earlier in the analysis, towards the number of hours required under COVID-19 supplemental paid sick leave. In addition, this bill authorizes the employer to also include leave provided to any federal or local law for the same purposes of COVID-19 that became effective on or after January 1, 2022.
- 19) Requires the Labor Commissioner to enforce the COVID-19 supplemental paid sick leave as “paid sick days”, “paid sick leave” or “sick leave” under existing law, as specified.
- 20) Requires the Labor Commissioner by seven days after this bill is effective to make publicly available a model notice for employers to display a poster regarding COVID-19 supplemental paid sick leave. A hiring entity may satisfy this requirement for workers who do not frequent a workplace by disseminating notice through electronic means, such as by electronic mail.
- 21) Specifies that the COVID-19 supplemental paid sick leave will take effect 10 days after enactment, and shall retroactively apply to January 1, 2022.
- 22) Requires the employer to provide retroactive payment to an employee that took unpaid leave for COVID-19-related reasons, as specified earlier in the analysis, upon request of the employee. This retroactive payment is in addition to the

COVID-19 food sector supplemental paid sick leave or the COVID-19 paid sick leave as provided under existing law.

Adds that the employer may require covered employee to provide documentation of positive test during the retroactive time when employee seeking retroactive pay.

- 23) Adds that a covered employee can request credit for sick leave taken prior to legislation within the retroactive period, if COVID-19 related, as allowable above.
- 24) Specifies that the COVID-19 supplemental paid sick leave shall remain in effect through September 30, 2022, and specifies that covered employees taking COVID-19 supplemental paid sick leave at the time of expiration may take up to the full amount of COVID-19 supplemental paid sick leave provided in this section.

In-Home Supportive Services and Waiver Personal Care Services Providers (provider(s)) Section

- 25) Provides COVID-19 supplemental paid sick leave for in home supportive services providers for COVID-19 related purposes as specified earlier the analysis.
- 26) Provides up to one week or 40 hours of COVID-19 supplemental paid sick leave for providers, as specified, and authorizes the provider to determine how many hours to use.
- 27) Entitles a provider, in addition to the COVID-19 supplemental paid sick leave described above, to take up to 40 more hours of COVID-19 supplemental paid sick leave if the provider, or a family member for whom the provider is providing care, tests positive for COVID-19. This subsection does not include provisions stating that an employer may require a covered provider to provide documentation of a positive test for claiming of COVID-19 Supplemental Paid Sick Leave during the retroactive time.
- 28) Adds that for each vaccination or vaccine booster, an employer may limit the total COVID-19 supplemental paid sick leave for symptoms to three days or 24 hours unless the provider provides verification from a health care provider that the provider or their family member is continuing to experience symptoms related to a COVID-19 vaccine or a vaccine booster.

- 29) Specifies that the COVID-19 supplemental paid sick leave is in addition to any paid sick leave that is available under existing law.
- 30) Authorizes the provider to determine the number of hours to use, up to the total amount of hours provided in this section. This bill specifies the supplemental sick leave is available for immediate use. The provider shall inform the recipient of the need to take sick leave and submit a sick leave claim to the county consistent with the procedures established by the county.
- 31) Specifies that each hour of COVID-19 supplemental paid sick leave shall be compensated at the regular rate of pay which the provider is entitled to pursuant to existing law or collective bargaining agreement.
- 32) Specifies that the provider shall not be required to use other leave before COVID-19 supplemental paid sick leave or in lieu of such leave.
- 33) Specifies that if a provider takes paid leave on or after January 1, 2022, for COVID-19 related reasons, as specified earlier in the analysis, and is compensated equal to or greater than the hours of the other paid leave, such as those provided by any federal or local law, may be counted towards the total number of hours required for COVID-19 supplemental paid sick leave.
- 34) Specifies that the COVID-19 supplemental paid sick leave will take effect 10 days after enactment, and shall retroactively apply to January 1, 2022.
- 35) Requires retroactive payment for COVID-19 supplemental paid sick leave.
- 36) Specifies that the COVID-19 supplemental paid sick leave for providers shall remain in effect through September 30, 2022. This bill authorizes a provider taking COVID-19 supplemental paid sick leave at the time of expiration to take the full amount of leave that the provider is entitled to.
- 37) Includes a severability clause for this section of this bill.
- 38) Authorizes the Department of Social Services and the State Department of Health Care Services to implement and interpret the provisions of this bill through county letters or similar instructions, without taking regulatory action.

FISCAL EFFECT: Appropriation: Yes Fiscal Com.: Yes Local: No

According to the Senate Budget and Fiscal Review Committee, this bill provides \$100,000 from the General fund to the Labor Commissioner's Office for staffing

resources to implement and enforce the provisions of the COVID-19 supplemental paid sick leave.

SUPPORT: (Verified 2/2/22)

None received

OPPOSITION: (Verified 2/2/22)

None received

Prepared by: Christopher Francis / B. & F.R. / (916) 651-4103
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**** **END** ****

Greater Vallejo Recreation District

POLICY MANUAL

POLICY TITLE: Annual Leave, Executive Leave, Compensatory Time Off, Leave without Pay, and Floating Holiday

POLICY NUMBER: 2020

Annual Leave

Annual leave is provided by the District to employees as a period of exemption from work with pay for the purpose of rest, relaxation and recreation. This respite is a benefit and is intended as an aid in maintaining the long term consistent productivity and contentment of the employee. As such, pay in lieu of leave away from work shall not be permitted without General Manager approval.

Employees shall be entitled to annual leave with pay, at the employee's regular salary rate, according to the following:

- During the first five (5) years of full time employment with the District, the employee will accrue three (3) weeks (15 days) of annual leave per year;
- After five (5) years of full time employment with the District, the employee will accrue four (4) weeks (20 days) of annual leave per year.

Annual leave will accrue from the first day of employment but will not be available for use by the employee until completion of the original probationary period. After Probation annual leave earned may be available to use in the pay period following the pay period in which it was earned.

Commented [CH1]: Does GVRD want to add anything into the Policy regarding accrued leave use during promotional probation period? Maybe that employees can take pre-existing vacations, but not use annual leave otherwise? Thoughts?

If a holiday falls on a workday during an employee's leave, that day shall be considered as a paid holiday and not annual leave. Unused annual leave may be accumulated, but may not exceed a maximum of forty five (45) days which is not more than three hundred sixty 320-360 hours. At termination of employment for any reason, the District shall compensate the employee for accrued annual leave at the straight time rate of pay at the time of termination.

Approved 3/8/2007

2020-1

Revised 6/26/2008

Electronic Copy Created 06/22/2021

Compensatory Time Off

Compensatory time off (CTO) may be provided in lieu of monetary compensation for overtime. The Fair Labor Standards Act provides that compensatory time may be accumulated, but may not exceed a maximum of 240 hours. Compensatory time must be used within forty-five (45) calendar days of being earned. If CTO is not used within the allotted time, then GVRD will cash out the CTO time that has only exceeded the forty-five (45) day calendar time frame. Additionally, any unused accrued CTO will be cashed out at the appropriate rate in the first pay period of June each calendar year. At termination of employment for any reason, the District shall compensate the employee for accrued compensatory time at the straight time rate of pay at the time of termination, or at a rate of compensation no less than employee's average regular rate during the last three years of employment, whichever is highest.

If an employee is promoted to an exempt-level position, their compensatory time will be paid out at the time of promotion. If the employee later demotes or transfers back into a non-exempt level position, they will restart any compensatory time accrual.

Executive Leave

Executive leave is provided to exempt employees in lieu of overtime. On the first of each July, the following positions will be allocated executive leave:

General Manager	140 days (11280 hours)
All other exempt positions	109 days (8072 hours)

Exempt employees will be allocated a prorated number of days on the first day of employment which may be used prior to the completion of the original probation period. Executive leave must be used within the fiscal year it is given. At termination of employment for any reason, the District shall compensate the employee for unused executive leave at the rate of pay at the time of termination.

Annual leave, executive leave, and compensatory time off are to be scheduled to cause the least inconvenience to the District and must be approved by the General Manager or designee. The General Manager shall notify the Board Chairperson as to his/her annual and executive leave choices.

Leave Without Pay

GVRD provides adequate leave in the form of "Annual Leave," "Paid Holidays," and "Sick Leave" to provide for the needs of the employee. Disability insurance and the Catastrophic Leave Bank may also provide additional assistance for serious long term health issues.

Leave without pay ~~should~~ shall only be requested for emergency situations when all other leave options have been exhausted. Leave without pay will not be approved if the employee has any annual, compensation, floating or holiday leave available. Any leave without pay must be pre-approved by the General Manager.

Approved 3/8/2007

2020-2

Revised 6/26/2008

Electronic Copy Created 06/22/2021

Greater Vallejo Recreation District

Rules and Regulations

POLICY NUMBER/TITLE: 2020 Annual Leave, Executive Leave, and Compensatory Time Off, Leave without Pay and Floating Holiday
Rule and Regulation: RR2020

Employees requesting time off shall submit a leave slip or electronic leave request to his/her supervisor up to a year in advance of the requested time. Employee should plan adequately and submit leave slip early enough to provide ample time for approval/denial, but no less than two-weeks, prior to requested leave. For unforeseen, situations requiring immediate time off, the employee shall contact his/her supervisor, Department Head, or General Manager for approval.

Leave slips shall not be held by the immediate supervisor and/or final approver for no more than seven working days. When a request for time off is not approved, the leave slip, electronic or on paper, shall be returned to the employee with the reason for refusal written-noted on the leave slip request. Once approved, the original leave slip will be returned to the employees be forwarded to the Administrative Support Supervisor for tracking and payroll purposes to be included with the employee's timesheet submitted to payroll each pay period. Employees should also keep copies of any leave slips should they choose, a copy will be sent to the employee. Although leave may be pre-approved, extenuating circumstances may occur that require the approval to be rescinded prior to the leave.

If an employee ~~who~~ needs to take an unplanned day off, the employee shall notify (by phone call or other district approved electronic communications) their immediate supervisor prior to the beginning of his/her workday, but not later than one hour after the beginning of his/her scheduled shift. However, if the employee is unable to communicate directly to their supervisor, the employee shall notify the department head during business hours, shall notify his/her immediate supervisor prior to the beginning of his/her workday, but not later than one hour after the beginning of his/her scheduled shift. If the employee is unable to speak directly to his/her supervisor, the employee should leave a message on the supervisor's voicemail, and call staff in the main office or the Lead Worker. If there is no answer at the main office or if you are unable to speak directly to the lead worker, continue calling until you can speak to a supervisor, department head, or General Manager for approval of time off. Leave slips for unplanned time-off are to be submitted the day the employee returns to work.

Any employee that has exhausted all annual leave, sick leave, compensatory time off, or Floating Holiday must have General Manager approval prior to taking unpaid leave for emergency situations. An employee who has met the preceding conditions, is absent for three consecutive days when he/she is scheduled to work, and has not followed leave policy rule and regulation may be considered as having voluntarily resigned from the district.

Employees may not take leave in advance of earning the accrual. "Earned accrual" is credited to each employee's leave bank account at the end of each pay period. Employees may use leave which is in their leave bank accounts at the beginning of each pay period. In the event leave bank accounts have reached maximum, the employee must take leave in a pay period prior to earning additional leave in subsequent pay period.

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Greater Vallejo Recreation District

POLICY MANUAL

POLICY TITLE: Sick Leave

POLICY NUMBER: 2040

Sick leave is defined as absence from work due to illness, non-industrial injury, or quarantine due to exposure to a contagious disease or to care for sick immediate family members pursuant to the Family Leave Act. In addition, dentist and doctor appointments and prescribed sickness prevention measures shall be subject to sick leave provided prior notice is provided.

In order to receive compensation while on sick leave, the employee shall notify his/her supervisor prior to the beginning of the shift. If unable to speak to his/her supervisor, the employee shall follow the procedures outlined in the rules and regulations. A Doctor's certificate shall be required for sick leave in excess of three (3) days.

Sick leave will accrue from the first day of employment and will be available for use by the employee during the initial probationary period.

All full time employees shall earn sick leave at a rate of twelve (12) days per year with unlimited accrual. If a holiday occurs while an employee is on sick leave, that day shall be considered as a paid holiday and not sick leave. At termination of employment for any reason, non-represented employees with ten (10) or more years of service shall be entitled to a lump sum payment for their accumulated sick leave. Eligibility requirements for represented employees are set forth in the Memorandum of Understanding applicable to the particular bargaining group. The lump sum payment shall be seventy-five percent (75%) of the accumulated sick leave not to exceed 90 work days.

Disability Insurance (SDI)/Personal Family Leave (PFL)

Employees who file a claim and are determined eligible for State Disability Insurance (SDI) or Paid Family Leave will have their wages reduced by the amount of SDI or PFL received. Deductions from sick leave for employees on SDI/PFL will be calculated based on the reduced amount.

Employees on sick leave or disability for the same illness/injury more than ninety (90) calendar days will not accrue annual or sick leave.

Catastrophic Leave Bank

A Catastrophic Leave Bank (CLB) has been established to provide a means of obtaining additional sick leave days to allow an employee to stay longer on paid leave status when he/she is off work due to a major illness or injury. The CLB benefit is derived from voluntary contributions from participating employees. Eligibility for, use of, and donation requirements are set forth in the sick leave rule and regulation (RR2040).

Part-time/ Temporary or Seasonal Employees

GVRD desired to be compliant with the "Healthy Workplaces, Healthy Families Act of 2014." Effective July 1, 2015, an employee who, on or after July 1, 2015, works for GVRD for more than 30 days within a year from the beginning of employment is entitled to paid sick leave. Leave will be used and accrued as outlined below.

Paid sick leave accrues at the rate of one hour per every 30 hours worked, paid at the employee's regular wage rate. Accrual shall begin on the first day of employment.

Any unused sick leave shall carry over to the following year of employment and will be capped at 48 hours or 6 days.

Unused sick leave will not be paid out at the time of employee's separation from the district for any reason. Any employee that resigns, quits, or otherwise terminates, the balance of sick leave is forfeited and reset to "0".

Part-time Employee Categories

- Part-time employee (working less than average of 20 hours per week in a fiscal year.)
- Part-time employee (working an average of 20 hours per week or over 1000 hours in a fiscal year.)
- Temporary employee (working on a specific project for no more than 100 days.)
- Seasonal employee (working less than 1000 hours in a fiscal year.)
- Part-time employee (CalPERS retired annuitant working no more than 960 hours in a fiscal year.)

Greater Vallejo Recreation District

Rules and Regulations

POLICY NUMBER/TITLE: 2040 Sick Leave
Rule and Regulation: RR2040

Sick Leave Procedures

An employee who is sick or needs to take an unplanned day off shall notify his/her immediate supervisor prior to the beginning of his/her workday, but not later than one hour after the beginning of his/her scheduled shift. If the employee is unable to speak directly to his/her supervisor, the employee should leave a message on the supervisor's voicemail, and call staff in the main office or the Lead Worker. If there is no answer at the main office or you are unable to speak directly to the Lead Worker, continue calling until you reach a live person; do not leave a voicemail for the main office or Lead Worker. While it is permissible to contact co-workers to inform them of the absence, it does not relieve the employee of directly contacting his/her supervisor.

Leave slips for sick leave or unplanned time off are to be submitted the day the employee returns to work. Employees may use annual leave or comp. time in lieu of sick leave. However, sick leave may not be used in lieu of annual leave. For extended periods of absence sick leave, annual leave, and comp. time/executive leave must be used before an employee can withdraw from the Catastrophic Leave Bank (members only) or request a leave of absence.

Part-time/ Temporary or Seasonal Employees Procedure:

- An employee may use accrued paid sick days beginning on the 90th day of employment.
- Sick leave may be used in .25 (15 min) increments.
- GVRD shall provide paid sick days upon oral or written request for an employee for valid reasons for the diagnosis, care or treatment of an existing health condition or preventative care, or specified purposes for an employee who is the victim of domestic violence, sexual assault, or stalking.
- Paid sick leave is limited to 24 hours or three days in each year of employment.

A part-time employee who is sick or needs to take an unplanned day off shall notify his/her immediate supervisor prior to the beginning of his/her workday, but not later than one hour after the beginning of his/her workday, but not later than one hour after the beginning of his/her scheduled shift. If the employee is unable to speak directly with his/her supervisor, the employee should leave a message on the supervisor's voicemail, and call staff in the main office or the Lead Worker. If there is no answer at the main office or you are unable to speak directly to the Lead Worker, continue calling until you reach a live person; do not leave a voicemail for the main office or Lead Worker. While it is permissible to contact co-workers to inform them of your absence, it does not relieve the employee of directly contacting his/her supervisor.

Catastrophic Leave Bank Guidelines

The purpose of the Catastrophic Leave Bank (CLB) is to provide a means of obtaining additional sick leave days to allow an employee to stay longer on paid leave status when he/she is off work due to a major illness or injury. The CLB benefit is derived from voluntary contributions from participating employees.

To be eligible for membership in the CLB, the employee must:

- Be a qualified full time employee
- Be entitled to earn and use sick leave in the District
- Passed his/her initial probationary period.
- Donate a minimum of eight (8) and maximum of forty (40) hours leave credit(s) per calendar year.
- Compensatory time may be used in lieu of accrued leave.
- Have forty (40) hours (or as stated in MOU's) of earned sick leave or annual leave remaining after contributing the eight hours required for membership.

Donations:

Donations will be accepted from current members in January of each year. However, new employees may make a donation as soon as they are eligible for membership. The Human Resources Administrator will verify that the employee meets the eligibility requirements. Time donated will be deducted from the employee's leave or compensatory time balance and converted to catastrophic sick leave hours. Donations of leave to the CLB are nonrefundable and nontransferable except in the event of termination of the CLB. In the event the CLB is terminated, the total days on deposit shall be returned proportionately to the current participating members and credited to their personal sick leave accruals rounded to the nearest quarter (.25) hour.

Administration:

A committee who will make recommendations to the General Manager regarding a withdrawal application shall administer the CLB. The committee shall be composed three (3) members: one (1) representative from SEIU, one (1) representative from IBEW, and the Administrative Support Supervisor. The committee shall act with an affirmative or negative recommendation on all requests, and the General Manager shall make the final decision. Decisions of the committee and General Manager shall be final and cannot be appealed or grieved. The Administrative Support Supervisor shall maintain all records of the CLB.

The committee will meet at the end of each year to review the status of the CLB. If there have been no withdrawals in the current year, the committee may recommend to the General Manager to suspend contributions due in January of the following year. However, if a number of withdrawal requests come in during the year which depletes the CLB, the committee may reinstate the contribution requirement.

Withdrawal Conditions:

An employee may be able to apply for a withdrawal from the CLB when:

- the employee suffers a catastrophic illness or injury, defined as follows:
 - must be of a serious nature, not a passing disorder or temporary ailment; and
 - must require treatment by a certified health care provider;
 - normal pregnancies without complications and routine surgeries without complications are not considered to be catastrophic;
- the employee is an active member of the CLB in the year a withdrawal is requested and has been a member for thirty (30) calendar days;
- the employee has exhausted all earned leave and compensatory time;

- the injury or illness is not covered by Workers' Compensation even if the workers' compensation benefit has been exhausted;
- the employee is off pending a contested Workers' Compensation claim; repayment of the withdrawal shall be reimbursed should the claim succeed;
- the request is for the employee's personal illness or injury, not for an employee to take leave due to an illness or injury of a family member;
- at the time of application, there is no monitoring or disciplinary action for sick leave abuse.

Applying for a Withdrawal:

Should the member have an illness or injury, as defined above, necessitating the need for additional days, the member may submit a written withdrawal application from the CLB. The application should be initiated as soon as the member knows that all leave will be used before being released to return to work. The committee may refuse to consider an application that does not contain the following information:

- Identification of the nature of the illness and/or extent of injury;
- Date of initial onset of this particular condition;
- Anticipated return to work date.

If a member is critically ill or unable to file an application him/herself, the immediate supervisor or a family member may initiate the application.

Withdrawal applications should be submitted to the Human Resources Administrator, who will verify the employee is an active member of the CLB. The committee will meet, review the application and forward its recommendation to the General Manager within 15 working days from the date the application is received. The General Manager will review and forward his decision to the member and the committee within five (5) working days. The Human Resources Administrator will coordinate with the employee and the payroll department to add approved withdrawal hours to the employee's leave accrual.

Members of the CLB are not necessarily entitled to any days or a set number of days. The number of hours granted, if any, will be determined by the committee who will consider the number of hours in the CLB, the number of pending requests and the nature and duration of the illness or injury. The limit on the number of hours a member may receive per request is 40 hours. A new withdrawal application is required for more hours with a maximum of 160 hours per incident. A member who returns to work before using all the withdrawn hours will return the unused hours to the CLB upon return to work.

Greater Vallejo Recreation District

Rules and Regulations

POLICY NUMBER/TITLE: XXXX
Rule and Regulation: XXXX

Pricing Policy

PURPOSE:

Setting a pricing policy serves as a tool for evaluating services and establishing appropriate fees. Standardizing how we set prices ensures that the resulting price meets District goals and provides the framework to ensure consistency for all Vallejo residents for the value received. ***A pricing policy creates transparency and consistency in fees and charges for programs and services.***

Establishing a pricing policy yields lasting benefits including:

- Stretching taxpayer investment to realize the optimal return
 - Allowing prices to reflect users' investment in themselves based on individual benefit
 - Promoting program respect or ownership
 - Developing deeper commitment to the program users help support
- The dollars customers invest in their parks and recreation experiences will come back to them in better quality services and facilities.

The District is dedicated to fostering healthy lifestyles and helping the community thrive. Our Mission is building community and enhancing the quality of life through people, parks and programs.

As the District continues to provide services and facilities age, the District must be prepared to maintain this high level of service and develop a financial system to continue this community investment.

The District offers a variety of programs, which benefit the residents and visitors of the Vallejo area. While the community benefits, different levels of community investment are appropriate based on level of benefit. The goal of this policy is to create a balance between user fees and taxpayer investment for our programs, services and facilities, ensuring that all citizens have equal access and choice in participation.

POLICY:

The District strives to efficiently offer the most diversified services ensuring that all have equal access and ability to participate in a wide variety of programs and services. The Department prices programs, services and facilities in a manner that balances user fees and taxpayer investment. Pricing takes into consideration the public benefit, users' ability to pay, level of benefit and exclusivity the user receives above what a general taxpayer receives. Pricing ensures equity; those who benefit the most should pay the most. Pricing ensures that users pay appropriate fees and available taxpayer funds are used to achieve the optimal return on investment and ensure access to parks and programs.

OBJECTIVES:

This formal pricing policy establishes a comprehensive long-term strategy to address current and future needs of the Vallejo community. The objectives of effective pricing are:

Equity – Those who benefit from the service should pay for it. Those who benefit the most should pay the most.

Value – Provide the customer with a benefit in relation to or exceeding the relative monetary worth.

Revenue Production – Producing revenue assists in the overall operations of the Department. It provides flexibility to offer programs which may not otherwise be possible if they are not funded through tax dollars.

Efficiency – Expenditures are made with the most efficient use of our resources, so the right mix of programs, facilities and events are offered. Priorities are made to enhance the customer's experience.

Revenue Distribution – Revenues are distributed to the cost center providing expenditures. This pays for direct costs, indirect costs and in some situation's future improvement and/or equipment replacement.

Assistance – Not all customers have the same ability to pay, and opportunities must exist to waive, reduce or provide scholarship opportunities where appropriate.

STRATEGY:

To successfully determine price, the District proposes the following steps:

- Identify/classify programs/services/facilities
- Identify core services
- Identify direct and indirect costs
- Establish cost recovery goals/recovery range
- Identify pricing methods
- Determine price
- Determine market value/benchmarking

CORE SERVICES:

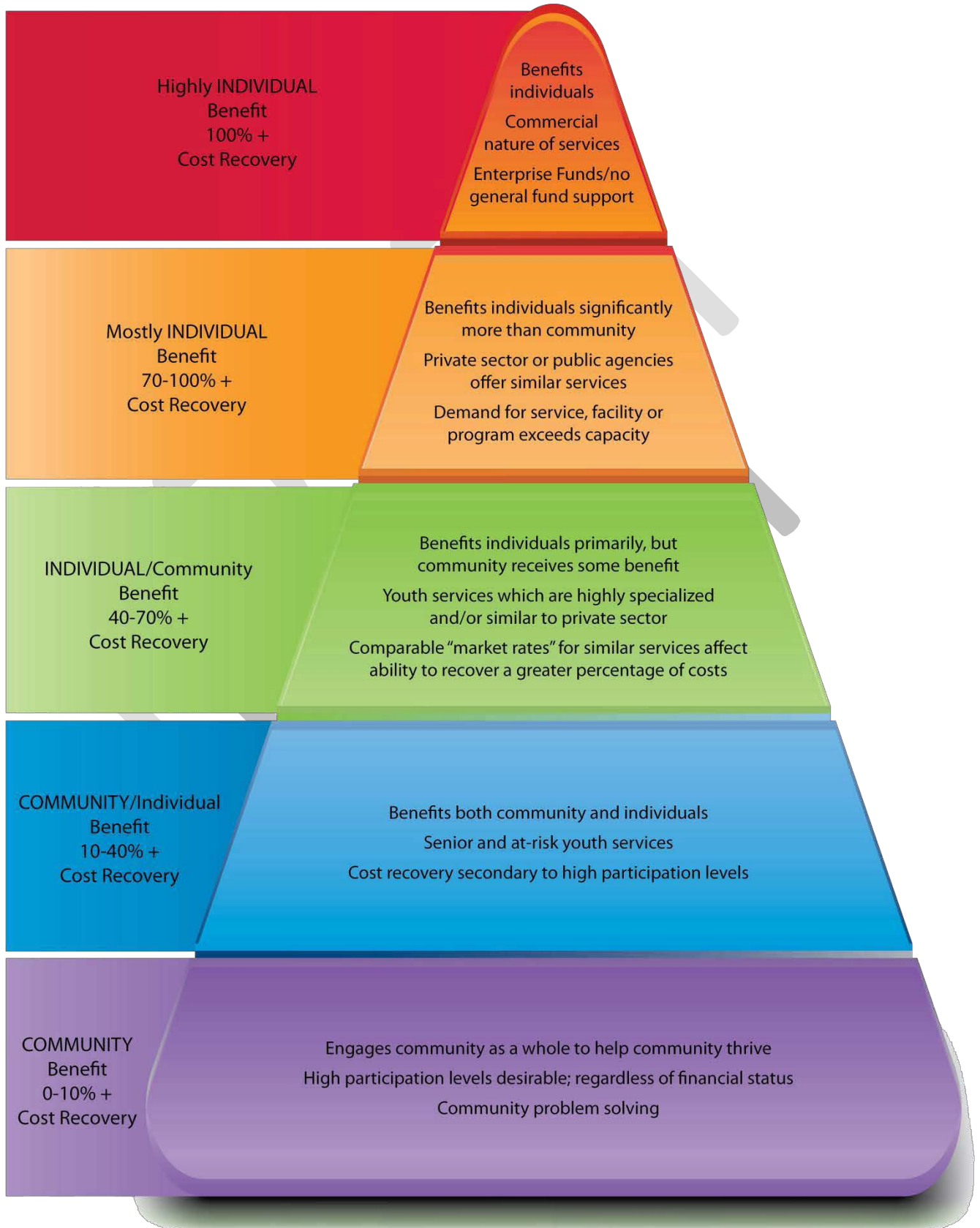
Core services are those which are central and vital to fulfilling our mission. The District has identified the following core services:

- Access to recreation and cultural experiences for all ages, abilities, and demographics
- Existing facilities open, programmed and maintained
- Existing parks maintained and available for community use
- Youth beginning skill development
- Community problem solving
- Community wellness and fitness
- Safe and healthy community
- Parks and facility development
- Preservation of natural resources/open space

The District concentrates on providing and growing core services and continually evaluates the need for non-core services.

TYPE OF USE:

District services are classified into five different categories. The type of service directly determines the cost recovery strategy or pricing methods to be used in the pricing of services and products. The five categories are listed in the pyramid figure that follows.



Conceptually, the base level of the pyramid represents the mainstay of public parks, recreation and community-based programs. Programs appropriate to higher levels of the pyramid should only be offered when the preceding levels below are full enough to provide a foundation for the next level. This foundation and upward progression is intended to represent the parks and recreation core services, while also reflecting the growth and maturity of an organization as it enhances its program and facility offerings.

The District provides a broad supporting base of core service, enhanced with more specialized services as resources allow.

COMMUNITY Benefit

The foundational level of the pyramid is the largest and includes those programs, facilities and services that benefit the COMMUNITY as a whole. These programs, facilities and services may increase property values, provide safety, address social needs, and enhance quality of life for residents. The community generally expects the District to offer these services and supports paying for these services and facilities through property taxes. These services are offered to residents at a minimal fee or no fee and support the core services of the District. A large percentage of the tax support of the agency would fund this level of the pyramid.

COMMUNITY/Individual Benefit

The second and a smaller level of the pyramid represents programs, facilities and services which promote individual physical and mental well-being and provide recreation skill development. They may have a community benefit but to a smaller group of the community. They are generally the more traditional, expected services and beginner instructional levels. These programs, services and facilities are typically assigned fees based on a specific percentage of direct and indirect costs. Costs are partially offset by both a tax subsidy to account for the COMMUNITY benefit and participant fees to account for the INDIVIDUAL benefit.

INDIVIDUAL/Community Benefit

The third and even smaller level of the pyramid represents services with less of a community benefit which promote individual, physical and mental well-being and provide an intermediate level of recreational skill development. This level provides more INDIVIDUAL benefit and less COMMUNITY benefit and is priced to reflect this. The individual fee recovers more costs or has a higher cost recovery goal than programs and services that fall within the lower levels of the pyramid.

Mostly INDIVIDUAL Benefit

The fourth level of the pyramid represents specialized services generally for specific groups and may have a competitive focus. In this level, programs and services may be priced to recover full cost including all direct and department indirect costs.

Highly INDIVIDUAL Benefit

The top level of the pyramid represents activities that are highly individualized and may even fall outside our core services. In this level, programs and services should be priced to recover full cost including all direct and District-wide indirect costs.

COST RECOVERY:

The District sets revenue and expenditure goals annually using criteria set forth in this policy through the budget process approved by the Board of Directors. Programs and services are assigned a cost recovery percentage based on the characteristics outlined below. Programs are evaluated to ensure they fall within the appropriate cost recovery goals.

The District has identified five cost recovery ranges – Very Low, Low, Medium, High and High+ and each service provided by the District is assigned to one of these ranges based on type of use. It is important to note the cost recovery percentages assigned to each service represents what the District would expect to recover under optimal conditions. However, the District's ability to realize these cost recovery percentages may be constrained by a variety of internal and external factors.

These include:

- Market rates and/or competition with other similar service providers
- Equity in opportunity and the ability to pay
- Community sentiment and expectations
- Political and social will
- Negotiations with external parties
- Program/service viability with decreased participation
- Time and demand of facilities and programs
- Sponsorships/partnerships

The difference between the cost and the revenue recovered represents the public investment in providing the service. For example, the *District hosts a Holiday special event that costs \$2000 and collects \$1,000 in fees and sponsorships – the remaining balance of \$1,000 is a District subsidy.*

COMMUNITY Benefit (0%-10%) Very Low-Range Cost Recovery Activities

Services in this range have one or more of the following characteristics:

- Community generally and reasonably expects and supports the District to provide these services
- Engage the community as a whole to help the community thrive
- Primarily benefit the community, though individuals may also benefit
- High levels of resident participation are desirable, regardless of finance status
- Engage children and teens in safe, constructive activities
- Solve a community problem
- Engage seniors in enjoyable, life enhancing activities
- Celebrate the District's history and cultural diversity
- Have offsetting revenue sources to offer program at little or no cost

Services in this range include, but are not limited to:

- Ability to visit and enjoy facilities on an informal basis
- Parks and facility planning and design
- Park's maintenance
- Senior activities/games (cards, chess, bingo, crafts)
- Senior support groups (add in our programs here)
- Community special events
- Free family days at Children's Wonderland
- Homework help
- Health and Safety Events (Bike Rodeo, Health Fair)

COMMUNITY/Individual Benefit (10%-40%) Low-Range Cost Recovery Activities

Services in this range have one or more of the following characteristics:

- Both individuals (or private parties) and the community as a whole receive benefits from the service
- Primarily for youth, but some alternative opportunities are available
- For youth at-risk or senior services
- Cost recovery is of secondary importance to high participation levels, particularly in the case of core services
- Provided for special populations, which would not, or are unable to, participate in other services

Services in this range include, but are not limited to:

- District sponsored special events
- Adaptive programs
- Neighborhood park program
- Public swim
- Youth arts programs

INDIVIDUAL/Community Benefit (40%-70%) Medium-Range Cost Recovery

Services Services in this range have one or more of the following characteristics:

- Individuals (or private parties) are the primary beneficiaries of the service, but the community as a whole receives some benefits
- Comparable "market" rates for similar services affect ability to recover a greater percentage of the costs
- Services are for youth, but are highly specialized and/or similar to those in the private sector
- Services are for adults addressing a need or problem, but full-cost recovery would adversely impact participation rates
- Contribute to improved health & wellness or other overarching District goals

Services in this range include, but are not limited to:

- Entry level instructional programs
- Lifeguard training
- Group swim lessons
- REACH programs

Mostly INDIVIDUAL Benefit (70% to 100%) High-Range Cost Recovery Services

Services in this range have one or more of the following characteristics:

- Individuals (or private parties) benefit significantly more than the community as a whole
- Similar services are offered by the private sector or other public agencies
- Adults are the primary beneficiaries
- Demand for service, facility or program exceeds capacity
- Need to recover most of direct and indirect costs

Services in this range include, but are not limited to:

- Sports and Day Camps
- Youth sports (flag football, soccer, basketball)
- Youth special interest programs (babysitting, dance, Lego, math)
- Adult/Senior classes (trips, cooking, Spanish)

- Semiprivate swim lessons – stroke development
- Competitive swim or water polo teams
- Adult Pickleball Leagues or programs
- Disc golf or foot golf programs or classes

Highly INDIVIDUAL Benefit (100%+) High+ Range Cost Recovery Services

Services in this range have one or more of the following characteristics:

- High individual benefit
- Similar services are offered by the private sector or other public agencies
- Adults are the primary beneficiaries
- Services have a commercial nature
- Demand for service, facility or program exceeds capacity
- Enterprise funds – services operated as a business where no taxpayer support is provided
- Need to recover direct and indirect costs

Services in this range include, but are not limited to:

- Preschool (contract)
Sports (basketball, volleyball, softball)
- Facility and picnic rentals
- Commercial recreation (rentals to commercial providers)
- Private swim lessons or camps

FACILITIES:

The District maintains a significant inventory of buildings, parks, fields and other facilities. **Basic services** such as the maintenance of safe, clean, attractive parks and buildings, the provision of recreation and parks for the general public, and the preservation and promotion of physical and mental well-being will continue to be supported by taxpayer resources. However, the Department shall prepare and maintain a schedule of fees and charges for **special use of facilities**, those where revenues are necessary to support continued use and individuals pay a fee for the privilege of using the facility to the exclusion of others and without interference.

Basic facilities and services for informal/self-directed recreation include but are not limited to:

- Unscheduled, unlighted, unmarked outdoor athletic facilities and sports courts
- Unreserved picnic tables and shelters
- Parks, & playgrounds
- Parking lots for general facility use
- Trails, paths and restrooms
- Open space

Special uses of facilities include:

- Scheduled/reserved use of indoor or enclosed facilities (gyms, meeting rooms, all weather fields, bocce ball, pickleball, foot golf, courts, etc.)
- Scheduled use of tennis courts
- Formal, directed, or lighted baseball, soccer, softball, football, tennis or other sports specific facilities
- Maintenance necessary for sports programs
- Swimming pools with lifeguards

- Outdoor amusement facilities
- Use of parks for special events
- Reserved picnic areas

The District has a variety of facilities available for rent including picnic areas, athletic fields, meeting rooms, pools and community centers. Differential pricing is established for these rentals based on the facility and type of use (i.e. resident, non-profit, non-resident, commercial).

CAPITAL EXPENDITURES:

Capital expenditures are those costs incurred in constructing a facility and in its later modification, renovation or improvement. For example, a swimming pool may be built, resurfaced, or striped to delineate lanes. Investments in this type of capital have historically been recognized as a benefit to the community as a whole and are borne by the general tax base. In some cases, a portion of fees may be reinvested back into facilities.

DIRECT/INDIRECT COSTS:

Direct costs are those costs which are easily and clearly identifiable to the cost objective (program, service or facility). Indirect costs benefit more than one cost objective and must be allocated proportionally. For example, the instructor fee for a class is a direct cost but the electricity for the building benefits all classes and is an indirect cost. (e.g., it must be allocated among the classes proportionately)

Each District division records the total costs of operations including both direct and indirect costs. In general, these costs can be identified as follows:

Direct	Indirect
Instructor salaries & benefits	Indirect staffing (administration/supervision)
Part-time employees' salaries & benefits	Maintenance/custodial
Service contracts	Capital replacement
Materials/supplies/equipment	Facility use
Field lighting	Marketing – advertising & promotion Utilities

The specific direct costs and estimates of indirect costs are recorded on evaluation sheets for each program and service.

In addition to the District indirect costs listed above, Districtwide indirect costs (such as human resources, finance and IT) are recovered from general fund operations.

PRICING METHODS:

The District recognizes that not all cases are “one price fits all” and the pricing policy must be built to recognize the District’s priorities and provide the highest amount of flexibility. Use of comparative pricing accomplishes these goals by permitting the price to fluctuate

based on predetermined factors such as optimal conditions or target user group. By incorporating differential pricing methods when appropriate, the policy also allows users to choose what level of service quality or quantity they want and pay accordingly. The District will implement differential pricing by utilizing the following pricing methods

Primetime & non-primetime – Pricing premiums for primetime versus non-primetime use assists in allocating the high demand primetime usage and optimizing the non-primetime usage.

Season & off-season – Pricing based on season versus off-season permits the usage of service year-round while recognizing priority in specific time periods.

Location – Pricing based on one location versus another provides flexibility in recognizing that not all fields/facilities are the same size nor provide identical amenities.

Age segment – Pricing based on target age segment (i.e., adult, senior, teen, youth) provides flexibility to recognize service priorities and permits variable recovery percentages.

Economic gain – Pricing based on economic gain ensures that when Department property is used by private or closed membership groups for private economic gain, user fees charged are comparable to commercial rates. (Commercial rates for commercial purposes)

Exclusive use – Pricing based on private exclusive use of public property.

Incentives – Pricing which provides incentives for such preferences as early trip registration, season passes, group admissions, annual passes/memberships or frequent use encourages enrollment and return customers.

Move demand – Pricing based on the desire to move participants to another location, time or program.

Resident status – The Districts services attract and are open to residents of neighboring communities. While the District welcomes these customers, we must also be mindful of the impact to our District residents. Although non-resident customers may pay some taxes in the District, they do not pay property taxes. To mitigate this disparity, the District includes a non-resident surcharge in its pricing strategy. The rate of surcharge *varies between zero and 20%* based on market demand which considers the following factors:

- The demand from residents for the program
- The supply/availability of program openings
- The degree of subsidy from the taxpayer for the particular program
- The demand from non-residents for the program
- The viability of the program without non-resident participation
- Cost Recovery goals

These factors directly influence the surcharge. For instance, when there is a demand from residents for the program and/or low supply or availability of program openings, the surcharge is higher.

Additionally, the greater the taxpayer support for the program, the higher non-resident surcharge. When a market condition exists where a high supply of program offerings exist and/or a lower demand

by residents, the District may elect to charge the same fee for residents and non-residents alike or assess a low non-resident surcharge. If non-resident participation is essential or the program would be marginally successful without additional participation, a no or low non-resident surcharge would be appropriate.

There may be select program areas that the District will not assess a non-resident surcharge. The Fees and Charges report will indicate these programs and be approved by the Board of Directors annually.

This pricing method is communicated to our customers as a resident discount rather than a non-resident surcharge.

TYPES OF FEES:

Admission Fees

Admission fees are described as one-time (single entry) charges made to enter a facility, structure or special program. Access is controlled and attendance is regulated. Objectives include:

- To generate funds for the operation and maintenance
- To produce revenue to offset the cost of programs

User Fees (classes, programs, fitness, etc.)

These fees shall be charged for use of a facility, program or access to a controlled area to recover program costs. Objectives include:

- To pay for or augment the operation and maintenance of a program or facility
- To recover cost for material fees such as books, supplies, entrance fees
- To control use of the facility
- To assess a portion of the costs to users who may not be taxpayers
- To enable the Department to provide facilities or programs which might not otherwise be available

Security Deposit (rentals, etc.)

Security deposit fees are charged to secure contracted use of a facility. The objective for this fee is to secure a funding source for unanticipated repair for damages, cleanup or extended time for rental.

Rental Fees (facility, picnic or field rental, etc.)

Rental fees are incurred for the privilege of exclusive use of the facility. This fee gives the user the right to enjoy the advantages of the facility, program or equipment. Rental fees should be sufficient to pay for the replacement of the equipment and the cost of operating the rental service which includes direct staff costs plus a portion of indirect costs. These fees may also be referred to as extra fees.

Objectives include:

1. To establish the benefit of exclusive use and secure use for a specific time
2. To provide for the equipment which visitors may not have supplied
3. Provide required staffing and security for private event

Permit Fees

These fees are charged for any permit (written permission) issued by or under the authority of the District. Objectives include:

- To control the conduct of the activity
- To grant special privilege to the applicant
- To provide revenue to offset costs of control and operations as well as indirect costs

Additional Service Fees

Fees may be charged for supplying extraordinary activities or services as an accommodation to the user. These fees may also be referred to as extra fees. Objectives include:

- To enable special services to be rendered by the District
- To provide revenue to offset costs of the special service (additional staff, overtime for staff or contracting for services)
- To improve the quality of the recreation program by adding value, service or variety

Surcharge for enhanced maintenance or fee for marketing programs

Advertising Fees & Sponsorships

Fees may be charged for brochures, signs, banners or other forms of advertising or promotion. Funding may also be paid for support of special events or programs.

Administration Fees (Non-Sufficient Fund fee, returned payment, pay arrangements, etc.)

Fees may be charged for direct and indirect costs associated with administration and oversight of a program or service.

Registration Fees

Registration fees are a type of administrative fee charged specifically in the area of childcare and preschool. Such fees cover administrative costs, facility repairs, materials fees and annual childcare licensing fees.

Setting the Price

While not quite as simple as determining the costs and applying the recovery goal, this is the basic concept behind determining the price. The pricing pyramid assists us in establishing the base level of cost recovery and where the program fits. We then look at our revenue goals and other pricing factors to establish the price for the program. This can be done with the use of a multiplier for each program or through individual analysis. Just as the expenditures and recovery goals vary for each program/service/facility, so does the pricing methods and actual determination of the price. A pricing model is developed for each program/service/facility and assists staff in determining the price.

Pricing model development:

Step 1: Identify the program, service or facility. Is this a core service? Do any special circumstances exist?

Step 2: Determine the actual cost and include direct and indirect costs.

Step 3: Review the cost recovery range and cost recovery goals to identify the percentage recovery.

Step 4: Multiply the recover percentage by the total cost to arrive at the recovery amount.

Step 5: Divide the recovery amount by the minimum number of people required to hold the class or activity.

Step 6: Adjust the price in accordance with the appropriate pricing methods to establish differential pricing.

Step 7: Review the price against industry standards, customer expectations and previous experiences.

Step 8: Set final price.

The pricing of services is a very conscious procedure that requires continual investigation and review by staff. Fees may be adjusted for market conditions and targeted customers as described in the policy.

Scholarships

The District wants every resident youth to have an opportunity to participate in parks and recreation programs. The District recognizes that not all customers possess the same ability to pay for our programs, services and facilities. The community benefits from the active participation of targeted demographic groups (youth & seniors) as we foster healthy lifestyles. The District offers a variety of fee and free programs and services to help meet this need through our scholarship assistance program.

Discounts

The District recognizes discounts encourage participation in fee-based programs and are a valuable marketing tool. Discounts may be used to:

- Increase program/event enrollment or rentals
- Reward continuing/frequent customers and partners
- Encourage customers to try something new
- Facilitate early registration
- Provide reduced rates for residents

All discounts are tracked and evaluated for their success. New discounts must be approved by the Department Head or General Manager.

Partnerships

Partnerships bring together at least two entities to jointly develop, operate or maintain park and recreation programs, events and facilities and share risk, operational costs, responsibilities and asset management based on the strengths and weaknesses of each partner. The District may partner with an organization, individual or business to provide a community benefit, create social interaction, raise awareness or raise money to support a core service. The Department evaluates each partnership opportunity in terms of potential benefits, challenges and drawbacks. When new partnerships are developed, the functions and services of the partnering organizations are recognized and the Department's and the partner's vision, mission and activities are communicated. Additionally, the level of equity commitment required by each partner is identified and agreed to and measurable outcomes for both partners are tracked annually.

Summary

The District is dedicated to fostering healthy lifestyles and helping the community thrive. The District strives to maintain its reputation for providing safe and well-maintained parks, places, programs and services at a good value to our taxpayers and customers and for preserving and protecting our City's natural resources. The formalization of our pricing policy provides us with a comprehensive long-term strategy to address current and future needs of the Vallejo community and demands upon the District.