

**SACRAMENTO LOCAL AGENCY FORMATION COMMISSION**  
**1112 I Street, Suite #100, Sacramento, California 95814**  
**(916) 874-6458**

**MUNICIPAL SERVICE REVIEW (MSR) DISTRICT PROFILE**

**DISTRICT SNAPSHOT:**

Date: February 2, 2011

Agency Name: North Highlands Recreation and Park District

Address: 6040 Watt Avenue, North Highlands, Ca. 95660

Website: [www.nhrpd.org](http://www.nhrpd.org)

Telephone: 916 332-7440 (FAX) 916 332-1121

Administrator Name: Kay F. Dahill

Title: District Administrator

Name of Contact: Kay F. Dahill

Contact's e-mail Address: [Kay@nhrpd.org](mailto:Kay@nhrpd.org)

Agency's Principle (Enabling) Act: Public Resources Code, Section 5780  
Services Provided: Parks and Recreation

Latent Powers: none

Governing Body: 5 Elected Board of Directors

Total Number of Employees: Full Time – 10 (40-50 part time)

# Represented	# Unrepresented
-0-	All

Acreage/ Sq. Miles within Agency: 12 square miles,

Total Population within Agency: 44,000

Total Registered Voters within Agency: 15,997

## INTRODUCTION

### Background Information

The North Highlands Recreation and Park District is an Independent Special District.

- **Mission: To help enrich and fulfill the lives of the citizens through the provision of facilities and programs that will provide and enhance creative, wholesome and imaginative leisure time living patterns with emphasis on family and youth oriented programs.**
- **Setting:**  
Central NE unincorporated Sacramento County. (Please see attached map.)

### History

The North Highlands Recreation and Park District was formed in 1955. At that time the North Highlands Improvement Association donated a five acre parcel now known as Strizek Park. The administrative offices were housed there until 1966. The District was established to provide park and recreation services.

Today the District has approximately 72 acres of parkland, and maintains 11 developed parks, one undeveloped park, one swimming pool complex, an office and community center complex, a youth center and gymnasium and a Corporation Yard. The District also has several long-term use agreements with the Twin Rivers School District for the use of ball fields, gymnasiums, and a swimming pool. The current population is approximately 42,000 (2000 Census). The District's acreage per capita is 1.72 acres 1,000 residents.

On December 12, 2000 the reorganization of the former McClellan Air Force Base was approved. A portion of the former airbase was detached from the City of Sacramento and the entire decommissioned military facility was annexed to the North Highlands Recreation and Park District, the Northridge Water District and County Service Area #1. Several parks sites that were located on the former base were transferred to the District through a Public Benefit Conveyance process at no cost to the District.

North Highlands is an unincorporated area and has a highly diversified population, including a large population of Russian and Ukrainian families. There are many single family and multi-family households. North Highlands is a low income area, with a low assessed valuation of structures and property within its boundaries. The District is primarily residential in nature, although there is growing commercial and industrial development.

## **1. Services Provided**

North Highlands provides recreation and parks and facilities and organized activities to meet the needs of its residents, and to foster a sense of community.

Mini Parks (1.5 to 4 acres)

Five District parks are mini parks that provide open space, picnic areas, and playgrounds that serve residents within a half mile radius.

Neighbor Parks (5 to 10 acres)

Seven District parks are neighborhood parks that serve residents within a two mile radius. These parks offer parking, ball fields, picnic areas, basketball courts, and playgrounds.

The District operates one community park that is 19.32 acres. It provides parking, picnic shelters, playgrounds, full basketball court, horse shoe pits, and lighted baseball fields.

At all of these sites the District provides recreational and educational opportunities for all ages. Offerings include aquatic programs, sports leagues, summer camps, senior nutrition lunches, martial art classes, gymnastic and dance classes. Seasonal special events are also offered free and are open to the public.

In addition the District owns and operates a gymnasium and youth center where sports leagues, cheerleading, summer camps, and child care services are provided. This is one of the facilities acquired by the District through a public benefit conveyance when McClellan Air Force Base closed.

The District operates a swimming pool complex that was built jointly with the Grant School District, has a long term lease agreement, and is operated by the District for about six months of the year. The aquatic program consists of a swim team, swim lessons, open swim, family swim, water aerobics and a food concession.

In 1986, under a creative and mutually beneficial agreement, the North Highlands Recreation and Park District and the Rio Linda Union School District mutually developed what is known as Ridgepoint School and Ridgepoint Park. This is a ten acre site, six of which belong to the Park District, and four belong to the School District. The Park District contributed \$200,000 that helped fund the enlargement of the school multi-purpose room/gym. The long term use agreement allows the park district access to the park and the multi-purpose room/gym during non-school hours. The District operates an afterschool program at this site, as well as other recreational activities in the evening and on the weekends.

The District leases park picnic areas, a swimming pool, two community centers, and a gymnasium for recreation programs, social events, meetings, town hall meetings, fundraisers and community events.

## **Management and Staffing Structure**

### Management Structure

The North Highlands Recreation and Park District is an independent District governed by a five member Board of Directors. Each member serves a four year term, and the terms are staggered so all five terms do not expire at the same time. To be eligible for a seat on the board a candidate must either own property or live in the District, and must be a registered voter.

Board meetings are held the second Thursday of each month at 6:30p.m. in the Highlands Recreation Center, and the public is encouraged to attend. Board members receive a \$100 stipend per meeting. Meetings are posted in the local paper and posted in the Recreation Center's window. The District maintains a website and distributes two Activity Guides each year, both include board meeting dates as well.

### Employment Structure

The North Highlands Recreation and Park District employees 10 full-time employees, 6 regular part-time employees, and 30 to 50 seasonal employees. The District reviews employee salaries annually and compares salaries with other local recreation and park districts. Budget permitting cost of living increases are given every other year. The District also conducts quarterly safety meetings and special training sessions for all employees.

Following is a discussion of the type and purpose of any contracts (support. services, etc.) and consultants:

The District contracts with independent contractors, and special interest instructors, to provide recreation programs and classes. In addition the District contracts with consultants to assist with maintenance projects, prepare grant applications, and perform special studies for planning purposes. Contractors are also used for various repair and replacement projects.

Following is a discussion of awards or recognition the agency has received:

In 1987 the District received the CPRS Merit Award for the Ridgepoint School Project which was an innovative partnership with the Rio Linda Union School District. The District has also been awarded multiple awards for safety from the California Association of Recreation and Park Districts.

Following is a discussion of ongoing training and personnel policies:

Each year the budget includes employee training for participation at workshops, seminars, and conferences. It also includes certification programs for various maintenance and recreation services, i.e. pool operation, playground safety, Water Safety Instruction (WSI), CPR, First Aid, etc. Personnel Policies encourage employee's continued advancement by educational courses, workshops, and seminars.

Following is a discussion of salaries and pay scales in relation to regional and industry standards:

The salaries and pay scales are comparable to other districts of the same size, but lower than most other local park districts. This impacts the District's ability to attract well qualified employees.

Following is a discussion of organization structure in relation to like service providers:

The District's structure is comparable to other local districts, but is understaffed in the maintenance division. Through the years in order to keep an adequate maintenance staff, the District has hired more regular part-time employees, rather than full-time employees, thereby saving the cost of most benefits. In lean years the District kept full-time positions vacant to offset budget losses due to ERAF and other state cuts.

Following is a discussion of growth and population projections:

The North Highlands Recreation and Park District has experienced very little development activity over the last two decades. Now, however, due to the closure of McClellan Air Force Base, the District is likely to see substantial urban growth in its previously rural western flank as bounded by the underdeveloped Watt Avenue commercial corridor, along with infill development at scattered vacant sites in other parts of the District. A conservative estimate is that the District will grow by about 6,859 residents over the next ten years.

Following is a discussion of current level of demand for services:

The District measures current demand based on surveys, resident requests, and partnerships with community groups and organizations. It also uses the Quimby Act standards to gauge infrastructure needs, which are 3 to 5 acres of land per 1000 residents. The current District level is 1.72 acres per 1000 residents significantly lower than industry levels. It is evident that continued development is needed to keep pace with demands for service.

Following is a discussion of projected demand for services.

A conservative estimate is that the District will grow by about 6,850 residents over the next ten years. To serve these new residents locating in the District approximately 34.3 acres of developed parkland will be needed in addition to the 41.8 acres required to meet the 5.0 acres per 1000 residents. The newly revised Master Plan serves as a foundation for estimating how much it will cost to provide these facilities but cannot yet provide details of facility requirements on a site specific basis, except for near-term facility improvements planned on site owned or proposed acquisition by the District.

## **2. Facilities and Programs**

### **A. Facilities**

**Summary of Facilities:** Please See Attached Map and List of Parks and Facilities.

#### **Present and Planned Capacity of Public Facilities**

The District has experienced very little new residential development in the recent past. However the District will encounter continued infill development as well substantial growth of small and large scale residential development in the previous rural western region of the District.

There is currently a severe need for additional recreational facilities to accommodate active recreation interest such as baseball, football, soccer, basketball and aquatic programs

In addition to active recreational demand, the District is also experiencing increased demand for more passive oriented recreational opportunities and facilities mainly in the existing smaller neighborhood parks, facilities such as picnic pavilions, spray pools and special activity recreational facilities.

To properly accommodate future population growth and to ensure that new residential development does not erode the level of parks and recreation facilities currently available to serve the needs of the existing population, the District requires adequate parkland acquisition and parkland development fees, based on a standard 5 acres per 1000 residents.

A master plan survey of the District's existing parks was completed in 2008. This Master Plan recommended that the District should consider the preparation and adoption of the following implementation measures to meet the Districts future recreation needs:

- Facility and Park Development Standards
- Park Fee Development Nexus Study

- Existing Park Facility Improvement Recommendations
- Adopt Park Construction Development Cost
- Establishment of a Mello-Roos Community Facilities District
- Explore additional public and private funding sources
- Explore opportunities for cooperative agreements
- Continue to negotiate agreements and work closely with School Districts, in order that school facilities remain accessible to District residents for recreational use.

The North Highlands Recreation and Parks District relies on direct contact with District users, Board Meetings, interest polls, periodic surveys, various partnerships with community groups to determine which new services or offerings to better accommodate the interests of its District residents.

### **Infrastructure Needs or Deficiencies/Capital Improvement Program**

The North Highlands Recreation and Park District Board of Directors considers and approves Capital Improvement projects as part of the budget process.

In addition staff periodically submits to the Board plans for long term capital improvements such as land acquisition, building construction, park development or improvements or replacements of maintenance infrastructure, such as facility painting, AC/Heating replacement due to wear and tear.

The North Highlands Recreation and Park District is over 50 years old and thus many of its structures, facilities and infrastructure are aging, in need repair or replacement. District staff has compiled a short and long term list of projects that need attention, but with the current economic downturn and budgetary constraints project are delayed until a problem develops and money is allocated to fix the problem in the short term. It is staff intention that as the economy improves and the District tax base increases the District will be able to properly address many of these deferred maintenance projects. None of the District's facilities are redundant with other agencies. Some facilities are shared with Twin Rivers School District. Any upgraded infrastructure and deferred maintenance will be funded through the District's tax base, grants and development fees.

Regarding infrastructure deficiencies, the District is in good standing with applicable regulatory agencies, and has not recently experienced any permit or regulatory violations.

The following discusses compliance with applicable regulatory standards (for example, CA R-39-97 (Certified Playground Safety Standards) for Recreation and Parks Districts:

North Highlands Recreation and Park District is a small agency with limited staff resources to meet applicable Federal, State or County regulatory standards. Any regulatory requirements are sub-contracted such as the following:

- Certified Playground Safety Standards
- State and Pesticide Regulations
- Meeting and complying with ADA requirements
- Health and Safety conditions for pool and facilities
- Backflow water inspections
- Hazards Material storage and handling
- Fire alarm compliance and facilities inspections

**B. Programs**

Summary of Programs (Recreation, Education, Conservation, etc.)

NAME	LOCATION(S)	SIZE (# Participants)	DESCRIPTION
Youth Sports: basketball, flag football, volleyball, sports classes, sports camps, cheerleading.	Capehart Gymnasium, Highlands Sports Complex, Ridgepoint school.	675 annually.	Leagues, classes, clinics that promote participation, sportsmanship, fitness and teamwork.
Aquatics: youth swim team, swim lessons for children and adults, recreational swim, family swim nights, aquatic special events, water aerobics.	Highlands Sports Complex pool.	Lessons: 340 Lap Swim: 40 Rec.Swim:60 per day for 65 days. Family Swim: 30 per day for 25 days. Swim Team: 100. Water aerobics: 15 per class for 24 classes.	Aquatic programming for the whole family. Swim team for kids ages 6 to 18; lessons for toddlers to adults to help everyone be water safe; recreational swim for neighborhood kids and families; family swim nights and events to bring families together; lap swim and aerobics to promote fitness.



<p>Youth Special Interest Programs: Late Night North Highlands, Raccoon Club, day camp and intersession camp.</p>	<p>North Highlands Community Center, Ridgepoint school.</p>	<p>Late Night: 20 to 40 per week; Raccoon Club: 54 children monthly for 10 months; Day Camp: 24 per session – 9 sessions; Intersession: 15 children.</p>	<p>Childcare and mentoring programs provide safe and secure environments for children to learn and grow.</p>
<p>Special Events: Community Halloween Event; Community Holiday Party; Polar Bear Plunge; Easter Egg Hunt and Breakfast; Mother and Daughter Tea.</p>	<p>North Highlands Community Center; Highlands Sports Complex pool; Freedom Park; North Highlands Recreation Center.</p>	<p>Halloween: 300          Holiday Party: 400          Polar Bear Plunge: 30          Easter Egg Hunt: 400          Easter Breakfast: 45          Mother/Daughter Tea: 30.</p>	<p>Community based events that provide entertainment for the whole family for little or no cost and foster community pride and celebrate family.</p>
<p>Adult Sports: flag football, volleyball, basketball, softball.</p>	<p>Capehart Gymnasium, Highlands Sports Complex, Ridgepoint school.</p>	<p>Football: 20 teams          Volleyball: 16 teams          Basketball: 8 teams.          Softball; 4 teams</p>	<p>Adult sports promote fitness and participation.</p>

### 3. **Financial Information**

**Budget** (Please see attached current budget.)

Revenue is derived from all available revenue sources :

1. Property Taxes
2. Facility rentals
3. Program fees and charges
4. Prop. 40 and Prop. 12 Grants
5. Redevelopment Funds
6. CDBG funds
7. Miscellaneous

Various fees and charges are applied depending on the rental facility and the type of recreation program being conducted. There are no Assessment Districts. All fees and charges are approved by the Board of Directors every year. The rates are recommended by staff members after review of the rates and charges being used by other Districts, and based on the cost to the District. Most programs are self-sustaining. In 1992 the Board of Directors approved an Assessment District. However, in the 1992 election three new board members were elected who belonged to a group called Citizens Against New Taxes (CANT). The first action they took when seated was to dismantle the Assessment District. The District did receive one levy of taxes.

The District serves a low income population which restricts the types of programs that can be conducted due to the cost. In addition, the District has strived to keep the costs as low as possible, otherwise the program will not get enough participants. The District does charge \$.50 per person surcharge to cover the cost relating to compliance with ADA requirements. Most of the rates and charges are reasonably comparable to similar sized districts. In those instances when rates must be kept lower, shortfall is made up somewhat due to the volume of participants in the program.

In 1978, the passage of Proposition 13 resulted in a significant loss of revenue to the District. At that time all the free afterschool programs, or other free services were cancelled. The low cost of homes in North Highlands keeps property taxes lower than other Districts in the area. In 1992 the District lost a significant amount of money due to ERAF.

#### **Expenditures**

The programs offered by the park district are mostly sport activities. There is not much demand for art, computer, photography, or other various programs offered in other Districts. Many of the programs are run by, or assisted by volunteers which help to keep the cost down. In some instances the District combines

programs with other smaller Districts such as Rio Linda and Arcade Creek Park Districts.

The salaries and wages paid for recreation services are lower than many of the other Districts. The District has been fortunate through the years to not be charged for school facilities. This also contributes to keeping the cost of services lower.

**Assets, Liabilities, Debt, Equity, and Reserves**

Please see Attached Financial Transactions Report. The District has no long term debt and/or liabilities.

District’s reserve account - \$300,531  
 District’s Contingency Fund - \$145,000  
 Total 2010 projected revenue - \$1,629,533  
 Ratio of annual gross revenue – 28%

**Summary of Revenue Sources**

<b>Fiscal Year</b>	<b>2006/07</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>
Property Taxes	1,189,433	1,250,831	1,167,211	1,006,585
Interest	50,578	54,751	24,210	16,000
Rental Income	137,922	138,211	134,550	115,304
HPTR	16,587	16,192	14,780	15,000
In-Lieu Fees	-0-	-0-	140,641	100,000
State & Federal Grants	-0-	167,896	512,686	90,776
Fees & Grants	646,664	373,421	169,060	242,388
Miscellaneous	119,253	57,951	51,460	43,500
Fund Balance Available	431,261	997,117	1,186,285	616,819
<b>Total</b>	<b>2,591,698</b>	<b>3,056,370</b>	<b>3,400,883</b>	<b>2,246,372</b>

**Summary of Expenditures**

<b>Fiscal Year</b>	<b>2006/07</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>
Salaries & Wages	618,182	753,149	679,986	811,204
Services & Supplies	605,520	726,890	649,191	932,978
Long-Term Debt	0	0	0	0
Capital Improvements <sup>1</sup>	140,432	187,785	1,388,643	135,000
Equipment	73,983	12,849	143,040	36,000
Contingency <sup>2</sup>	80,293	50,564	50,000	145,00
<b>Total</b>	<b>1,519,040</b>	<b>1,731,237</b>	<b>2,910,860</b>	<b>2,060,182</b>

### **Summary of Financial and Operational Information**

	<b>2009/10</b>
Population	44,000
Area Served	12 square miles
Developed Real Estate Holdings	65 acres
Undeveloped Real Estate Holdings	8 acres
Service Standard Ratios <sup>1</sup>	5 acres per 1000
Full Time Employees	10
Average Part-Time Employees	35-40
Total Annual Budget	2,246,372
Per Capita Spending	
Total Annual Administrative Costs	\$341,806
% Annual Administrative Costs to Total	15%
Reserve Amount	\$300,531

#### **4. Status of and Opportunities for Innovation and Shared Facilities**

Following is discussion of existing and/or potential shared facilities, infrastructure, and staff, including any joint power agreements or other agreements for sharing resources with other agencies:

Currently the District has joint use agreements with Twin Rivers Unified School District. These agreements allow the park district to program the use of the gym, sports fields and pool at Pacific High School after school hours in exchange for the maintenance of the sports fields and pool by District Staff. The District also has after school use of the multi-purpose room at Ridgepoint Elementary School in return for the Park District allowing the school to use the adjacent sports fields. As future opportunities arise for joint use or shared resources arrive, the District will actively pursue them.

As local school districts feel the impact of current economic conditions, they are facing cut backs in the delivery of extra-curricular activities offered by the school districts. North Highlands Recreation and Park District is participating in ongoing planning sessions to determine where sharing of facilities, joint use and delivery of programs can take place. The District has also been part of on-going discussions regarding development of shared aquatic facilities with Center Unified School District.

At present there is no duplication of existing or planned facilities with other service agencies in the area. There is in fact a lack of playgrounds, gyms, pools and community meeting facilities in the North Highlands area, a reality shared with the District's neighboring agencies.

The District's facilities and parks are now in use to their maximum capacity and there is no excess capacity to serve additional customers or other agencies.

Currently the only agreements where by the Park District shares joint use or shared purchasing power is the joint use agreement with Twin Rivers School District for use of sports fields, gym and pool at the School District Pacific High School in exchange for maintenance work done by the Park District. The Park District also has an agreement by which the Park District purchases its fuel needs from Center Joint School District. The Park District receives a much lower per gallon price by buying in conjunction with the School District.

District staff keeps in contact with other agencies and shares with them plans for expansion of programs and additional park facilities amenities so as to insure that there is no duplication of services and amenities with those of surrounding districts and agencies,

With the District having less than 50 employees, many of the services provide by larger agencies such as, planning, human resources, project mangers, are contracted out. Currently there are no opportunities for reduction of duplication of infrastructure with other agencies.

The area bordering the Capehart Gymnasium and Community Center complex on Aztec Way north to Elverta Road could be served with the current level of programming conducted at Capehart. The border between the District and Sunrise Park and Recreation District bisects the Capehardt complex next to Dudley Elementary School.

The District offers programs, events and activities that are similar in format and delivery to other local park and recreation districts (organized youth sports, aquatics, childcare and youth development programs). However, North Highlands fee structure generally tends to be less than neighboring districts.

**5. Accountability for Community Service Needs, including Governmental Structure and Operational Efficiencies**

- a) Following is discussion of the agency’s governing board and public information policies.

Number of Directors: 5

Nature/ Length of Terms: 4 years.

- b) Board members are elected by district, must own property or live within the NH R&P District and be a registered voter. If a board member leaves before the end of their term, the remaining board members appoint until the next general election. The regular board meeting is held on the second Thursday of the month at 6:30p.m. On average, there are 3 to 4 special board meetings a year. Board member compensation shall be limited to \$100 per regular or special meeting, and \$50 for committee meetings, not to exceed \$300 per director, per month. There are no benefits after the term of office expires.

Notice of the Board meeting is placed in the North Highlands News each month. The Agenda is placed in a special box on a window in the lobby area. Notice is published in the Recreation Brochure which is published twice a year. All board meetings are televised by Comcast, and the next meeting is announced at the end of each meeting by the Chairperson. Public Notice is provided by all the above. In addition the District has an electric sign located in front of the District Office on Watt Avenue, that is used to announce public hearings and special board meetings.

All meetings are accessible to the public, and are held in the evening in the Recreation Center. The building is ADA accessible and is large enough to hold 100 people.

The District has a website where facilities and programs are listed. Special events such as Easter Egg Hunt, Christmas and Halloween Parties are posted. Job announcements and general information are also posted. The web site address is **[www.nhrpd.org](http://www.nhrpd.org)**.

Generally, there is a low level of participation at board meetings, but staff are available every weekday from 8:00 AM to 5:00 PM. Messages are taken for Board members and they are given out the day they are received. The public has access to information and agency reports on weekdays.

## **6. Issues, Concerns and Opportunities**

The District is proud to be the provider of many community services that enhance and contribute to the quality of life for our residents. What the District's residents lack in financial resources, they make up for in heart and spirit. The future vision for the North Highlands Recreation and Park District is one of character, continuity, linkage and recreational opportunity. Through the development of a strong neighborhood and community park system spread through the District, and a continued presentation of innovative recreation programming for all ages, the District will better meet the recreational needs of existing and future residents.

With the closure of McClellan Air Force Base, and the subsequent projected growth for North Highlands, new opportunities which did not exist before are now a reality for the District. Many new sub-divisions will be built along the west Watt Avenue Corridor as the economy improves. Unfortunately, many of these new sub-divisions will be "affordable housing." This means less money for the park district in developer fees as affordable housing fees are reduced, or even waived in some instances. Other communities and local districts do not experience the large amount of affordable housing being located in their communities, because they are higher income areas, with higher property values. Their residents have a higher level of education and are more outspoken, and they strongly protest this type of housing in their neighborhoods. It is apparent that North Highlands is the path of least resistance for the location of affordable housing that is required in Sacramento County. The

District complies with all environmental justice requirements; as well as all regulatory reporting requirements, and all applicable public health and safety criteria/

## **SUMMARY OF DETERMINATIONS**

1. Regarding growth in population expected for the District area; the Commission determines that the District is capable of continuing to provide recreational service in the future. The District's inter-agency relationships suggest that, despite its financial constraints, it will be able to adapt to growth by continuing to coordinate joint-use facilities and planning.
2. Regarding the present and planned capacity of public facilities and adequacy of public services, including infrastructure needs or deficiencies; the Commission determines that the District currently provides adequate services and facilities in the unincorporated areas of North Highlands. However, the District recognizes that continued development is necessary to meet future demands, as well as to improve service coverage in the more mature areas of the district, where higher residential densities have impacted the ratio of acres of park-land to District residents. No existing District infrastructure is either redundant or underutilized.
3. Regarding financial ability of agencies to provide services; the Commission determines that the District faces significant constraints for current and future service levels, especially from Educational Revenue Augmentation Fund property tax shifts. However, the District's economies of scale and proven ability to work with a variety of other agencies ensure that it will be able to continue servicing local demand.
4. Regarding status of, and opportunities for, shared facilities and cost avoidance opportunities; the Commission determines that the District uses its best efforts to share resources among other agencies, and to streamline in-house costs, and that the District can continue to partner with local agencies to share the cost of new facilities, and ensure the preservation of viable park spaces.
5. Regarding accountability for community service needs, including governmental structure and operational efficiencies with local accountability and governance; the Commission determines that the District is managed transparently and efficiently, and has shown a dedication to communicating with local residents. It conducts regular user surveys and frequently holds well-publicized public meetings to ensure that service offerings reflect local demand. Finally, seats on the Board of Directors are evenly distributed to represent each District community.

## **CONCLUSION**

*North Highlands Recreation and Park District* meets constituent demand in its service area. It strives to satisfy the recreational needs of the community by providing a wide

range of facilities and opportunities to enrich the quality of life. In relation to these efforts, the residents of have roughly equal access and availability to the District's community programs. However, there is shortage of parks and services. The District is seeking partnership with other organizations to increase the services provided. The District's Master Plan, along with the annual budget, continues to serve as the basis upon which the District will expand to meet the growing service level needs of the citizens in the community.

Attachments:

District Map

Facilities Map

List of District Facilities

Budget

Master Plan