

**PLEASANT VALLEY RECREATION & PARK DISTRICT
ADMINISTRATION OFFICE – ROOM #6
1605 E. BURNLEY ST., CAMARILLO, CALIFORNIA**

**POLICY COMMITTEE
AGENDA**

**Thursday, April 28, 2022
2:30 P.M.**

Please Note: In keeping in alignment with current orders from the Ventura County Health Officer, face coverings are not required but are welcomed and encouraged in indoor public settings and businesses. PVRPD thanks you for your cooperation and understanding.

This meeting will take place both in person and remotely in accordance with Government Code section 54953(e) et seq. (AB 361). Members of the public can participate in the meeting by choosing one of the following options:

1. Attend in person or
2. Join via Zoom -

Meeting Link: <https://us06web.zoom.us/j/82906625381>

Webinar ID: 829 0662 5381

Phone Number: 1-669-900-6833

- a. Cell Phone/Computer with Microphone: Click on the Zoom link included above. Enter your name so we may call on you when it is your turn to speak. The Chair will ask if anyone wishes to speak on the item. At that time, raise your hand by clicking the “Raise Hand” button. Follow the instructions below regarding speaking.
- b. Phone – If you wish to make a comment by phone during the public comment section of the meeting or on a specific agenda item, please call in to the listed phone number above and when prompted, enter the Webinar ID. You will then be admitted to the meeting and your line will be muted. The Chair will ask if anyone wishes to speak on the item. At that time, raise your hand by dialing *9. Then, follow the speaking instructions below.

Speaking Instructions

When it is your turn to speak, the Chair will call your name or the last four digits of the phone number you are calling from. You will have three minutes to address the Committee. **Please ensure all background noise is muted (TV, radio, etc.)** You will be prompted to unmute your microphone/phone. Unmute your device and begin by stating your name. After three minutes has elapsed your microphone will be muted and the next speaker will be invited to speak.

1. CALL TO ORDER

2. APPROVAL OF AGENDA

3. PUBLIC COMMENTS
4. SPECIAL EVENT POLICY
5. FACILITY POLICY
6. ORAL DISCUSSION
7. ADJOURNMENT

Note: Written materials related to these agenda items are available for public inspection in the Office of the Clerk of the Board located at 1605 E. Burnley Street, Camarillo during regular business hours beginning the day preceding the Committee meeting.

Announcement: Should you need special assistance (i.e. a disability-related modification or accommodations) to participate in the Committee meeting or other District activities (including receipt of an agenda in an appropriate alternative format), as outlined in the Americans With Disabilities Act, or require further information, please contact the General Manager at 482-1996, extension 114. Please notify us 48 hours in advance to provide sufficient time to make a disability-related modification or reasonable accommodation.

**PLEASANT VALLEY RECREATION AND PARK DISTRICT
STAFF REPORT / AGENDA REPORT**

TO: BOARD OF DIRECTORS

FROM: MARY OTTEN, GENERAL MANAGER
By: Macy Trueblood, Recreation Supervisor

DATE: April 28, 2022

**SUBJECT: DISCUSSION AND GUIDANCE FOR DEVELOPING A
SPECIAL EVENT POLICY**

SUMMARY

The Pleasant Valley Recreation & Park District (“District”) develops and manages internal and contracted special events. Currently, staff rely on existing processes to reserve, manage, and report on internal and externally-contracted special events.

Even with the COVID-19 pandemic, there is continued demand for District facilities and services. Staff have utilized opportunities for modernizing and improving internal processes with the goal of developing a Special Event Policy (“Policy”).

BACKGROUND

The District maintains 28 parks throughout the Camarillo area including a Community Center, a Senior Center, an Aquatic Center, and several sport park facilities.

Currently, no District-wide guideline exists to designate the difference between a Special Event facility reservation and a conventional facility reservation, nor does a standard definition of what constitutes a “special event.” Staff aim to be as consistent as possible in providing information and in issuing permits.

Special Event Defined

An organized, permitted activity that can be as small as 25 people* or as many as 50,000 that takes place on public property including parks, streets, sidewalks, or buildings and may or may not be open to the general public. Special event organizers may or may not charge attendees admission or some other fee for attendance.

*as defined in the District’s Ordinance 8. This number constitutes an “Organized Group.”

Common examples of special events the District has permitted include 5k/10k/fun runs, food truck festivals, seasonal holiday events, community art festivals, age/demographic-specific events, summer concerts, bingo events, community rummage sales, outdoor movie events, and commercial filming.

ANALYSIS

District Staff have developed a draft of a Special Events Policy for review. It includes a Special Event Designation which outlines elements of a reservation or event and whether the request needs board action or not. It also briefly outlines the process, however the process for Special Event reservations will mostly be a separate document. Creating this policy will help answer some of the previous questions outlined below:

1. What is the District trying to achieve with the creation of this Policy?
A: A standardization for how reservations and events are booked and how special events are designated.
2. What criteria qualify a facility reservation request as a special event?
A: Having four (4) or more event context elements under the “Special Event Qualification.”
3. What are the qualifications for having an Event Manager on site?
A: All new and repeating events for the first two (2) years, and events that implement a major change from years prior.
4. How do third-party permitting agencies fit in to the District facility reservation process?
A: To be addressed in the process, not the policy.
5. Does the District handle or contract with food trucks onto the premises and collecting fees?
A: To be addressed in the process, not the policy.
6. How should the District address customer violations of District policies in the context of special events?
A: Addressed in violations and will further outline in the process.
7. How much lead time is appropriate for reserving and managing large special events?
A: To be addressed in the process, not the policy.
8. What elements require staff to bring an event to the Board for approval?
A: The following elements would require staff to receive Board approval:
 - More than 1,000+ participants
 - Ticketed Events
 - Use of a sports field for non-sports use
 - Potential Facility/Turf Damage
 - Multi-Day Event

FISCAL IMPACT

To be determined. Currently, costs are limited to staff time to prepare this report.

STRATEGIC PLAN COMPLIANCE

Meets 2021-2026 Strategic Plan Goals:

1.1B: Develop sustainable funding sources for implementation of the Strategic Plan, deferred maintenance, priority projects, and on-going operations.

1.3C: Proactively encourage and promote the film industry rental of District-owned property, work with the City of Camarillo and the County of Ventura to revise and streamline the permitting process to facilitate such filming.

1.3D: Explore the feasibility of promoting and encouraging District properties and facilities to serve as a suitable venue for weddings, commitment ceremonies, and related events.

1.3E: Regularly evaluate whether the District is capturing adequate revenue through facilities and program usage, seeking new and enhanced revenue-generating facilities, special events and programs.

RECOMMENDATION

It is recommended the Policy Committee provide guidance and direction on the current Draft of the Special Event Policy.

ATTACHMENTS

1. Special Event Policy DRAFT
2. Special Event Process DRAFT (Working File)

Special Event Policy for the Pleasant Valley Recreation & Park District



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Introduction

The Pleasant Valley Recreation & Park District, hereinafter referred to as “District,” coordinates and issues permits for the use of District parks, open space, sports fields, the Aquatic Center, Senior Center, and other facilities, to organizations and the public for sports, cultural, social, and recreational activities and programs. The purpose of this policy is to help determine if requests are a reservation or a special event, and what items must be board approved. A separate Special Events Process will outline the necessary steps District employees as well as customers must take to legally and effectively hold a special event on District property. The District may charge to recover public costs to operate, maintain, supervise, and administer the use of parks and District facilities per the General Use Policy.

The District will monitor proper use of allocations and permits with priority given in the following order: District Programming, Community Service Organizations, resident organizations, in-District residents, and all other requests. This policy does not outline the process for designation as a Community Service Organization. For information on this process, please refer to the Community Service Organizations Application Form.

Requests for special event rentals involving District facilities not covered by the Special Events Policy, Field and Facility Allocation and Use Process, Ordinance 8, or the General Use Policy should be addressed in writing to the District. This policy does not cover use of facilities for sports tournaments.

Special Event Designation

Reservation requests that are designated as a special event must complete a special event application and adhere to the District's External Events Reservation Process. The below checklist will be used to determine the request's designation.

A rental is a private event with less than 300 people that has three or fewer Event Context elements.

A special event is a public or private event with more than 300 people that has four or more Event Context elements, requires an external entity application or permit, or requires an event manager or site representative services. Any event containing an element that requires board approval is automatically designated as a special event and must be submitted a minimum of 90 days in advance of proposed event.

Special Event Qualification

Attendance Level

- 1-300
- 300+ (automatic special event designation)
- 1000+: board approval required

Event Type

- Private
 - Ticketed/ Charged admission- board approval required
 - Admission requires a reservation
- Public (automatic special event designation)

Event Context

- Parking lot usage for something other than parking (automatic special event designation)
 - Requires City of Camarillo Special Event Application
- Location
 - More than one (1) facility space rental (ex. CC: Grounds 1 and front parking lot)
 - Use of facility space for something other than intended use
 - Use of sports field for anything other than playing sports- board approval required
 - Potential Facility/Turf Damage due to attendance level or type of activity - board approval required
- More than three (3) Vendors (Caterer, band, DJ, bounce house, photo booth, etc.)
- Access to electricity required
- Amplified sound (specific locations only)
- Alcohol present
 - If alcohol is being **sold**, an ABC license is required
- Security guards required
- Event length
 - 6 hours+ (special event designation considered)
 - Multi-day- board approval required
- External entity permit required (automatic special event designation)
- Event Manager/ Site Representative Services required (automatic special event designation)
 - All new & repeating events for first 2 years if no issues or no major changes
 - Any year for a repeating event where a major change is implemented if after **probationary** period. If during probationary period, probationary period shall be extended by one year if no issues.

External Events Reservation Process

For a more in depth understanding on booking a Special Event with the District, please refer to the Special Events Process. Application packets can be submitted in-person to the District Administrative Office at 1605 E. Burnley Street, or by email to specialevents@pvrpd.org but must be complete and accompanied by initial payments at the time of submission in order for a facility reservation to be made.

Required items to be submitted with the Special Event Application request:

1. A completed District Special Event application along with a signed waiver page.
2. Site Map(s) and Emergency Action Plan (EAP) for the event in question. Customer may choose from the available site map templates or create their own.
3. Application fee, special event fee, refundable security deposit, and 50% of fees per the general use policy (per event request, an event series qualifies as one request)
4. A copy of insurance naming the District as additionally insured with the attached endorsement page in line with requirements found in the General Use Policy.
5. Scheduled application review meeting with District Staff (phone or in-person).
6. Scheduled site walkthrough with District staff.
7. A copy of the customer's IRS Letter of Determination (if applicable).

The District recognizes that city, county, and other external entity permitting may be required for certain events.

The District recognizes that there may be conflicts for space and time that arise from this process. Conflicts on many location/day/time will be prioritized utilizing the following methods, in order:

1. Emergency and Public Safety Operations (Emergency Disasters/Emergency Response)
2. District Programming to include special events and classes to include District-partnered programming.
3. Community Service Groups (in the case of field & facility use consistent with normally scheduled operations and predicated on the timely and complete submission of facility requests).
4. Returning customers applying for an established event involving a District facility (predicated on the timely and complete submission of facility requests).
5. Customers with new events for a District facility (prioritized by those with the most timely and complete submission of facility requests).

The District reserves the right to schedule fields and facilities in accordance with the greatest benefit to the general public and/or the District.

Fees

Event fees will be determined by the approved District Fee Schedule. Initial payment for facilities reserved as part of a Special Event application are to be paid prior to the issuance of a facility permit. The District reserves the right to cancel the facility permit in question should the customer fail to make subsequent payments toward the facility fees invoice. Special Event applications submitted outside of the 30-day minimum advance notice period will be evaluated on a case-by-case basis for feasibility of accommodation at the discretion of the Special Event Manager (SEM).

Special Event Policy Violations

The District recognizes that from time to time, customers may find themselves in situations that may violate District Ordinance 8, General Use Policy, or more specifically, the terms of their event reservation. The District will work with customers to correct the issue and have set guidelines for types of violations and resulting administrative actions that may result. Offenses are to be recorded by the SEM but are encouraged to be reported by any District Staff if such violations fall under their purview. Should violations occur, District staff will follow Ordinance 8 and the General Use policy to address the issues which may include but is not limited to: prevention of future use and collecting reimbursement due to field or facility damage. Refer to the Special Event Process for further in depth outline of violations.

*It is the responsibility of the customer to ensure all participants, vendors, spectators, volunteers and staff under their supervision understand and abide by this process.

Permit Cancellation

Special Events may be cancelled and/or rescheduled at the discretion of the District. Permits cancelled by the District due to inclement weather or emergency situations may be rescheduled as facility availability allows or may be refunded in full.

Special Event Permits cancelled by the customer at least sixty (60) days prior to the permitted use will be refunded in full minus the non-refundable administrative fee. Cancellations between fifty-nine (59) and thirty (30) days prior to permitted use will be refunded at the rate of fifty (50) percent. Cancellations less than 30 days prior to the permitted use will not be refunded.

Appeals

An appeal may be submitted in writing to the District within four (4) working days from the decision. This process can be found in the District's Ordinance 8, Section 110. The decision of the General Manager is final.

*Acceptance of this Policy will be indicated by the signature of the customer at the Agreement and Waiver page of the Special Events Application.

Special Event Process Pleasant Valley Recreation & Park District



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DRAFT

Definition of Terms

After-Action Report (AAR) – shall refer to a post-event report completed by District staff with the intent of recapping the important notes of event production.

Community Service Organization – shall mean an organization that performs a service for the benefit of the public, is approved by the Pleasant Valley Recreation & Park District, and the organization resides within the District boundaries. These activities are not part of the District programs/classes.

Customer – shall refer to any individual or entity that seeks to pay or has paid for a facility permit within one of the District facilities.

Customer Service Representative (CSR) – shall refer to District staff who serve as the first line of customer interaction and who handle the majority of facility reservations with the District.

District – shall mean the Pleasant Valley Recreation & Park District and/or all land/facilities managed by the Pleasant Valley Recreation & Park District.

General Use Policy – shall mean the procedures used in application of District property.

In-District Resident – shall mean any person, group, organization, association, partnership, firm, entity, or corporation residing within the boundaries of the District.

District Facility – shall include any of the parks operated by the District and any buildings/structures or elements that lie within them.

Ordinance 8 – shall mean the provisions and rules governing the Pleasant Valley Recreation & Park District, to include the use of parks, recreation areas, and facilities in order that all people may enjoy and make use of such parks and buildings and to protect the rights of all concerned.

Out-of-District/Non-Resident – shall mean any person, group, organization, association, partnership, firm, entity, or corporation that resides outside the District's boundaries.

Program Analysis – shall refer to the financial analysis evaluation tool used by District staff to track expenses and revenues for an event in relation to their budgeted line items (if applicable).

Resident Organization – shall mean public and private educational, service and civic groups and nonprofit organizations with members who reside within the District when such groups are located within the District and providing programs open to the public with a primary purpose of recreation and/or youth sports.

Special Event – an organized congregation of people with the intention to participate in shared activities contingent upon size, type, and context restrictions. Special Event status is determined as a result of filling out the attached qualifications checklist.

Special Event Manager (SEM)– shall mean the District staff member in charge of handling the proper execution of the permit from initial phone call to after-action report and thank you card.

Special Event Policy

Prior to reserving District property for an event, District staff should first review the Special Events policy and refer to the Special Event Designation (Attachment 1) to determine if the request is a special event or a facility reservation. Once a Special Event is determined, Staff and the Customer will follow the process outlined below.

External Events Reservation Process

In creating a fair and equitable process for allocation of fields and facilities, the following timelines will be utilized as part of the submission process for administering fees and assessing permit requirements. Exact dates are contingent upon the nature of the event for permit requirements but remain consistent for fee collection. Applications are available online and will be emailed to returning vendors with an appropriate amount of lead time in advance of their likely event date.

Application packets can be submitted in-person to the District Administrative Office at 1605 E. Burnley Street, or by email to specialevents@pvrpd.org but must be complete and accompanied by initial payments at the time of submission in order for a facility reservation to be made.

The Application Timeline is at the discretion of the District. Completed applications received within the appropriate time frames will be processed as soon as possible. Submittal of the required items listed below does not constitute approval of use; however, every effort will be made to accommodate the customer request.

Required items to be submitted with the Special Event Application request:

1. A completed District Special Event Application with all requested event dates listed along with a signed waiver page. (Attachment 2)
2. Application fee, Special event fee, refundable cleaning deposit, and 50% of all fees (per event request, an event series qualifies as one request) as laid out in the Districts General Use Policy.
3. A copy of insurance naming the District as additionally insured with the attached endorsement page in line with requirements found in the General Use Policy.
4. Scheduled application review meeting with District Staff (phone or in-person).
5. Scheduled site walkthrough with District staff.
6. A copy of the customer's IRS Letter of Determination (if applicable).
7. Site Map(s) and Emergency Action Plan (EAP) for the event in question. Customer may choose from the available site map templates or create their own.

Application packets will be processed according to:

1. Completed application packets (Items 1-7)
2. Park and facility availability
3. User Group classifications

The District recognizes that there may be conflicts for space and time that arise from this process. Conflicts on many location/day/time will be prioritized utilizing the following methods, in order:

1. Emergency Personnel due to Natural Disaster or Public Emergency with approval from General Manager.*
2. District Programming to include special events and classes to include District-partnered programming.
3. Community Service Groups (in the case of field & facility use consistent with normally scheduled operations and predicated on the timely and complete submission of facility requests).
4. Returning customers applying for an established event involving a District facility (predicated on the timely and complete submission of facility requests).

5. Customers with new events for a District facility (prioritized by those with the most timely and complete submission of facility requests).

*While Emergency Personnel are not included in the District's classifications, it should be noted that should there be a natural disaster or emergency, Emergency Personnel will be granted access to District property with approval from the General Manager with little to no notice to other user groups. The District will make every effort to re-schedule programs and events should an emergency occur.

The District reserves the right to schedule fields and facilities in accordance with the greatest benefit to the general public and/or the District. For facility and field hours of operation, please refer to the Districts General Use Policy.

Any facilities not specifically addressed on the approved District Fee Schedule are considered open for public use during the hours of park operation and cannot be reserved for exclusive use without approval from the General Manager.

Fees

Event fees will be determined by the approved District Fee Schedule. Initial payment for facilities reserved as part of a Special Event application are to be paid prior to the issuance of a facility permit. The District reserves the right to cancel the facility permit in question should the customer fail to make subsequent payments toward the facility fees invoice. Special Event applications submitted outside of the 30-day minimum advance notice period will be evaluated on a case by case basis for feasibility of accommodation at the discretion of the SEM.

Inclement Weather

The District reserves the right to cancel or suspend field or facility use permits when conditions could result in injury or cause damage to District property. Permits may also be cancelled when the health and safety of participants are threatened due to impending conditions, including but not limited to, rain, muddy conditions, smog alerts, smoke, extreme heat, maintenance issues, lightening, earthquakes, or other reasons as decided by the District. It is the responsibility of the permit holder to obtain status and notify participants. Inclement weather determination is at the sole discretion of the District.

Make up days due to inclement weather or unforeseen circumstances are at the discretion of the General Manager and are facility and date permitting. The District shall make every effort to accommodate a facility request for the rescheduling of an event in such a manner.

Facility and Turf Preservation

It is the goal of the District that fields and facilities remain safe and of the highest quality. The District has several processes that relate to turf preservation, sports field lining/marketing, field & facility closures, and field & facility modifications. For information on these processes, please contact the Special Event Manager.

Special Event Manager Checklist for Special Event Processing

To be completed in order

- Review Application packet
 - Confirms no current District, program, or facility conflicts
 - Confirm Customer Needs
 - Confirm all necessary documents needed and create submission timelines
 - District Documents
 - External Agency Documents (City, County, ABC, etc.)
 - For specific guidance on individual processes related to third-party agency permitting and when such steps are necessary, please consult The Event Permits Guide. (Attachment 3)
 - Confirm Vendors
- [POTENTIALLY] Receive General Manager / Board approval based on scope of event
- Special Event Manager (SEM) provides quote for services and facilities needed for event production
 - Detail all fees, deposit and timeline of payment due dates
 - May include any third-party permitting fees needed to hold event
- Customer submits initial (or full) payment
- SEM creates contract in SmartRec and reserves areas needed for event
- SEM follows up and provides Customer with list of outstanding permits or requirements needed on a timely basis
- Customer makes final payment on event; timeline based on the District's General Use Policy
- Event Day(s)
- Post Event walkthrough between SEM and customer
 - Evaluate cleaning needs, facility damage, or lack of.
 - Return deposit (if appropriate) the week following the event
 - If staff were on-site during the event, staff fill out an after-action report

Special Event Policy Violations

The District recognizes that from time to time, customers may find themselves in situations that may violate District Ordinance 8, General Use Policy, or more specifically, the terms of their event reservation. The District will work with customers to correct the issue and have set guidelines for types of violations and resulting administrative actions that may result. Offenses are to be recorded by the SEM but are encouraged to be reported by any District Staff if such violations fall under their purview. Should violations occur, District staff will follow Ordinance 8 and the General Use policy to address the issues which may include but is not limited to: prevention of future use and collecting reimbursement due to field or facility damage.

*It is the responsibility of the customer to ensure all participants, vendors, spectators, volunteers and staff under their supervision understand and abide by this process.

The District reserves the right to skip steps in this process at the discretion of the SEM if egregious violations occur at the outset or if malicious intent is perceived that suggests earlier punitive action is necessary. Egregious violations for annual events will be subject to further District review and permits may be denied for the following year at the discretion of the General Manager. All customer violations and their frequency will be recorded by the SEM in the After-Action Report. This process does not include parking violations set forth in the General Use Policy and enforced by Park Rangers, as such violations may warrant altogether separate forms of ticketing and/or towing of vehicles.

First Offense

The SEM will issue a verbal warning to the customer and evaluate remedies to ensure the violation does not reoccur. Such warning shall also be indicated in the after-action report for the event from the SEM.

Second Offense

The SEM will provide a second verbal warning to the customer evaluating remedies to ensure the violation does not reoccur. The SEM will make verbal note of this second warning being as such for the violation in question and will verbalize the loss of the reservation deposit for the customer. The SEM will then indicate the consequences of a third offense should the customer reach that stage.

Third Offense

Depending on the nature of the violation and the response of the customer to repeated warnings and SEM assistance at preventing subsequent violations, the District may issue a third verbal warning or may cancel event. Receipt of paid funds from a cancelled event due to policy violations may be prohibited at the discretion of the General Manager.

Fourth Offense

Depending on the nature of the violation, user group may be denied future access to District facilities for event in question and/or customer may be suspended from access to additional District facility reservations for an undetermined amount of time. Note that such restrictions would apply to events in which violating customer is involved regardless of event name changes or customer leadership changes for the event in question.

Violation examples include but are not limited to:

1. Use of facility without permit.
2. Use of facility that has been closed due to inclement weather.
3. Use of facility prior to or beyond permit time.
4. Use of additional areas of a facility without proper permitting.
5. Subletting, loaning, or trading facility reservation with another customer.

6. Driving vehicles on fields without permission from the District.
7. Violation of District Ordinance 8 or General Use Policy.
8. Use of Special Event Permit for major elements not discussed in the pretext of the event.
9. Intentionally misleading SEM as to the likely attendance of the event resulting in major attendance discrepancies.
10. Intentionally leaving trash, damaging District property, or vandalizing District property.

Permit Cancellation

Special Events may be cancelled and/or rescheduled at the discretion of the District. Permits cancelled by the District due to inclement weather or emergency situations may be rescheduled as facility availability allows or may be refunded in full.

Special Event Permits cancelled by the customer at least sixty (60) days prior to the permitted use will be refunded in full. Cancellations between fifty-nine (59) and thirty (30) days prior to permitted use will be refunded at the rate of fifty (50) percent. Cancellations less than 30 days prior to the permitted use will not be refunded.

The District may cancel or reassign use of District fields or facilities for the following reasons, including but not limited to:

1. District maintenance or repairs involving any District field or facility.
2. Concerns related to the health and safety of participants including, but not limited to, rain, muddy conditions, smoke and/or smog alerts, extreme heat, maintenance issues, lightening, earthquakes, or additional emergency situations.
3. Non-adherence to Field, Facility Allocation & Use Policy, District Ordinance 8, or General Use Policy.

The District reserves the right to schedule fields and facilities in accordance with the greatest benefit to the general public and/or the District.

Appeals

An appeal may be submitted in writing to the District within four (4) working days from the decision. This process can be found in the District's Ordinance 8, Section 110. The decision of the General Manager is final.

*Acceptance of the Policy and Procedures will be indicated by the signature of the customer at the Agreement and Waiver page of the Special Events Application.

Attachments

All documents are working documents and subject to change at any time.

Special Event Designation

(External) Special Events Application

The Event Permits Guide

Other Documents

Not attached, but are working documents and available for use by District staff.

Site Map Templates for District Parks (Available for customers should they need)

Event Matrix Template

Program Analysis Template

Special Event Binder Checklist (To include third-party agency applications)

After-Action Report Template – Senior Event Staff

After-Action Report Template – Support Staff