



Greater Vallejo Recreation District

GVRD promotes wellness and healthy lifestyles
by providing safe parks and innovative and fun
recreation programs for all residents.

BOARD OF DIRECTORS

Rita Fryar
Thomas Judt
Nicole Person
Olivia Ruiz
Ward Stewart

GENERAL MANAGER

Gabe Lanusse

Policies and Personnel Committee Agenda

Directors: Ruiz and Stewart

Tuesday, April 21, 2026

Administrative Office – Board Room, 401 Amador Street, Vallejo, CA 94590

4:00 p.m.

This committee shall study and recommend compensation and welfare of District staff. This committee shall include a meet and confer with the General Manager regarding the terms and conditions of the General Manager's employment by the district. This committee shall review the functions of District staff and other policies not assigned to other committees.

1. Public Comment:

Members of the public may speak on any item within the jurisdiction of the committee. Each speaker is limited to 3 minutes and a spokesperson for an organization is limited to 5 minutes.

2. Discussion Items:

2.1 Policy 3014, Cost Recovery and Fee Adjustment (new policy)

2.2 Policy 4040, Board Officers

2.3 Policy 5020, Conducting Board Meetings

3. Meeting Adjourn:

Greater Vallejo Recreation District

POLICY MANUAL

POLICY TITLE: Cost Recovery and Fee Adjustment Policy
POLICY NUMBER: 3014

PURPOSE

This policy is a framework for determining, updating, and managing fees for the District's parks and recreation programs, services, and facilities. It supports financial sustainability while ensuring equitable access for the Vallejo community, aligning with the District's mission and the recommendations in the 2025 Parks & Recreation User Fee Study.

POLICY OBJECTIVES

- Ensure that fees reflect the true cost of providing services, including direct and indirect costs.
- Balance financial responsibility with community access by applying appropriate subsidies for services with broad community benefit.
- Adopt a transparent and data-driven methodology for fee setting and review.
- Provide guidance to the Board of Directors, General Manager, and Parks & Recreation staff when implementing fee adjustments.

COST RECOVERY PYRAMID FRAMEWORK

Level	Type of Benefit	Cost Recovery Goal	Examples
Tier 1: Community Benefit	Broad public benefit; enhances quality of life	0–25%	Parks, trails, community-wide events
Tier 2: Community/Individual Benefit	Shared benefit between individual and community	25–60%	Youth services, adaptive recreation, community events
Tier 3: Mostly Individual Benefit	Primarily benefits individual users	60–80%	Aquatics, break camps, sports leagues
Tier 4: Individual Benefit	Exclusive Individual benefit	80–100%	Rentals, facility reservations, parking

These ranges reflect the Matrix Consulting Group's cost recovery targets and typical ranges for public recreation services (see Report Tables 15–16).

ANNUAL FEE ADJUSTMENT ESCALATOR (CPI ESCALATOR)

To maintain consistency with the *Government Finance Officers Association (GFOA)* best practices: The District shall apply an annual fee escalator based on the Consumer Price Index (CPI) for the San Francisco–Oakland–Hayward region or equivalent index.

- CPI-based adjustments shall not exceed 5% annually, unless otherwise approved by the Board.
- The General Manager may apply this annual inflationary adjustment administratively, if fee increases remain consistent with established cost recovery goals.

COMPREHENSIVE FEE REVIEW CYCLE

The District shall conduct a comprehensive cost recovery and fee review every five (5) years, or sooner if significant organizational, technological, or programmatic changes occur.

- The review will assess:
 - Updated cost of service calculations (direct + indirect costs).
 - Market competitiveness relative to regional benchmarks.
 - Alignment with cost recovery targets and subsidy philosophy.
 - Community equity and access impacts.

DISTRICT-WIDE COST RECOVERY TARGETS

Using the full cost recovery model established by the Matrix Consulting Group, the District will pursue the following district-wide cost recovery goals (based on full cost, including administrative and maintenance overhead):

Program Area	Target Cost Recovery Range
Adaptive Recreation	10–40%
Aquatics	30–70%
Break Camps	25–60%
Children’s Wonderland	30–60%
Community Centers	70–100%
Community Events	20–50%
Parking	80–100%
Sports Leagues & Rentals	50–80%
Youth Services	20–50%

These targets provide a framework for decision-making but may be adjusted by the Board to reflect community priorities or policy considerations.

EQUITY, ACCESS, AND INCLUSION

Recognizing that cost recovery must be balanced with equity:

- The District will maintain fee waivers, discounts, and scholarship programs to ensure that financial barriers do not prevent participation.
- Adjustments to these programs will be reviewed in tandem with the fee review cycle to ensure fairness and consistency.

MARKET AND BENCHMARK PRACTICES

- The District shall conduct market comparisons of regional fee structures annually to ensure competitiveness and to identify opportunities to align with or differentiate from neighboring agencies.
- Market rate analysis will serve as a secondary decision-making tool, complementing the full cost recovery methodology.

IMPLEMENTATION AND OVERSIGHT

- The Recreation Services Director and General Manager are responsible for implementing annual CPI adjustments and reporting cost recovery progress to the Board of Directors annually.
- Any fee adjustments exceeding CPI, or representing significant shifts in cost recovery policy, must be formally adopted by the Board following public notice and hearing.

POLICY REVIEW AND UPDATES

This policy shall be reviewed every five years, concurrent with the District's comprehensive fee study. Amendments will be recommended by staff and approved by the Board of Directors to ensure continued alignment with District goals and community needs.

REFERENCES

- *Matrix Consulting Group. "Final GVRD Parks & Recreation User Fee Study Report," October 2025.*
- *Government Finance Officers' Association (GFOA) Best Practices: Establishing Government Charges and Fees.*
- *California Government Code §66014(a), Proposition 26.*

Greater Vallejo Recreation District

POLICY MANUAL

POLICY TITLE: Board Officers
POLICY NUMBER: 4040

The officers of the Board shall consist of a Chairperson, a Vice-chairperson and a Secretary. The election shall take place each year at the first regular meeting held in January. Nominees for the position of Chairperson must have two (2) years' experience as a Director on the Board. The terms of officers shall be for one year. Officers shall have the same rights as the other members of the Board in regards to voting, introducing motions, resolutions and ordinances, and any discussion of questions that follow said actions.

The Chairperson shall preside at all meetings of the Board, appoint committees, call special meetings when deemed necessary, execute all documents, papers and warrants on behalf of the Board, and act as liaison officer between the public and the Board. The Chairperson shall preserve order and decorum and shall decide questions of order subject to appeal to the entire Board.

The Vice-chairperson shall perform the duties of the chairperson in his/her absence. The Vice-chairperson is empowered to call special meetings of the Board upon the inability of the Chairperson to do so.

The Secretary shall keep, or cause to be kept, full and complete records of the proceedings of all meetings of the Board and give, or cause to be given, notice of all regular and special meetings. The Secretary shall attest all documents. The Secretary shall also be the clerk of the Board and shall perform all of the duties imposed by law upon the clerk. In the absence of both the Chairperson and Vice-chairperson, the Secretary will assume the duties of the Chairperson.

The Board employs legal counsel on a contract basis to advise the Board on legal questions as they arise. Legal counsel is answerable to the Board and represents the District through the Board.

- Legal counsel works on a day-to-day basis in conjunction with the General Manager.
- All questions of law requiring Board action shall be referred to the legal counsel for opinion.
- The contracting law firm shall serve as the legal counsel for the District.
- On issues outside the sphere of expertise of the contracting law firm and with the prior approval of the Board, matters may be referred to other legal firms who have the requisite knowledge.

Greater Vallejo Recreation District

POLICY MANUAL

POLICY TITLE: Conducting Board Meetings
POLICY NUMBER: 5020

Meetings of the Board of Directors shall be conducted by the Chairperson in a manner consistent with the policies of the District. Policy No. 5060, "Rules of Order for Board and Committee Meetings", shall be used as a general guideline for meeting protocol.

All Board meetings shall commence at the time stated on the agenda and shall be guided by same.

The conduct of meetings shall, to the fullest possible extent, enable Directors to:

- Consider problems to be solved, weigh evidence related thereto, and make wise decisions intended to solve the problems; and,
- Obtain input from the community; and
- Receive, consider and take any needed action with respect to reports of accomplishment of District operations.

Provisions for permitting any individual or group to address the Board concerning any item on the agenda of a special meeting, or to address the Board at a regular meeting on any subject that lies within the jurisdiction of the Board of Directors, shall be as followed:

- Three minutes may be allotted to each speaker or five minutes for a spokesperson for an organization with a maximum of 20 minutes to each subject matter.
- No boisterous conduct shall be permitted at any Board meeting. Persistence in boisterous conduct shall be grounds for summary termination, by the Chairperson, of that person's privilege of address.
- No oral presentation shall include charges or complaints against any District employee, regardless of whether or not the employee is identified in the presentation by name or by another reference which tends to identify. All charges or complaints against employees shall be submitted to the Board of Directors under provisions contained in Policy#1030.

Willful disruption of any of the meetings of the Board of Directors shall not be permitted. If the Chairperson finds that there is in fact willful disruption of any meeting of the Board, he/she may order the room cleared and subsequently conduct the Board's business without the audience present. In such an event, only matters appearing on the agenda may be considered in such a session.