It is with pride and pleasure that we share the District’s 2011-12 Fiscal Year Annual Report, which highlights our solid progress on the body of work we committed to completing to fulfill the District’s mission. Though the yearly agenda we set was ambitious, with 20 specific tactics intent on improving our competitive advantage, what will always be most important to us are the long-term goals that continue to help us build a purposeful organization. We know that parks are essential to the quality of our modern lives and, as seen throughout the report, continue to meaningfully connect people with common interests in recreation, nature and history.

It should be noted that in this report we begin to shift our primary focus away from tactical review and place more attention on the results of our efforts. This is crucial as we begin monitoring execution over the theoretical concepts which helped guide our strategic planning. On page 12 of this report, you will note a new tool designed to shine a light on our progress. This simple dashboard measures the results of our collective efforts and provides a level of transparency that allows us to quickly gauge how effectively we are accomplishing our goals. Tactics will clearly continue to be important to our process, but we must now begin reporting on our results in order to overcome potential short-term temptations that might sap the energy, discipline and focus that are essential to actualizing our collective vision.

In 2015, the District will celebrate its 25th anniversary. We approach this important milestone confident that we are shaping the system to embrace a new era of sustainability and relevance. We are grateful for the unremitting support of the Board of Supervisors, Commissions, volunteers, stakeholders and partners in helping us enrich countless lives by achieving our brand promise that “Parks Make Life Better!”

Thank You,

Scott Bangle, General Manager

TACTICS COMPLETED:

- Initiate Comprehensive Plan
- Complete 49 CAPRA Standards
Board of Directors:
Bob Buster, District I
John F. Tavaglione, District II
Jeff Stone, Vice Chair, District III
John J. Benoit, Chair, District IV
Marion Ashley, District IV

County Executive Team:
Jay Orr, Chief Executive Officer
George Johnson, Assistant Chief Executive Officer

District Executive Team:
Scott Bangle, General Manager/Parks Director
Kyla Brown, Chief - Parks and Recreation
Keith Herron, Chief - Resources
Brande Hune, Chief - Business Operations

District Shining Stars:
In 2011, the District implemented a new recognition program aimed at highlighting the accomplishments of employees and volunteers that exemplify the District’s values. Individuals and groups were chosen based upon their demonstration of Accomplishments, Connecting, Teamwork, Innovation, Outstanding Service, Networking, and Stewardship.

Shelley Kibby, Employee of the Year
Mary Postel, Volunteer of the Year
Noriko Gardner, General Manager’s Award
Santa Rosa Plateau Foundation, General Manager’s Award

District Advisory Commission:
William Hartford, District I
Mark Balys, District I
Daniel Hake, District II
Raymond Smith, District II
Darrell Connerton, District III, Vice Chair
Cois Byrd, District III
Christopher Thomas, District IV
Robert Grady, Chair, Member at Large
Judy Nieburger, District V
Jerry Cody, District V
*Vacancy in District IV

Historical Commission:
Charlene Cleary, District I
Joyce Hohenadl, District I
Velma Hickey, District II
Darell Farnbach, District III, Chair
Robert Lindquist, District III
Marc Hendon, Vice Chair, Member at Large
Virginia Ridgway, District IV
Jennie Kelly, District IV
Herbert Spencer, District V
John Worden, District V
*Vacancy in District II

Off-Highway Vehicle Recreation Commission:
Michelle Randall, District I
Jon Christensen, District II, Vice Chair
Anthony Migliore, District III
Ryan Stendell, District IV, Chair
Meg Grossglass, District V

Trails Committee:
Michelle Randall, District I
Phil Bremenstuhl, District I
Frank Hall, District II
Amie Kinne, District II, Vice Chair
Lynn Mattocks, District III
Martin Rosen, District III
LeGrand Velez, District IV, Chair
Gayle Cady, District IV
Sue Gilchrist, District V
Marie Spradlin, District V
Jerry Jolliffe, Member at Large

Publisher:
Marquese Howard
PARTNERS AND SUPPORT GROUPS

Friends of Hidden Valley Nature Center
Hidden Valley Nature Center

Friends of the San Jacinto Mountain County Parks
Idyllwild Nature Center, Idyllwild Park, Hurkey Creek Park

Gilman Ranch Hands
Gilman Historic Ranch and Wagon Museum

Jurupa Valley Boxing Club Foundation
Jurupa Valley Boxing Club

Santa Rosa Plateau Foundation
Santa Rosa Plateau Ecological Reserve

San Timoteo Canyon Schoolhouse Committee
San Timoteo Canyon Schoolhouse

AWARDS AND RECOGNITION

California Park and Recreation Society
Award of Excellence: Marketing Campaign
The Cove Waterpark

California Park and Recreation Society
Award of Excellence: Aquatic Facility Design
The Cove Waterpark

California Park and Recreation Society
Award of Excellence: Digital Media
RivCoPark’s Website: RivCoParks.org

California Park and Recreation Society
Award of Excellence: Park and Recreation Facility Design
Rancho Jurupa Park

Aquatics International
Best of Aquatics: Honoree
The Cove Waterpark

National Association of County Park and Recreation Officials
Marketing
RivCoPark’s Website: RivCoParks.org

National Association of County Park and Recreation Officials
Park Design
Lake Skinner Recreation Area

National Association of County Park and Recreation Officials
Planning Initiative
Riverside County Park’s Strategic Plan

Government Finance Officers Association
Distinguished Budget Presentation Award
Riverside County Park’s Budget

TACTICS COMPLETED:

- Complete OHVR Business Plan
- Initiate Volunteer Management Plan
- Develop Recognition Program Policy
- Improve Employee On-Boarding Process
- Create Volunteer On-Boarding Process
PEOPLE AND PARKS

RANCHO JURUPA REGIONAL SPORTS PARK
Places are more than the parks, nature and recreation centers, or open-spaces. For RivCoParks, ‘places’ are destinations that connect people to the world around them. Our customers choose to go camping at Rancho Jurupa Park, they choose to visit the Santa Rosa Plateau with their classes for an educational experience, and they choose to hike in Idyllwild, surrounded by a tranquil natural setting. This year, we focused on how we can help make that choice easier through the development of a Quality Assurance Program, effective outreach through the Strategic Communications and Marketing Plan, and enhanced partnerships.

A variety of tools are utilized to rate the quality of our parks, services, and employees. Through surveys, program evaluations, peer reviews and site audits, we’ve taken a critical look at what matters to our customers and use the results to adapt and change to meet expectations. Over the course of the year, changes in programming and services are necessary to keep up with customer needs, help garner new interest in sites, and provide a positive impact on the communities surrounding our sites. Community centered special events were offered at historic, recreation, and nature center sites including Wild West Days at Gilman Ranch, Lemon Lily Festival at Idyllwild, an Art Fair at San Timoteo Schoolhouse, and Summer Events at Lake Skinner. A new destination in the Jurupa Valley region was realized with the addition of the Rancho Jurupa Regional Sports Park in April 2012. This new venue is the first active sports park for the District and has been met with overwhelming support by sports groups throughout southern California.

In 2011, the Strategic Communications and Marketing Plan was launched, which defined a path for reaching our customers in the most efficient and effective ways possible. As part of that plan, the award-winning RivCoParks.org website was enhanced with Special Alerts and we began tracking the impact of communication efforts. The result has been tremendous new traffic on the website, social media sites, and – more importantly – increased visitation at our destination places.

At RivCoParks, we know that partners are critical to each of our places and programs. Throughout this past year, we have placed an emphasis on fostering those partnerships and looking for new ones to ensure that our level of service and variety of program offerings continues to develop. From partnerships that protect and preserve our open-spaces, to those that bring education to at-risk youth, our partnerships blossomed this year.

Through continued dedication to quality places and programs, we’re establishing a certainty that our parks, centers and open-spaces will remain premiere destinations. These efforts will be directly reflected in the Customer and Financial Perspectives of the Balanced Scorecard.
People are a cornerstone of RivCoParks. From the employees and volunteers that create safe, welcoming environments, to the customers that visit RivCoParks spaces daily for their leisure and educational needs – people are our lifeline.

This year, our tactics aligned with the fact that in many ways people make us who we are. Following the Law of Corrections – as within, so without – a focus on employees and volunteers as an investment to the “inner” organization was made a priority.

A comprehensive Customer Service Program was developed to provide consistent training and help employees and volunteers navigate their daily experiences equipped with tools for success. A Human Resources Study was launched to evaluate the organizational structure and efficient use of employees. Included in the process was a Benchmark Report to determine how RivCoParks resources stack up to similar agencies. Part of the inner reflection included improving and refining the Performance Evaluation System. The implemented changes allow for consistency between positions and throughout the agency so all employees are being rated uniformly. Finally, a Volunteer Management Plan was initiated to set a foundation for volunteers throughout the District. Whether camp hosts, docents, committee or program leaders, volunteers are an integral part of the team. The management plan provides the framework for the District as we work with volunteers to expand services, maintain and improve facilities, build new facilities, enhance public safety, increase efficiency, improve customer service, and interpret the cultural, natural and recreational resources.

In spring of 2012, the Employee and Volunteer Recognition Program was launched to ensure that the people of RivCoParks are not only recognized but applauded for their hard work and efforts in supporting RivCoParks’ mission and vision, and emulating our values. After all, ACTIONS speak louder than words, and it’s precisely those actions that are rewarded. The first employees, volunteers and support groups were honored as part of this new program in May 2012. Congratulations to Shelley Kibby, Mary Postel, Noriko Gardner and the Santa Rosa Plateau Foundation as the inaugural recipients of these awards.

“Parks Make Life Better”® is not only a promise, it’s a guarantee. Parks are portals to nature, quality time with family and friends, places to relax and rejuvenate, and, as seen in our attendance tracking last year, increasingly popular places for people to get away. Due in large part to the investments made through CIP projects in 2010, Lake Skinner and Rancho Jurupa Park continue to attract new customers and climb in popularity. Likewise, The Cove Waterpark has proven to be a popular new destination in Jurupa Valley, attracting over 90,000 customers in the first year of operation.

By investing in the people that make RivCoParks the quality organization it is, we see a direct return on the investment through the quality of experiences our customers have in our parks and recreation spaces across the County. The Balanced Scorecard at the end of this report reflects the evidence of the impact on our customers and, more importantly, their lives.
PLACES AND PROGRAMS

JENSEN-ALVARADO HISTORIC RANCH AND MUSEUM
AWARD WINNING: RANCHO JURUPA PARK
Business Trend Indicators

Revenues
- Property Tax Revenue: 8.40%
- Regional Parks & Trail Fees: 27.30%
- Recreation: 86.16%
- County General Fund: (-24.00%)

Expenditures
- Recreation: 90.78%
- Nature Centers: 29.92%
- Planning: (-54.31%)
- Administration: (-38.15%)
- Trails: (-27.48%)

Revenue History

Legend
- Property Tax: 35%
- Regional Parks, Interpretive, & Trail Fees: 28%
- Other Financing Sources: 15%
- Recreation: 11%
- Rents, Leases, Concessions: 5%
- County General Fund: 3%
- Historical & Interpretive: 3%

Funding Sources

Legend
- Regional Parks: 46%
- Recreation: 22%
- Nature Centers/Interpretive: 11%
- Master Planning and Design: 10%
- Habitat and Open-Space: 6%
- Administration: 3%
- Trails: 1%
- Historical Preservation: 1%
Capital Improvement Projects

Legend
- 42% Regional Parks
- 32% Interpretive
- 26% Historical

Regional Parks, Historical & Interpretive Projects
- Rancho Jurupa
- Mayflower
- Jensen Ranch
- Hidden Valley
- Lake Skinner

Trail Projects
- Bain Street
- Martha McLean Trail Access
- W. Prado Basin to Green River
- Highgrove Trail
- Hidden Valley/Norco Bridge
- Harford Springs Trail
- Hidden Valley/Norco/Corona to Prado

Legend
- 78% Santa Ana River Trail
- 15% Harford Springs
- 7% Highgrove

CAPITAL IMPROVEMENTS
AWARD WINNING: LAKE SKINNER RECREATION AREA
# BALANCED SCORECARD

## CUSTOMER PERSPECTIVE

<table>
<thead>
<tr>
<th>Metric</th>
<th>FY10-11 RESULTS</th>
<th>FY11-12 TARGET</th>
<th>FY11-12 RESULTS</th>
<th>DASHBOARD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Satisfaction Rating</td>
<td>99%</td>
<td>95%</td>
<td>98%</td>
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<tr>
<td>Marketing Touch Points</td>
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<tr>
<td>Health and Livability Initiatives</td>
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## FINANCIAL PERSPECTIVE

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<thead>
<tr>
<th>Metric</th>
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<th>FY11-12 RESULTS</th>
<th>DASHBOARD</th>
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<tr>
<td>Non-Property Tax Revenue</td>
<td>$6,356,500</td>
<td>N/A</td>
<td>$8,157,856</td>
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<td>CIP Met</td>
<td>N/A</td>
<td>25</td>
<td>21</td>
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<tr>
<td>Operations Reserve</td>
<td>42%</td>
<td>45%</td>
<td>49%</td>
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<tr>
<td>Expenditure Budget Target</td>
<td>85%</td>
<td>100%</td>
<td>102%</td>
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<tr>
<td>Volunteer Hours</td>
<td>78,108</td>
<td>78,000</td>
<td>80,845</td>
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## INTERNAL PROCESS PERSPECTIVE

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<tr>
<th>Metric</th>
<th>FY10-11</th>
<th>FY11-12 TARGET</th>
<th>FY11-12 RESULTS</th>
<th>DASHBOARD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Active Partnership Agreements</td>
<td>2</td>
<td>3</td>
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<tr>
<td>Acres Under Management</td>
<td>N/A</td>
<td>N/A</td>
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<td>□</td>
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<tr>
<td>Regional Trails Miles</td>
<td>150</td>
<td>150</td>
<td>150</td>
<td>✔️</td>
</tr>
<tr>
<td>Plan Check Review Time Frame</td>
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<td>N/A</td>
<td>N/A</td>
<td>□</td>
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<tr>
<td>CAPRA Standards Current</td>
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<td>52</td>
<td>✔️</td>
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<tr>
<td>Tactics Completed</td>
<td>N/A</td>
<td>20</td>
<td>17</td>
<td>✔️</td>
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<tr>
<td>Recognition Events</td>
<td>3</td>
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<td>✔️</td>
</tr>
</tbody>
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## LEARNING & GROWTH PERSPECTIVE

<table>
<thead>
<tr>
<th>Metric</th>
<th>FY10-11</th>
<th>FY11-12 TARGET</th>
<th>FY11-12 RESULTS</th>
<th>DASHBOARD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recordable Injuries</td>
<td>7</td>
<td>N/A</td>
<td>19</td>
<td>□</td>
</tr>
<tr>
<td>Performance Evaluations On Time</td>
<td>N/A</td>
<td>98%</td>
<td>93%</td>
<td>✔️</td>
</tr>
<tr>
<td>Employee Engagement Index</td>
<td>74%</td>
<td>N/A</td>
<td>N/A</td>
<td>□</td>
</tr>
<tr>
<td>Training Hours</td>
<td>N/A</td>
<td>N/A</td>
<td>5,908</td>
<td>□</td>
</tr>
</tbody>
</table>

### Dashboard Legend

- ✔️ 95% OR MORE OF TARGET
- ✔️ 85% TO 94% OF TARGET
- ✔️ 84% OR LESS OF TARGET
- □ DATA NOT AVAILABLE OR TARGET NOT SET
To ensure the most effective and efficient operations, RivCoParks uses a Balanced Scorecard (BSC) approach to business management. First developed in 1996, this management tool builds a bridge between traditional, short-term oriented management systems and a more balanced approach integrating new types of measurements into a comprehensive strategy. This tool basically answers the question, “Are we ready for the future?”

In 1990, the KPMG research institute studied how future companies would measure performance. The study was based on the avant-garde premise that current financial accounting measures were becoming passé. As researchers and authors Robert S. Kaplan and David P. Norton of Harvard Business School examined innovative ways to measure corporate results, they developed a tool to assess productivity and to set goals and strategy. The BSC identifies four diverse perspectives for companies to use to determine their strategy: “financial, customer, internal, and innovation and learning.” The term “balance” denotes the careful weighing of long-term vs. short-term objectives, lagging financial indicators vs. leading indicators, and external performance measures vs. internal performance measures.

The RivCoParks BSC enables us to effectively translate our vision and strategy into action while continuing to improve performance and celebrate our successes along the way.
## PARK DIRECTORY

<table>
<thead>
<tr>
<th>Park Name</th>
<th>Address/Location</th>
<th>Phone Number</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Bogart Park</strong></td>
<td>Cherry Valley, CA 92223</td>
<td>(951) 845-3818</td>
</tr>
<tr>
<td><strong>Box Springs Mountain Reserve</strong></td>
<td>Moreno Valley, CA 92557</td>
<td>(951) 684-7032</td>
</tr>
<tr>
<td><strong>Gilman Historic Ranch &amp; Wagon Museum</strong></td>
<td>Banning, CA 92220</td>
<td>(951) 922-9200</td>
</tr>
<tr>
<td><strong>Goose Flats Wildlife Area</strong></td>
<td>Blythe, CA 92225</td>
<td>(951) 955-4310</td>
</tr>
<tr>
<td><strong>Harford Springs Reserve</strong></td>
<td>Gaviian Hills, CA 92570</td>
<td>(951) 684-7032</td>
</tr>
<tr>
<td><strong>Hidden Valley Wildlife Area</strong></td>
<td>Mountain Center, CA 92561</td>
<td>(951) 659-2050</td>
</tr>
<tr>
<td><strong>Hisky Creek Park</strong></td>
<td>Mountain Center, CA 92561</td>
<td>(951) 659-2050</td>
</tr>
<tr>
<td><strong>Idyllwild Park</strong></td>
<td>Idyllwild, CA 92549</td>
<td>(951) 659-2050</td>
</tr>
<tr>
<td><strong>Idyllwild Park Nature Center</strong></td>
<td>Idyllwild, CA 92549</td>
<td>(951) 659-3850</td>
</tr>
<tr>
<td><strong>Jensen-Alvarado Historic Ranch and Museum</strong></td>
<td>Riverside, CA 92509</td>
<td>(951) 369-6055</td>
</tr>
<tr>
<td><strong>Jurupa Valley Boxing Club</strong></td>
<td>Riverside, CA 92509</td>
<td>(951) 682-7166</td>
</tr>
<tr>
<td><strong>Kabian Park</strong></td>
<td>Sun City, CA 92587</td>
<td>(951) 926-1541</td>
</tr>
<tr>
<td><strong>Lake Cahuilla Recreation Area</strong></td>
<td>La Quinta, CA 92253</td>
<td>(760) 564-4712</td>
</tr>
<tr>
<td><strong>Lake Skinner Recreation Area</strong></td>
<td>Winchester, CA 92596</td>
<td>(951) 926-1541</td>
</tr>
<tr>
<td><strong>Lawler Alpine Cabins</strong></td>
<td>Idyllwild, CA 92549</td>
<td>(800) 234-PARK (7275)</td>
</tr>
<tr>
<td><strong>Lawler Lodge</strong></td>
<td>Idyllwild, CA 92549</td>
<td>(800) 234-PARK (7275)</td>
</tr>
<tr>
<td><strong>Louis Robidoux Nature Center</strong></td>
<td>Jurupa Valley, CA 92509</td>
<td>(951) 683-4880</td>
</tr>
<tr>
<td><strong>Mayflower Park</strong></td>
<td>Blythe, CA 92225</td>
<td>(760) 922-4665</td>
</tr>
<tr>
<td><strong>Maze Stone Park</strong></td>
<td>Hemet, CA 92545</td>
<td>(951) 955-4310</td>
</tr>
<tr>
<td><strong>McCall Memorial Park</strong></td>
<td>Mountain Center, CA 92561</td>
<td>(951) 659-2311</td>
</tr>
<tr>
<td><strong>McIntyre Park</strong></td>
<td>Blythe, CA 92225</td>
<td>(760) 922-8205</td>
</tr>
<tr>
<td><strong>Multi-Species Reserve</strong></td>
<td>Temecula, CA 92589</td>
<td>(951) 926-7416</td>
</tr>
<tr>
<td><strong>Pvid Fishing Access</strong></td>
<td>Blythe, CA 92225</td>
<td>(951) 955-4310</td>
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<tr>
<td><strong>Rancho Jurupa Park</strong></td>
<td>Jurupa Valley, CA 92509</td>
<td>(951) 684-7032</td>
</tr>
<tr>
<td><strong>Rancho Jurupa Regional Sports Park</strong></td>
<td>Riverside, CA 92509</td>
<td>(951) 659-3492</td>
</tr>
<tr>
<td><strong>San Timoteo Canyon Schoolhouse</strong></td>
<td>Redlands, CA 92373</td>
<td>(951) 659-3850</td>
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<tr>
<td><strong>Santa Rosa Plateau Ecological Reserve</strong></td>
<td>Murrieta, CA 92562</td>
<td>(951) 677-6951</td>
</tr>
<tr>
<td><strong>The Cove Waterpark</strong></td>
<td>Jurupa Aquatic Center</td>
<td>(951) 360-1974</td>
</tr>
</tbody>
</table>

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