



Administration Office  
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**Board of Directors Regular Meeting  
September 9, 2013  
6:00 p.m. Executive Session; 7:00 p.m. Regular Meeting  
HMT Recreation Complex, Peg Ogilbee Dryland Meeting Room  
15707 SW Walker Road, Beaverton**

**AGENDA**

1. Executive Session\*
  - A. Land
2. Call Regular Meeting to Order
3. Action Resulting from Executive Session
4. [Presentation: Metro's Regional Active Transportation Plan Update](#)
5. Audience Time\*\*
6. Board Time
7. Consent Agenda\*\*\*
  - A. [Approve: Minutes of August 5, 2013 Regular Board Meetings](#)
  - B. [Approve: Monthly Bills](#)
  - C. [Approve: Monthly Financial Statement](#)
  - D. [Approve: Resolution Appointing Sports Advisory Committee Member](#)
  - E. [Approve: Intergovernmental Agreements with Metro for Greenspaces Land Partnerships at Raleighwood Wetlands Natural Area, Morrison Woods Natural Area, and Fanno Creek Trail](#)
8. Unfinished Business
  - A. [Update: Bond Program](#)
  - B. [Approve: Final THPRD Comprehensive Plan Update 2013 and THPRD Service and Financial Sustainability Analysis Reports](#)
  - C. [Information: General Manager's Report](#)
9. New Business
  - A. [Review: Comprehensive Plan Update – Draft Strategic Plan](#)
  - B. [Approve: Recommended Goal Outcomes for Fiscal Year 2014-15 Planning and Budgeting](#)
  - C. [Review: District Smoking Policy Proposal](#)
10. Adjourn

**\*Executive Session:** Executive Sessions are permitted under the authority of ORS 192.660. Copies of the statute are available at the offices of Tualatin Hills Park & Recreation District. **\*\*Public Comment:** If you wish to be heard on an item not on the agenda, or a Consent Agenda item, you may be heard under Audience Time with a 3-minute time limit. If you wish to speak on an agenda item, also with a 3-minute time limit, please wait until it is before the Board. Note: Agenda items may not be considered in the order listed. **\*\*\*Consent Agenda:** If you wish to speak on an agenda item on the Consent Agenda, you may be heard under Audience Time. Consent Agenda items will be approved without discussion unless there is a request to discuss a particular Consent Agenda item. The issue separately discussed will be voted on separately. In compliance with the Americans with Disabilities Act (ADA), this material, in an alternate format, or special accommodations for the meeting, will be made available by calling 503-645-6433 at least 48 hours prior to the meeting.



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People, Parks  
& Nature

## MEMO

**DATE:** August 30, 2013  
**TO:** The Board of Directors  
**FROM:** Doug Menke, General Manager

**RE:** **Information Regarding the September 9, 2013 Board of Directors Meeting**

### **Agenda Item #4 – Metro’s Regional Active Transportation Plan Update**

Attached please find a memo from Hal Bergsma, Director of Planning, reporting that Metro Councilor Kathryn Harrington and Transportation Planner/Project Manager Lake McTighe will be in attendance at your meeting to present the draft Regional Active Transportation Plan and answer any questions the Board may have.

### **Agenda Item #7 – Consent Agenda**

Attached please find Consent Agenda items #7A-E for your review and approval.

**Action Requested:** Board of Directors approval of Consent Agenda Items #7A-E as submitted:

- A. [Approve: Minutes of August 5, 2013 Regular Board Meetings](#)
- B. [Approve: Monthly Bills](#)
- C. [Approve: Monthly Financial Statement](#)
- D. [Approve: Resolution Appointing Sports Advisory Committee Member](#)
- E. [Approve: Intergovernmental Agreements with Metro for Greenspaces Land Partnerships at Raleighwood Wetlands Natural Area, Morrison Woods Natural Area, and Fanno Creek Trail](#)

### **Agenda Item #8 – Unfinished Business**

#### **A. [Bond Program](#)**

Attached please find a memo from Hal Bergsma, Director of Planning, providing an update regarding recent activities centered around the Bond Program. Hal will be at your meeting to provide an overview of the memo and to answer any questions the Board may have.

#### **B. [Final THPRD Comprehensive Plan Update 2013 and THPRD Service and Financial Sustainability Analysis Reports](#)**

Attached please find a memo from Keith Hobson, Director of Business & Facilities, requesting approval of the reports containing the findings and recommendations of four projects completed with THPRD staff over the course of the last year as presented at your June 17, 2013 Regular Board meeting. Keith will be at your meeting to provide an overview of the memo and to answer any questions the Board may have.

**Action Requested:** Board of Directors approval of the following attached reports:

1. Tualatin Hills Park & Recreation District Comprehensive Plan Update, and
2. Tualatin Hills Park & Recreation District Service and Financial Sustainability Analysis.

**C. [General Manager's Report](#)**

Attached please find the General Manager's Report for the September Regular Board meeting.

**Agenda Item #9 – New Business**

**A. [Comprehensive Plan Update – Draft Strategic Plan](#)**

Attached please find a memo from Keith Hobson, Director of Business & Facilities, presenting a draft of the District's updated Strategic Plan 2013 for your review and discussion. Keith will be at your meeting to provide an overview of the memo and plan and answer any questions the Board may have.

**Action Requested:** No action is being requested by the Board of Directors at this time. The information will be presented for discussion and comment purposes only. The final Strategic Plan Update 2013 will be presented to the Board for adoption at a later date.

**B. [Recommended Goal Outcomes for Fiscal Year 2014-15 Planning and Budgeting](#)**

Attached please find a memo from Keith Hobson, Director of Business & Facilities, regarding a priority list of performance measures with associated goal outcomes that has been compiled for consideration by the Board of Directors for use in the Fiscal Year 2014-15 planning and budget process. Keith will be attending your meeting to provide an overview of the priority list and to answer any questions the Board may have.

**Action Requested:** Board of Directors adoption of the goal outcomes for the established priority performance measurements for use in the Fiscal Year 2014-15 planning and budget process.

**C. [District Smoking Policy](#)**

Attached please find a memo from Jim McElhinny, Director of Park & Recreation Services, reporting that members of the Parks Advisory Committee and Carla Bennett, a representative from the Washington County Tobacco Prevention and Education Program, will be at your meeting to make a presentation to the Board regarding a proposed smoking ban for the District.

**Action Requested:** Board of Directors consensus to authorize staff to proceed with outreach for this proposal. Staff will return to the Board and make a final recommendation for adoption of a Board Policy at the December 2, 2013 Regular meeting.

**Other Packet Enclosures**

- [Management Report to the Board](#)
- [Monthly Capital Report](#)
- [Monthly Bond Capital Report](#)
- [System Development Charge Report](#)
- [Newspaper Articles](#)



[4]

## MEMO

**DATE:** August 28, 2013  
**TO:** Doug Menke, General Manager  
**FROM:** Hal Bergsma, Director of Planning

**RE:** **Metro's Regional Active Transportation Plan Update**

Metro Councilor Kathryn Harrington and Transportation Planner/Project Manager Lake McTighe will be in attendance at the September 9, 2013 Regular meeting to present the draft Regional Active Transportation Plan (ATP) and answer any questions the Board may have.

As mentioned at the August Board meeting, Metro has worked for 18 months on development of the ATP. The plan provides a comprehensive regional plan for increasing active travel, which is described as walking, bicycling, accessing transit and the use of mobility devices.

The ATP compiles active transportation plans from jurisdictions across the region, identifies high opportunity investment areas and proposes funding and implementation strategies that enable local jurisdictions to obtain greater returns on their transportation investments, reduce congestion and increase safety and access.

In September, the Metro Council is scheduled to adopt a resolution acknowledging the work done to date on the draft ATP. This fall and winter, Metro staff will continue to provide opportunities for further review and refinement of the plan. A revised draft of the ATP will be made available for public comment in spring 2014; it is expected that the ATP will be formally incorporated into the Regional Transportation Plan (RTP) in mid-2014.



## Tualatin Hills Park & Recreation District Minutes of a Regular Meeting of the Board of Directors

A Regular Meeting of the Tualatin Hills Park & Recreation District Board of Directors was held at the HMT Recreation Complex, Dryland Training Center, 15707 SW Walker Road, Beaverton, on Monday, August 5, 2013. Executive Session 6:00 p.m.; Regular Meeting 7:00 p.m.

### Present:

Joseph Blowers	President/Director
Bob Scott	Secretary/Director
Larry Pelatt	Secretary Pro-Tempore/Director
John Griffiths	Director
Jerry Jones, Jr.	Director
Doug Menke	General Manager

### **Agenda Item #1 – Executive Session (A) Legal (B) Land**

President, Joe Blowers, called Executive Session to order for the following purposes:

- To conduct deliberations with persons designated by the governing body to negotiate real property transactions, and
- To consult with counsel concerning the legal rights and duties of a public body with regard to current litigation or litigation likely to be filed.

Executive Session is held pursuant to ORS 192.660(2)(e)&(h), which allows the Board to meet in Executive Session to discuss the aforementioned issues.

President, Joe Blowers, noted that representatives of the news media and designated staff may attend Executive Session. All other members of the audience were asked to leave the room. Representatives of the news media were specifically directed not to disclose information discussed during the Executive Session. No final action or final decision may be made in Executive Session. At the end of Executive Session, the Board will return to open session and welcome the audience back into the room.

### **Agenda Item #2 – Call Regular Meeting to Order**

President, Joe Blowers, called the Regular Meeting to order at 7:05 p.m.

### **Agenda Item #3 – Action Resulting from Executive Session**

**Bob Scott moved that, to assist Washington County in implementation of the North Bethany Subarea Plan, the Board of Directors authorize staff to acquire an easement in the North Bethany area for a trail corridor identified on the “Park, Trails and Pedestrian Connections Map” for the subarea as adopted by Washington County, subject to the General Manager’s determination that all of the terms of a purchase and sale agreement between THPRD and the seller have been met. Larry Pelatt seconded the motion. Roll call proceeded as follows:**

John Griffiths	Yes
Jerry Jones, Jr.	Yes
Larry Pelatt	Yes

**Bob Scott**                      **Yes**  
**Joe Blowers**                    **Yes**

**The motion was UNANIMOUSLY APPROVED.**

**Agenda Item #4 – Tualatin Valley Fire & Rescue (TVF&R) Recognition of Conestoga Staff**

Jim McElhinny, Director of Park & Recreation Services, provided an overview of the memo included in the Board of Directors information packet, noting that on April 19, 2013, Chris Augustine, a District patron, suffered cardiac arrest while working out in the Conestoga Recreation & Aquatic Center fitness room. Eight Conestoga employees, each doing their part individually or in tandem with others in the group, responded by administering CPR and application of an automated external defibrillator until TVF&R emergency medical technicians arrived. Jim listed the District staff involved: Karin Madsen, John Canova, Samvel Grigorian, Jon Wangen, Brenda Peterson, Erica Pahua, Maris Thompson, and Madeline Huffman, and introduced Greg Ladrow, TVF&R Battalion Chief, and Alisa Cour, TVF&R Public Affairs Officer, to recognize these District employees who are credited with saving the life of Mr. Augustine.

Alisa commented that a recognition event was held in July honoring the District employees and formally celebrating Mr. Augustine's recovery. She described the extraordinary response of the District employees, noting that without their collective effort, Mr. Augustine would likely have become another casualty of cardiac arrest.

- ✓ Greg provided a detailed overview of the chain of events and roles that each employee played in responding to the emergency.

Alisa noted that TVF&R has the second highest survival rate for cardiac patients in the nation and they attribute this to the growing network of community partners, such as THPRD, who are prepared to participate in the chain of survival in aiding a cardiac arrest patient.

President, Joe Blowers, thanked District staff for their extraordinary efforts and TVF&R for the recognition this evening.

**Agenda Item #5 – Audience Time**

Greg Cody, 13955 SW Barlow Place, Beaverton, is before the Board of Directors this evening regarding the District's practice of entering into intergovernmental agreements (IGAs) with other agencies. Greg encouraged the District to continue to explore partnerships with other agencies in meeting mutual goals; however, he has been noticing a trend in agencies asking the District for concessions on its tax base, such as the consent agenda item this evening regarding a tax exemption program for affordable housing. He expressed concern with giving such concessions and whittling away at the District's tax base, even if it seems like a small percentage. He referenced comments that have been made by City of Beaverton staff regarding a desire to explore the District's System Development Charges (SDCs). He questions whether the District exists to subsidize other agency's goals when those goals do not match the District's. He provided other examples, such as the Beaverton Urban Renewal District and the crossing project of the Fanno Creek Trail at Hall Boulevard. He noted that the District does not have a policy regarding IGAs and he encourages that such a policy be developed specifying that the District will enter into IGAs only when such agreements benefit the goals of the District.

Larry Pelatt stated that he believes the District does a good job in examining its IGAs, although he acknowledges that at times goals are not perfectly aligned. However, the District also has to look to the future regarding such requests and take issues into consideration other than the current tax base. Overall, he feels the District does a good job in this area, but he agrees that it is important to be vigilant.

President, Joe Blowers, commented that there is a strong difference between taking a temporary reduction in property taxes and a hypothetical reduction in SDCs. Deferred SDCs prohibit the development of amenities for a growing population; amenities that the District likely would not be able to recoup in the future. He is prepared to push back strongly on any request regarding a reduction in SDCs, but is less likely to push back on small reductions in property taxes that are given as a governmental courtesy, although he understands Greg's argument about the need for each agency's goals to be aligned.

- ✓ Larry agreed that such partnerships with other agencies are not negative and that the District asks for reciprocation as well; however, Greg's point is well taken and he agrees that the District needs to remain vigilant. He expressed agreement with Joe's comments regarding SDCs.
- ✓ Doug Menke, General Manager, noted that District staff has positioned the message to the City regarding SDCs as such. In addition, IGAs are an area that GreenPlay commented on through the development of the Comprehensive Plan Update and has recommended that the District evaluate each of its IGAs to ensure that there is value and benefit to the District, although some benefit may be tangential.

Larry commented that it may be beneficial for the Board to consider a policy regarding how the District evaluates IGAs in general.

- ✓ President, Joe Blowers, agreed.

#### **Agenda Item #6 – Board Time**

Bob Scott complimented District and City of Beaverton staff on the recent grand opening event and mayor's picnic that was held at Schiffler Park.

Jerry Jones, Jr., complimented District staff on Party in the Park.

John Griffiths noted that he and Doug Menke, General Manager, recently met with the family of former Board member, the late Bruce S. Dalrymple, regarding naming the new field at Barsotti Park in honor of him. The family was very receptive to the idea and once they provide some additional feedback, the item will come before the Board at a future Board meeting.

President, Joe Blowers, complimented District staff on Party in the Park and the City of Beaverton's International Celebration, noting that the two events seem to fit well together.

#### **Agenda Item #7 – Consent Agenda**

**Larry Pelatt moved the Board of Directors approve Consent Agenda items (A) Minutes of June 3, 2013 & June 17, 2013 Regular Board Meetings, (B) Monthly Bills, (C) Monthly Financial Statement, (D) Intergovernmental Agreement with Beaverton School District relating to Cedar Mill Elementary School and Cedar Mill Park, (E) Intergovernmental Agreement with Clean Water Services relating to Fanno Creek Greenway Enhancement, (F) Resolution to Authorize the Use of Tax Exemption Program for Affordable Housing in the City of Beaverton, (G) Beaverton Swim Center Seismic Upgrades Project, (H) Roy E. Dancer Park Project, and (I) Fanno Creek Trail / Hall Boulevard Crossing Project. Jerry Jones, Jr., seconded the motion. Roll call proceeded as follows:**

<b>Bob Scott</b>	<b>Yes</b>
<b>John Griffiths</b>	<b>Yes</b>
<b>Jerry Jones, Jr.</b>	<b>Yes</b>
<b>Larry Pelatt</b>	<b>Yes</b>
<b>Joe Blowers</b>	<b>Yes</b>

**The motion was UNANIMOUSLY APPROVED.**

Larry Pelatt asked for additional information regarding Consent Agenda Item E, Intergovernmental Agreement with Clean Water Services relating to Fanno Creek Greenway Enhancement.

- ✓ Bruce Barbarasch, Superintendent of Natural Resource & Trails Management, noted that the District is providing an easement to Clean Water Services (CWS) for restoration work on property owned by the District, as well as, property operated under an IGA with CWS. By providing the easement, CWS will meet some of their water quality requirements and the District will benefit by receiving an enhanced natural area and transfer of maintenance responsibilities to CWS for 20 years.

President, Joe Blowers, asked whether improvements to the area will include land that is farther away from the water and would not necessarily provide a direct water quality benefit.

- ✓ Bruce confirmed this, noting that the District is contributing a certain percentage of the costs for that area in exchange for CWS managing the project.

Larry asked which agency will be responsible for any issues regarding the trail.

- ✓ Bruce replied that the IGA applies only to the natural area and that the trail is still the responsibility of the District.

Joe referenced an item in the Management Report included within the Board of Directors information packet regarding stabilizing the bank and improving fish habitat along the trail north of Hall Boulevard. He asked for confirmation that this is a different project.

- ✓ Bruce provided an overview of project along that section of the creek and confirmed that it is a different project than what is included in the IGA with CWS.

## **Agenda Item #8 – Unfinished Business**

### **A. General Manager's Report**

Doug Menke, General Manager, provided a detailed overview of the General Manager's Report included within the Board of Directors information packet, which included the following topics:

- Status of Work on the Regional Active Transportation Plan
  - Hal Bergsma, Director of Planning, provided a detailed overview regarding the continuing process by Metro to draft the Regional Active Transportation Plan. Hal noted that if the Board wishes, District staff can request a presentation from Metro staff regarding the plan at an upcoming Board meeting.
    - ✓ The Board agreed that such a presentation would be beneficial.
- Regional Flexible Fund Allocation Grant Update
  - Hal Bergsma, Director of Planning, provided a detailed overview regarding the District's request for a Regional Flexible Fund Allocation to complete design and engineering for a segment of the Beaverton Creek Trail (Crescent Connection).
    - ✓ Doug invited the Board to attend an open house on August 13 in order to give public comment on the project, which will be recommended for funding to Metro by Washington County. He described the importance of being well represented, noting that the Trails Advisory Committee and various trails advocates will be notified as well.
- Affiliated Sports Policy Implementation Process
  - Scott Brucker, Superintendent of Sports, provided a detailed update regarding the implementation process for the Affiliated Sports Policy adopted by the Board on October 1, 2012, noting that meetings with the groups will begin in September. In addition, staff has asked the District's current affiliated organizations for a 10-year development plan for their specific sport in order to be incorporated into the District's 10-year delivery plan that is being developed.
- New Trails Signage & Map
  - Bruce Barbarasch, Superintendent of Natural Resources & Trails Management, provided a brief PowerPoint presentation regarding the District's new mapping and directional signage along the Rock Creek, Fanno Creek, and Westside



Trails, a copy of which was entered into the record. In addition, a new District trails map has been produced and distributed with help from a grant received from the Washington County Visitors Association.

- Winkelman Park Grand Opening Event
- Board of Directors Meeting Schedule

Doug offered to answer any questions the Board may have regarding the report.

President, Joe Blowers, asked how District staff is taking into consideration the high rate of turnover on the various sports groups' boards when asking them to develop a 10-year plan.

- ✓ Scott replied that District staff is working with the groups' governing boards on this request, which has more stable, long-term membership. The development plan being requested is intended more as a vision document rather than a list of action steps. District staff is attempting to get a general idea of what each group thinks their sport is going to look like in the future in order to be more proactive in this area, which will then be incorporated into the work being done by District staff.

Bob Scott commented that the documents being put together by the groups will help the District as well; it is not an exercise to ensure that the group is structured in a manner preferred by the District.

- ✓ Scott confirmed this, noting that District staff does not want to limit the groups' options by asking them for this plan; it is simply a snapshot in time, which District staff will ask them to reconfirm on a recurring basis.

Bob suggested that it may be helpful to have a map showing trail connections at the entrance to the District's larger trails, instead of the current maps that show a limited area of that specific trail. He acknowledged that this is a long-term suggestion, but that it would give trail users a bigger picture of where the trails connect and the different routes available.

- ✓ Bruce noted that there are a number of kiosks in the parks that are underutilized and that District staff is currently working on revitalizing them to promote both trail and program activities.

John Griffiths asked for an update regarding the pilot project with a private company to supply the District's dog waste bags.

- ✓ Keith Hobson, Director of Business & Facilities, replied that the pilot project is currently in process with new dog waste bag stations at Greenway Park and Kaiser Ridge Park. When the signage for the new waste bags was originally installed, the District received two complaints, but there have been none since. Overall, the pilot has done well.

Bob noted that he did not see advertising on the waste bag station at Kaiser Ridge Park.

- ✓ Dave Chrisman, Superintendent of Maintenance Operations, noted that the signs will receive advertising as the vendor is able to sell the space.

## **Agenda Item #9 – New Business**

### **A. Future Trends Team**

Keith Hobson, Director of Business and Facilities, introduced the following staff members of the District's Future Trends Team to provide an overview of the group's work over the last year: Kristin Atman, Interpretive Programs Supervisor; Kylie Bayer-Fertterer, Community Outreach Coordinator; and Chris Roberts, Web Specialist.

As noted in the memo included within the Board of Directors information packet, the Future Trends Team was initiated in fall 2011, with the stated purpose of stepping away from day-to-day operational perspectives and researching long-term trends that were likely to have an impact on the District over the next 20 years. In June 2012, the team presented an overview of their Future Trends Report 2012 to the Board of Directors. This report concluded with a list of

strategic questions for the District that arose from the underlying trend reports. The team did not attempt to answer these questions at that time, but committed to begin reviewing material specific to the strategic questions and attempting to develop recommendations related to them. Since then, the team took the strategic questions and prioritized them into three tiers, which would be addressed over a three-year time span. Included within the Board of Directors information packet is a summary report on the first three questions included in the first tier.

Kristin, Kylie and Chris provided a detailed PowerPoint presentation, a copy of which was entered into the record, of the first three questions explored by the team:

- Demographics: How do we best use demographic trends to guide District decisions to reflect the best interest of our changing community?
- Flexible Organization: How do we stay nimble and flexible as an organization without changing the nature of who we are?
- Technology: Where should THPRD be on the technology curve?

Kristin, Kylie and Chris offered to answer any questions the Board may have.

Larry Pelatt referenced the customer relationship management (CRM) tool recommended and asked if the District would be inconveniencing its patrons by asking for more information from them regarding their preferences.

- ✓ Kylie replied that is not the intent, noting that a lot of CRM software available will interface with the District's current software in order to track the information and District staff can then strategically reach out to patrons. Commonly, CRM will go together with social media and e-marketing, tying those areas together in order to enable them to be analyzed for effectiveness.

Bob Scott asked if there are outlined next steps available for the topics covered this evening.

- ✓ Keith replied that the team has laid out a lot of operational considerations that District management now needs to take under review and further explore.
- ✓ Doug Menke, General Manager, noted that it is continually becoming more apparent that there are some major, recurring themes through the different analyses taking place for the District, including the Future Trends Team, as well as the GreenPlay process and Access for All initiative. The District is beginning to see what is going to develop as it moves through the GreenPlay material and that our next key steps in terms of strategic plan are going to start implementing some of these very topics.

Bob agreed that this information seems to tie into many of the other projects the District is engaged in. He commented that there is a lot of power in this information, but that it needs to be captured, not just remain within a report.

- ✓ Larry expressed agreement with Bob's comments, noting that he would like to see some forward movement in these areas and that it would be a shame not to capitalize on this research.

Bob referenced a statement made during the presentation regarding technology that the District should fall within the standard. He does not believe the District should strive to fall within standards as it is already at the top of the pyramid and he would like the District to continually look for things to keep it there. He challenges the group to set their goals above falling within standard expectations and to determine what would bring the District to that next level.

- ✓ Chris noted that the team has discussed this to some degree and has determined that there is an opportunity for leadership in this area. Completing the research enables the District to move into that next phase.

Larry commented that an important component will be to determine what it is going to cost to get to that next level and what else could be done with those dollars. He agrees with Bob, although he does not necessarily believe the District should be the first to try the newest

technology, but leading the pack is generally a good thing that the District already does in a lot of different ways.

- ✓ Keith noted that in some cases leading the pack is more cost effective. He described how development of free mobile apps are changing the market, noting that being more innovative may go hand-in-hand with being more cost effective.

Larry agreed, noting that identifying that type of technology and having the group ready to evaluate it will be important in leading us in an advancing direction.

Doug Menke, General Manager, acknowledged the work of the Future Trends Team, noting that these presentations can step outside of their comfort zones. The team generally consists of younger employees and it is beneficial for the District to see the younger talent moving through the organization.

Jerry Jones, Jr., commented that he was excited to read the report as he could tell that the team was entrenched in what it was doing and enthusiastic about the future. He is grateful that they targeted more than just age for the demographics question. He noted that technology evolves at a quick pace and that the District cannot afford to shelve new technology as it will change rapidly and quickly become obsolete. He looks forward to seeing what comes out of the research and congratulated the Future Trends Team on a job well done.

John Griffiths noted that what the District is ultimately looking for is something that will help increase its effectiveness in terms of delivering its mission, or even tweak the mission based on the findings. He explained the benefit of pacing an organization just right in terms of new technology in order to avoid the bugs and bumps associated with brand new technology, but also not lagging so far behind as to be in danger of obsolescence.

President, Joe Blowers, noted that the report brought a question to mind regarding language. He questioned whether the District needs to develop a policy regarding at what point the District needs to begin using a second language. For example, if the demographics show that 10% of the population has trouble with English and most of those residents speak Spanish, at what point, if any, does the District start using Spanish more widely.

- ✓ Doug replied that, while the District does not have such a policy, it is significantly engaged in this aspect. It is one of the demographics that is a constant push in terms of discovery and determining the best methods of outreach. In fact, a study is going to be kicked off this fall that will help the District with ethnicity and language barriers.

#### **Agenda Item #10 – Adjourn**

There being no further business, the meeting was adjourned at 8:15 p.m.

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Joe Blowers, President

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Bob Scott, Secretary

Recording Secretary,  
Jessica Collins

<u>Check Number</u>	<u>Check Date</u>	<u>Vendor Name</u>	<u>Check Amount</u>
275486	07/15/2013	Oregonian Publishing Company	3,899.54
275800	07/25/2013	Comcast Cable	5,004.00
		<b>Advertising</b>	<b>\$ 8,903.54</b>
275192	07/05/2013	AYM Corporation	5,641.00
		<b>Capital Outlay - ADA Projects</b>	<b>\$ 5,641.00</b>
275170	07/05/2013	Spalding/AAI, A Divison of Russell Brands	3,100.00
		<b>Capital Outlay - Athletic Facility Replacement</b>	<b>\$ 3,100.00</b>
275352	07/10/2013	MacKay & Sposito, Inc.	4,454.70
275353	07/10/2013	Native Ecosystems NW, LLC	6,785.00
275594	07/15/2013	AKS Engineering & Forestry, LLC	5,394.00
275600	07/15/2013	Environmental Engineering Services, Inc.	1,250.00
275762	07/24/2013	2KG Contractors, Inc.	19,014.00
		<b>Capital Outlay - Bond - Facility Expansion &amp; Improvements</b>	<b>\$ 36,897.70</b>
275336	07/10/2013	City of Beaverton	3,383.00
275347	07/10/2013	Hahn & Associates, Inc.	5,750.00
275348	07/10/2013	J.J. DeVoe & Associates, Inc.	4,375.00
275352	07/10/2013	MacKay & Sposito, Inc.	12,631.85
275362	07/10/2013	Zell & Associates	3,000.00
275685	07/19/2013	Washington County	2,600.00
275763	07/24/2013	AKS Engineering & Forestry, LLC	6,404.00
		<b>Capital Outlay - Bond - Land Acquisition</b>	<b>\$ 38,143.85</b>
275353	07/10/2013	Native Ecosystems NW, LLC	2,149.15
		<b>Capital Outlay - Bond - Natural Resources Projects</b>	<b>\$ 2,149.15</b>
275338	07/10/2013	Brown Contracting, Inc.	68,685.00
275346	07/10/2013	GreenWorks, PC	16,735.04
275350	07/10/2013	Lango Hansen Landscape Architects, PC	13,318.90
275355	07/10/2013	Paul Brothers, Inc.	42,630.57
275597	07/15/2013	BCI Burke Company LLC	3,476.32
275601	07/15/2013	J.D. Walsh & Associates, PS	2,200.32
275606	07/15/2013	Silco Commercial Construction Inc.	57,797.29
275672	07/19/2013	GreenWorks, PC	7,864.50
275718	07/19/2013	Ross Recreation Equipment Company, Inc.	49,062.00
275766	07/24/2013	City of Beaverton	12,869.70
275771	07/24/2013	GreenWorks, PC	2,940.00
275774	07/24/2013	Northwest Tree Specialists	6,100.00
275777	07/24/2013	Paul Brothers, Inc.	2,580.00
275781	07/24/2013	Ross Recreation Equipment Company, Inc.	13,230.00
275783	07/24/2013	Vigil-Agrimis, Inc.	3,736.63
		<b>Capital Outlay - Bond - New/Redeveloped Neighborhood Parks</b>	<b>\$ 303,226.27</b>
275343	07/10/2013	D&T Excavation, Inc.	48,289.57
275592	07/15/2013	3J Consulting, Inc.	1,860.86
		<b>Capital Outlay - Bond - Replacements &amp; Improvements</b>	<b>\$ 50,150.43</b>
275098	07/02/2013	Washington County	9,279.76
275335	07/10/2013	ARC	1,382.66
275337	07/10/2013	Brian C Jackson, Architect, LLC	9,362.01

<u>Check Number</u>	<u>Check Date</u>	<u>Vendor Name</u>	<u>Check Amount</u>
275338	07/10/2013	Brown Contracting, Inc.	100,361.00
275342	07/10/2013	Colf Construction, LLC	11,400.00
275344	07/10/2013	Eichhorn Safety Watching, LLC	3,465.00
275349	07/10/2013	Jump Town, Inc.	2,621.36
275357	07/10/2013	Washington County	3,360.00
275358	07/10/2013	Washington County	2,880.00
275607	07/15/2013	Vigil-Agrimis, Inc.	1,286.40
275670	07/19/2013	Colf Construction, LLC	70,353.20
275715	07/19/2013	Pinnell Busch, Inc.	4,802.82
275767	07/24/2013	Carlson Testing, Inc.	1,217.75
275785	07/24/2013	Western Wood Structures, Inc.	128,700.00
<b>Capital Outlay - Bond - Trails/Linear Parks</b>			<b>\$ 350,471.96</b>
275160	07/05/2013	Rodda Paint Co.	1,810.96
275602	07/15/2013	Johnson Air Products	1,374.01
275603	07/15/2013	Mid Pac Construction, Inc.	6,407.00
275924	07/25/2013	Stark Street Lawn & Garden West	2,592.55
<b>Capital Outlay - Building Replacements</b>			<b>\$ 12,184.52</b>
275595	07/15/2013	Arizon Structures WorldWide, LLC	104,433.20
275598	07/15/2013	Brian C Jackson, Architect, LLC	1,195.88
<b>Capital Outlay - East Tennis Air Structure</b>			<b>\$ 105,629.08</b>
275151	07/05/2013	Platt Electric Supply, Inc.	2,960.74
275188	07/05/2013	Aloha Ceilings Company, Inc.	6,000.00
275653	07/18/2013	Home Depot Credit Services	1,099.00
275714	07/19/2013	Northwest Playground Equipment, Inc.	2,540.44
275716	07/19/2013	Recreation Resource, Inc.	2,181.00
<b>Capital Outlay - Facility Challenge Grants</b>			<b>\$ 14,781.18</b>
275683	07/19/2013	Southern Aluminum Manufacturing, Inc.	1,784.00
275878	07/25/2013	OfficeMax Incorporated	7,385.68
<b>Capital Outlay - Fanno Creek Service Center Renovation Costs</b>			<b>\$ 9,169.68</b>
275673	07/19/2013	Henderson Environmental Design-Build Professionals	18,730.00
<b>Capital Outlay - Fanno Creek Trail Management</b>			<b>\$ 18,730.00</b>
275351	07/10/2013	MacKay & Sposito, Inc.	3,843.24
275593	07/15/2013	3J Consulting, Inc.	10,646.79
275674	07/19/2013	Imperial Steel Craft, Inc.	3,150.00
275775	07/24/2013	Pacific Asphalt Surface Sealing, LLC	3,700.00
<b>Capital Outlay - Park &amp; Trail Replacements</b>			<b>\$ 21,340.03</b>
275483	07/15/2013	Oregon Corrections Enterprises	1,168.00
<b>Capital Outlay - Signage Master Plan</b>			<b>\$ 1,168.00</b>
275713	07/19/2013	Native Ecosystems NW, LLC	1,205.00
275752	07/23/2013	Clean Water Services	3,303.64
<b>Capital Outlay-SDC-Park Development/Improvements</b>			<b>\$ 4,508.64</b>
275316	07/09/2013	The Intertwine Alliance Foundation	10,000.00
<b>Dues &amp; Memberships</b>			<b>\$ 10,000.00</b>

<u>Check Number</u>	<u>Check Date</u>	<u>Vendor Name</u>	<u>Check Amount</u>
275944	07/25/2013	Washington County <b>Elections</b>	30,049.31 <b>\$ 30,049.31</b>
275254	07/05/2013	PGE	22,566.01
275463	07/15/2013	PGE	8,675.96
275829	07/25/2013	PGE <b>Electricity</b>	26,260.22 <b>\$ 57,502.19</b>
275050	07/01/2013	Kaiser Foundation Health Plan	196,680.28
275051	07/01/2013	Oregon Dental Service	28,996.73
275052	07/01/2013	Standard Insurance Co.	12,555.62
275053	07/01/2013	UNUM Life Insurance-LTC	1,293.60
275608	07/17/2013	Standard Insurance Company	195,192.50
276116	07/31/2013	Moda Health Plan Inc Attn: Accounting	28,151.28
276119	07/31/2013	Standard Insurance Company	12,603.89
276125	07/31/2013	UNUM Life Insurance-LTC <b>Employee Benefits</b>	1,375.56 <b>\$ 476,849.46</b>
275522	07/15/2013	Aetna/ING Life Insurance and Annuity Company	9,888.51
275525	07/15/2013	PacificSource Administrators, Inc.	8,187.73
275526	07/15/2013	Standard Insurance Company	30,493.82
275528	07/15/2013	Standard Insurance Company	3,797.32
276115	07/31/2013	Aetna/ING Life Insurance and Annuity Company	9,980.15
276118	07/31/2013	PacificSource Administrators, Inc.	9,752.73
276120	07/31/2013	Standard Insurance Company	31,436.55
276122	07/31/2013	Standard Insurance Company	3,976.64
276124	07/31/2013	THPRD - Employee Assn. <b>Employee Deductions</b>	7,556.80 <b>\$ 115,070.25</b>
275198	07/05/2013	Bretthauer Oil Co.	4,114.29
275473	07/15/2013	Marc Nelson Oil Products, Inc.	3,538.19
275937	07/25/2013	Tualatin Valley Water District <b>Gas &amp; Oil (Vehicles)</b>	13,108.70 <b>\$ 20,761.18</b>
275252	07/05/2013	NW Natural	7,194.42
275828	07/25/2013	NW Natural <b>Heat</b>	8,240.02 <b>\$ 15,434.44</b>
275131	07/05/2013	Northwest Techrep, Inc. <b>Information Technology Replacement</b>	2,196.48 <b>\$ 2,196.48</b>
275133	07/05/2013	NSAOUA	7,920.00
275181	07/05/2013	Universal Whistles, LLC	2,065.00
275194	07/05/2013	Beaverton Volleyball Officials Association	1,087.00
275940	07/25/2013	Universal Whistles, LLC <b>Instructional Services</b>	1,990.00 <b>\$ 13,062.00</b>
275911	07/25/2013	SDAO <b>Insurance</b>	139,009.00 <b>\$ 139,009.00</b>
275144	07/05/2013	Pacific Sports Turf, Inc.	6,340.00
275158	07/05/2013	Renegade Sports Surfacing, Inc.	2,840.00
275186	07/05/2013	Western Equipment Distributors, Inc.	1,093.48

<u>Check Number</u>	<u>Check Date</u>	<u>Vendor Name</u>	<u>Check Amount</u>
275193	07/05/2013	Beaverton Auto Parts	1,221.62
275200	07/05/2013	Cantel Sweeping	3,275.00
275574	07/15/2013	Guaranteed Pest Control Service Co, Inc.	1,626.00
275822	07/25/2013	Lovett, Inc.	34,148.65
275914	07/25/2013	SimplexGrinnell LP	1,925.46
		<b>Maintenance Services</b>	<b>\$ 52,470.21</b>
275131	07/05/2013	Northwest Techrep, Inc.	2,115.54
275140	07/05/2013	OVS Total Solutions	3,305.40
275141	07/05/2013	Pacific Fence & Wire Co.	2,476.00
275177	07/05/2013	Target Specialty Products	8,011.79
275183	07/05/2013	Valley Athletics	7,081.50
275187	07/05/2013	Airgas Nor Pac, Inc.	4,962.75
275196	07/05/2013	Best Buy in Town, Inc.	1,752.25
275202	07/05/2013	Coastwide Laboratories	3,838.05
275225	07/05/2013	H.D. Fowler Company	1,653.16
275354	07/10/2013	Native Ecosystems NW, LLC	1,901.05
275512	07/15/2013	Superior Fence & Construction, Inc.	39,553.00
275517	07/15/2013	Valley Athletics	1,354.75
275518	07/15/2013	Walter E. Nelson Co.	1,586.62
275519	07/15/2013	Waxie Sanitary Supply	1,386.50
275556	07/15/2013	Coastwide Laboratories	2,171.72
275565	07/15/2013	Fazio Brothers Sand & Gravel	15,913.71
275653	07/18/2013	Home Depot Credit Services	3,181.61
275939	07/25/2013	Univar USA, Inc.	1,748.70
275942	07/25/2013	Valley Athletics	1,389.60
		<b>Maintenance Supplies</b>	<b>\$ 105,383.70</b>
275137	07/05/2013	OfficeMax Incorporated	2,459.62
275159	07/05/2013	Ricoh Americas Corporation	1,869.00
275878	07/25/2013	OfficeMax Incorporated	3,978.94
		<b>Office Supplies</b>	<b>\$ 8,307.56</b>
275643	07/17/2013	US Postmaster	17,627.59
275893	07/25/2013	Pitney Bowes	1,167.00
275941	07/25/2013	US Postal Service CMRS-PB	3,000.00
		<b>Postage</b>	<b>\$ 21,794.59</b>
275306	07/09/2013	ePrint	2,192.50
		<b>Printing &amp; Publication</b>	<b>\$ 2,192.50</b>
275176	07/05/2013	Talbot, Korvola & Warwick, LLP	18,750.00
275319	07/09/2013	Jaime Valdez Photography	1,900.00
275546	07/15/2013	Beery, Elsnor & Hammond, LLP	4,986.70
275578	07/15/2013	Jonathan House	1,900.00
275784	07/24/2013	Washington County	3,116.80
275817	07/25/2013	Karen Kane Communications	1,075.00
275916	07/25/2013	Smith Dawson & Andrews	2,500.00
		<b>Professional Services</b>	<b>\$ 34,228.50</b>
275137	07/05/2013	OfficeMax Incorporated	3,569.73
275139	07/05/2013	Oregon Screen Impressions, Inc.	1,364.73
275148	07/05/2013	Pepsi-Cola Company	1,463.00
275207	07/05/2013	Daktronics, Inc.	1,128.00

<u>Check Number</u>	<u>Check Date</u>	<u>Vendor Name</u>	<u>Check Amount</u>
275220	07/05/2013	Fred Meyer Customer Charges	1,247.26
275223	07/05/2013	Grainger	1,804.40
275226	07/05/2013	Head/Penn Racquet Sports	3,129.30
275234	07/05/2013	Kore Group	4,957.20
275239	07/05/2013	Lincoln Equipment, Inc.	1,250.10
275493	07/15/2013	Platt Electric Supply, Inc.	2,408.43
275516	07/15/2013	U.G. Cash & Carry	1,196.37
275545	07/15/2013	Beaverton School District #48	3,369.60
275567	07/15/2013	Fred Meyer Customer Charges	1,718.01
275570	07/15/2013	GISI Marketing Group	2,068.45
275571	07/15/2013	Gopher Sport	5,766.36
275576	07/15/2013	City of Hillsboro	1,248.75
275590	07/15/2013	Lone Mountain Sportswear	8,025.90
275653	07/18/2013	Home Depot Credit Services	1,667.98
275802	07/25/2013	Cook Security Group	2,579.38
275897	07/25/2013	Portland Kayak Company	1,575.00
275905	07/25/2013	Righteous Clothing, LLC	8,829.62
275910	07/25/2013	Screen Magic	3,657.34
ACH	07/22/2013	Capital One Commercial	11,166.23
		<b>Program Supplies</b>	<b>\$ 75,191.14</b>
275468	07/15/2013	Waste Management of Oregon	8,539.89
		<b>Refuse Services</b>	<b>\$ 8,539.89</b>
275932	07/25/2013	THP Foundation	2,133.28
		<b>Reimbursed Charge Transactions and Snack Commissions</b>	<b>\$ 2,133.28</b>
275159	07/05/2013	Ricoh Americas Corporation	2,022.74
		<b>Rental Equipment</b>	<b>\$ 2,022.74</b>
275911	07/25/2013	SDAO	149,553.55
		<b>SDAO/WBF</b>	<b>\$ 149,553.55</b>
275083	07/02/2013	Kronos Incorporated	29,156.72
275130	07/05/2013	Northwest Regional Education Services District	1,200.00
275145	07/05/2013	Pacific Talent, Inc.	21,242.50
275171	07/05/2013	Springbrook Software, Inc.	44,567.09
275203	07/05/2013	Command Prompt, Inc.	1,125.00
275315	07/09/2013	Horne Audio, Inc.	3,250.00
275585	07/15/2013	KNC Trophies	2,331.00
275662	07/18/2013	Portland PartyWorks, Inc.	3,447.50
275804	07/25/2013	Edwards Enterprises	1,688.00
275806	07/25/2013	ESRI, Inc.	14,100.00
275811	07/25/2013	GovernmentJobs.com, Inc.	8,000.00
275813	07/25/2013	GreenPlay, LLC	2,500.00
275876	07/25/2013	Northwest Tree Specialists	2,450.00
275914	07/25/2013	SimplexGrinnell LP	13,303.94
275921	07/25/2013	Sound Security, Inc.	11,430.00
275926	07/25/2013	Stew Dodge	1,800.00
275951	07/26/2013	Metro Mountain Climbing	2,295.00
276083	07/30/2013	Portland PartyWorks, Inc.	3,447.50
		<b>Technical Services</b>	<b>\$ 167,334.25</b>



<u>Check Number</u>	<u>Check Date</u>	<u>Vendor Name</u>	<u>Check Amount</u>
ACH	07/18/2013	Kylie Bayer	1,329.63
		<b>Technical Training</b>	<b>\$ 1,329.63</b>
275456	07/15/2013	AT&T Mobility	1,235.64
275462	07/15/2013	Nextel Communications	2,755.54
275826	07/25/2013	Integra Telecom	4,448.46
		<b>Telecommunications</b>	<b>\$ 8,439.64</b>
275243	07/05/2013	City of Beaverton	10,084.02
275260	07/05/2013	Tualatin Valley Water District	23,876.00
275457	07/15/2013	City of Beaverton	6,631.35
275467	07/15/2013	Tualatin Valley Water District	2,361.24
275796	07/25/2013	Beaverton Sch. District #48	42,579.14
275831	07/25/2013	Tualatin Valley Water District	13,598.48
		<b>Water &amp; Sewer</b>	<b>\$ 99,130.23</b>
		<b>Report Total:</b>	<b><u>\$ 2,604,180.75</u></b>

## Tualatin Hills Park &amp; Recreation District

General Fund Financial Summary  
July, 2013

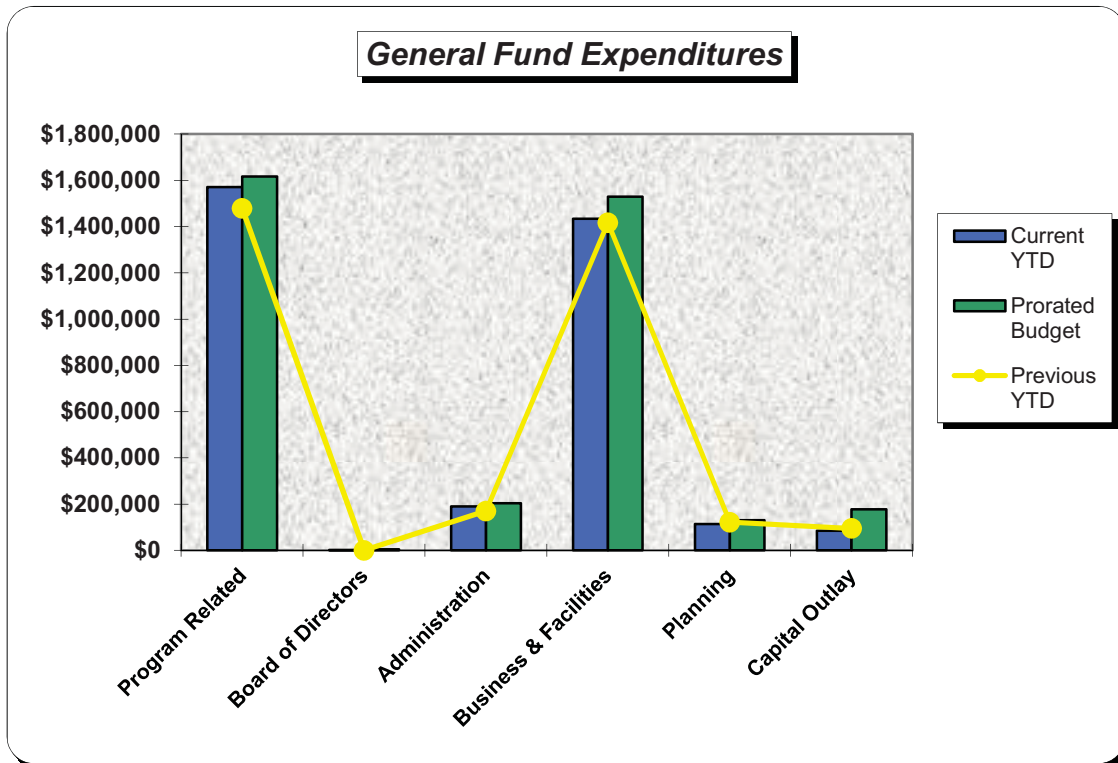
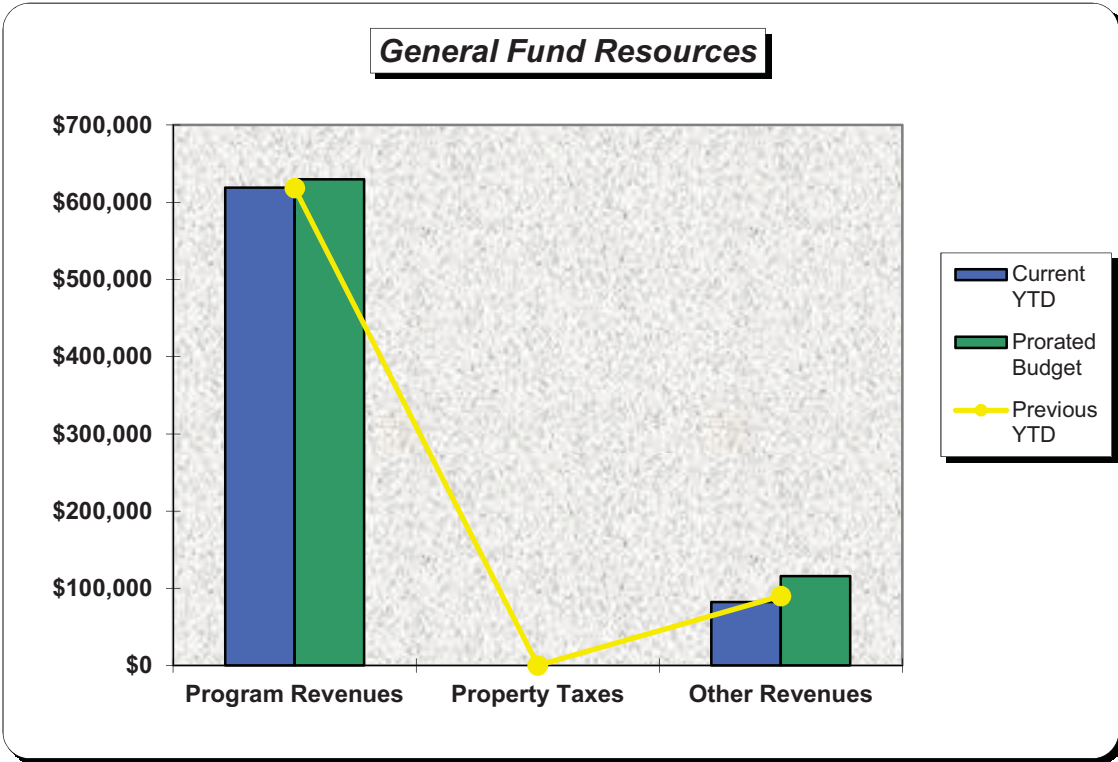
	<i>Current Month</i>	<i>Year to Date</i>	<i>Prorated Budget</i>	<i>% YTD to Prorated Budget</i>	<i>Full Fiscal Year Budget</i>
<b>Program Resources:</b>					
Aquatic Centers	\$ 183,184	\$ 183,184	\$ 161,535	113.4%	\$ 2,523,977
Tennis Center	8,482	8,482	14,074	60.3%	938,238
Recreation Centers & Programs	361,454	361,454	397,321	91.0%	5,093,856
Sports Programs & Field Rentals	35,791	35,791	36,307	98.6%	1,171,202
Natural Resources	29,827	29,827	20,328	146.7%	290,394
<b>Total Program Resources</b>	<b>618,738</b>	<b>618,738</b>	<b>629,564</b>	<b>98.3%</b>	<b>10,017,667</b>
<b>Other Resources:</b>					
Property Taxes	-	-	-	0.0%	25,590,272
Interest Income	3,568	3,568	3,720	95.9%	120,000
Facility Rentals/Sponsorships	25,963	25,963	42,622	60.9%	422,000
Grants	100	100	100	100.0%	1,045,694
Miscellaneous Income	52,557	52,557	69,174	76.0%	1,002,518
<b>Total Other Resources</b>	<b>82,188</b>	<b>82,188</b>	<b>115,616</b>	<b>71.1%</b>	<b>28,180,484</b>
<b>Total Resources</b>	<b>\$ 700,926</b>	<b>\$ 700,926</b>	<b>\$ 745,179</b>	<b>94.1%</b>	<b>\$38,198,151</b>
<b>Program Related Expenditures:</b>					
Parks & Recreation Administration	52,603	52,603	55,565	94.7%	703,357
Aquatic Centers	367,497	367,497	375,135	98.0%	3,948,786
Tennis Center	79,700	79,700	83,231	95.8%	1,040,387
Recreation Centers	499,687	499,687	544,808	91.7%	4,908,184
Programs & Special Activities	293,783	293,783	261,025	112.5%	1,947,951
Athletic Center & Sports Programs	134,520	134,520	148,513	90.6%	1,747,209
Natural Resources & Trails	143,482	143,482	148,164	96.8%	1,664,766
<b>Total Program Related Expenditures</b>	<b>1,571,272</b>	<b>1,571,272</b>	<b>1,616,442</b>	<b>97.2%</b>	<b>15,960,640</b>
<b>General Government Expenditures:</b>					
Board of Directors	729	729	4,032	18.1%	2,301,620
Administration	190,738	190,738	203,639	93.7%	2,036,386
Business & Facilities	1,434,333	1,434,333	1,528,887	93.8%	16,987,628
Planning	114,199	114,199	130,510	87.5%	1,611,240
Capital Outlay	85,038	85,038	177,637	47.9%	4,934,365
<b>Total Other Expenditures:</b>	<b>1,825,037</b>	<b>1,825,037</b>	<b>2,044,705</b>	<b>89.3%</b>	<b>27,871,239</b>
<b>Total Expenditures</b>	<b>\$ 3,396,309</b>	<b>\$ 3,396,309</b>	<b>\$ 3,661,147</b>	<b>92.8%</b>	<b>\$43,831,879</b>
<b>Revenues over (under) Expenditures</b>	<b>\$ (2,695,383)</b>	<b>\$ (2,695,383)</b>	<b>\$ (2,915,967)</b>	<b>92.4%</b>	<b>\$ (5,633,728)</b>
<b>Beginning Cash on Hand</b>		<b>5,992,326</b>	<b>5,633,728</b>	<b>106.4%</b>	<b>5,633,728</b>
<b>Ending Cash on Hand</b>		<b>\$ 3,296,943</b>	<b>\$ 2,717,761</b>	<b>121.3%</b>	<b>\$ -</b>

Note: Beginning Cash will be revised when closing of FY 12/13 has been completed

# Tualatin Hills Park and Recreation District

## General Fund Financial Summary

July, 2013





[7D]

## MEMO

**DATE:** August 20, 2013  
**TO:** Doug Menke, General Manager  
**FROM:** James McElhinny, Director of Park and Recreation Services

**RE:** **Resolution Appointing Sports Advisory Committee Member**

### Introduction

The Sports Advisory Committee requests Board of Directors approval of a Committee Member appointment.

### Background

The Sports Advisory Committee recommends that the Board of Directors appoint Bill Kanable to the Committee for a three-year term.

Please note that the respective applicant's application and the Sports Advisory Committee current roster are attached.

### Action Requested

Board of Directors approval of Resolution 2013-24, appointing Bill Kanable to the Sports Advisory Committee.

**RESOLUTION 2013-24**  
TUALATIN HILLS PARK & RECREATION DISTRICT, OREGON

**A RESOLUTION APPOINTING  
SPORTS ADVISORY COMMITTEE MEMBER**

**WHEREAS**, the Tualatin Hills Park & Recreation District Board of Directors must appoint committee members by resolution; and

**WHEREAS**, the committee member shall be appointed by the Board for a three-year term; and

**WHEREAS**, the committee applicant has demonstrated his interest and knowledge in the committee's area of responsibility; and

**THE TUALATIN HILLS PARK & RECREATION DISTRICT RESOLVES AS  
FOLLOWS:**

The Board of Directors approves the appointment of Bill Kanable to the Sports Advisory Committee for a three-year term.

Duly passed by the Board of Directors of the Tualatin Hills Park & Recreation District this 9<sup>th</sup> day of September, 2013.

\_\_\_\_\_  
Joseph Blowers, Board President

\_\_\_\_\_  
Bob Scott, Board Secretary

ATTEST:

\_\_\_\_\_  
Jessica Collins, Recording Secretary

**Tualatin Hills Park & Recreation District  
ADVISORY COMMITTEE APPLICATION**

<b>Name:</b> Bill Kanable	<b>Date:</b> 7/1/13	
<b>Address:</b> [REDACTED]		
<b>Phone # Home</b> [REDACTED]	<b>Work</b> [REDACTED]	<b>Cell</b> [REDACTED]
<b>Email:</b> [REDACTED]		

***Advisory Committee you are applying for:  
(You must reside within the Park District boundaries):***

Recreation [ ]   Aquatics [ ]   Sports [X]   Trails [ ]   Elsie Stuhr Center [ ]  
Historic Facilities [ ]   Natural Resources [ ]   Parks [ ]

1. Please explain your interest in serving on the Advisory Committee:
2. How long have you lived in the community? 18 years at current address + 10 years in other location (Aloha and Beaverton).
3. Have you or your family participated in any Center or other Recreation District activities? Yes  
We have used all Recreation Centers, taken classes, and involved with sports groups.  
Number of Years: 18 years.
4. Have you served on other volunteer committees? YES [X] NO [ ] If yes, please explain where, when, and what your responsibilities were:

Westside Soccer Club (WSC)  
-Started coaching 1998 through 2013  
-U8 Coordinator in 2000  
-President 2001-2008 and 2011-12  
-Spring League Coordinator 2002-2013  
-Field Coordinator 2003-2013  
-Summer Soccer Camp Coordinator 2004-2009  
-Micro Coordinator 2008-2010  
-Treasurer 2013

Westside Metros Soccer Club (now Westside Timbers Soccer Club)  
-Son Played from 2002 until 2009 (U12-17)  
-Daughter Played from 2002-2004 and 2006-2009  
-Development Coordinator 2003-2008  
-Team Treasurer 2005  
-Registrar 2011-2012

Tualatin Hills Junior Soccer League (THJSL)  
-WSC Rep 2001-2007  
-Chairperson on Field Committee 2004-2007  
-President 2008-2013  
-Coordinator Fields Committee 2008-2012

THPRD Time Line  
-Unified Fields Steering Committee 2003-2012

-PCC Rock Creek Community Task Force 2004-2005

-Elected Board 2005-2009 and 2009-2013

5. *Please describe any work experience or areas of expertise that you feel would benefit the Advisory Committee:*

30 yrs as a Software Developer and Project Management.

6. *Term of Office preferred:*

*Please check one.*

3-year Term



## Tualatin Hills Park & Recreation District SPORTS ADVISORY COMMITTEE ROSTER

Last Updated: 8/20/13

Committee Member	Member Since	Address	Phone	Email	Term Expires
Janet Allison Chair	February 2010	[REDACTED]	[REDACTED]	[REDACTED]	June 2015
Greg Cody	February 2010	[REDACTED]	[REDACTED]	[REDACTED]	June 2016
Ex-Officio Member	Representing	Address	Phone	Email	Term Expires
Scott Brucker	Staff THPRD	15707 SW Walker Road, Beaverton 97006	503/645-6433	sbrucker@thprd.org	N/A
Julie Rocha	Staff THPRD	15707 SW Walker Road, Beaverton 97006	503/629-6330	jrocha@thprd.org	N/A





[7E]

## MEMO

**DATE:** August 26, 2013  
**TO:** Doug Menke, General Manager  
**FROM:** James McElhinny, Director of Park and Recreation Services

**RE:** **Intergovernmental Agreements with Metro for Greenspaces Land Partnerships at Raleighwood Wetlands Natural Area, Morrison Woods Natural Area, and Fanno Creek Trail**

### Introduction

Metro is seeking to renew two Intergovernmental Agreements (IGA) for land that they co-own with THPRD and to create one new IGA for land that we currently manage, but do not have an agreement for.

### Background

Metro has passed two land acquisition bond measures since 1995. A portion of those funds were available to partners as local share projects. THPRD requested and received these funds to underwrite a 2.16 acre property contiguous with Raleighwood Wetlands Natural Area and 15.79 acres adjacent to Morrison Woods Natural Area. The properties are jointly owned by THPRD and Metro. At the time of purchase, the two agencies signed an IGA for the Morrison Woods property, which describes maintenance, partnership, and ownership details. Later, we signed a similar agreement for a parcel of the Fanno Creek Trail as it goes from Scholls Ferry Road to Denney Road; it crosses a 1.98 acre parcel owned by Metro. Both IGAs have since expired.

There is no existing Raleighwood Wetlands IGA, so this document would serve as a maintenance and management agreement.

Park District legal counsel has reviewed and approved the documents.

### Proposal Request

The first part of the proposal is to sign documents agreeing to extend the current IGA for the Fanno Creek Trail and Morrison Woods for a 10-year period. During this time, THPRD will continue to manage, operate, and maintain these properties.

The second portion of the proposal is to sign a new IGA which will officially confer permission to use the Raleighwood Wetlands property in exchange for continued management, operation, and maintenance of the property.

### Benefits of Proposal

THPRD received funds for the purchase of the Raleighwood Wetlands and Morrison Woods sites. By agreeing to the conditions in the Fanno Creek Trail IGA, THPRD is able to provide trail access to patrons without the cost of land acquisition. Signing all the IGAs continues to allow THPRD and its patrons to use the sites.

**Potential Downside of Proposal**

There is no apparent downside.

**Action Requested**

Board of Directors approval of the Intergovernmental Agreements and authorization for the General Manager or his designee to sign the documents.



August 19, 2013

Bruce Barbarasch  
Tualatin Hills Park & Recreation District  
6220 SW 112<sup>th</sup> Ave.  
Beaverton, OR 97008

Dear Bruce:

Thank you for taking these three Intergovernmental Agreement items to the Board of Directors meeting for approval.

To summarize, we have three IGAs approved by Metro and submitted for Tualatin Hills Park and Recreation District Board of Directors approval. As a fairly new employee at Metro, one of my first tasks on the Natural Areas team was to organize and categorize our existing IGAs. We found that there are three properties that either Metro and THPRD share ownership, or Metro owns outright, and THPRD is actively managing, but there are no current IGAs in place to outline this. These three documents are intended to clean this up and document what is actually happening on the ground.

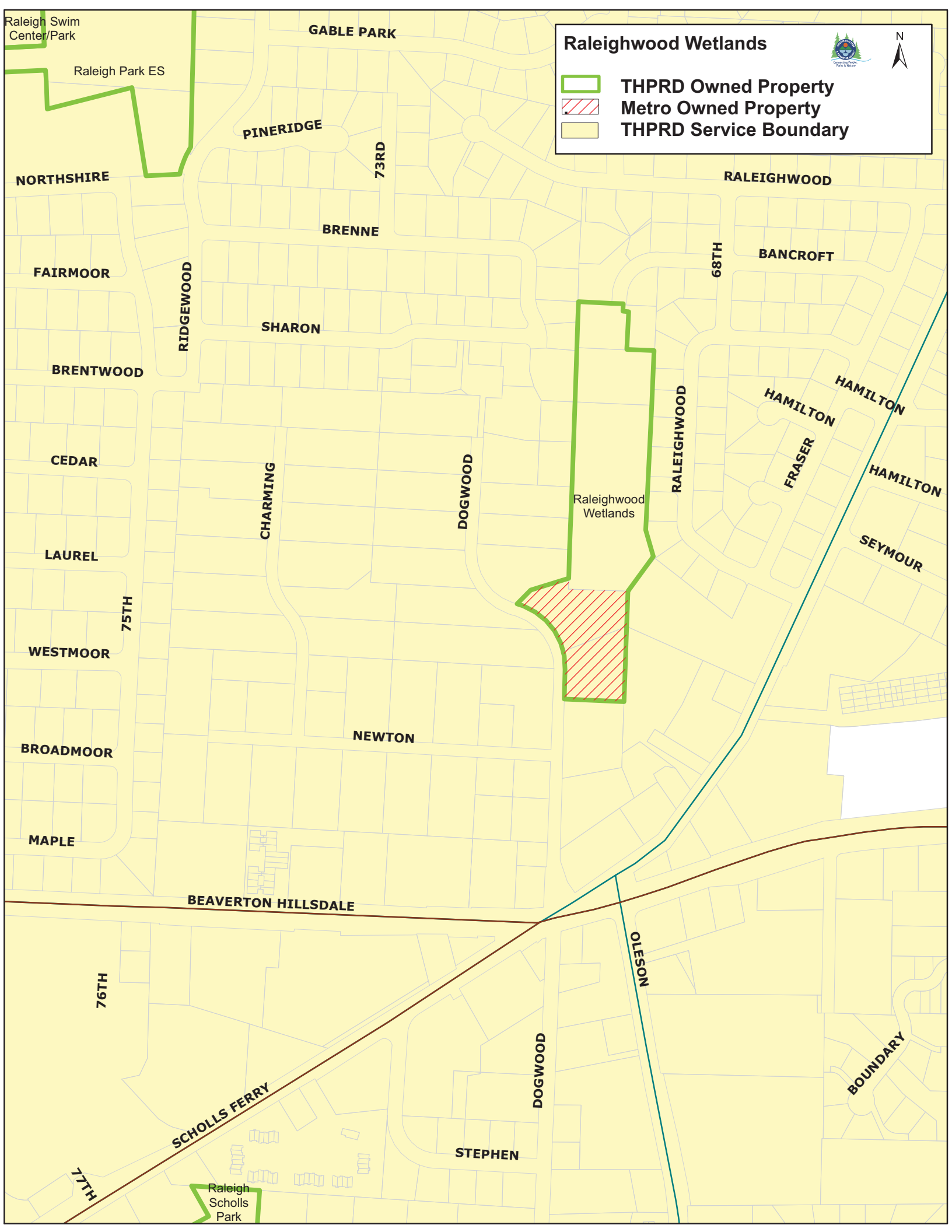
The first two documents for Board approval are First Amendments to reinstate two expired IGAs in full force and extend the terms another 10 years, this time with automatic 10 year term renewals thereafter unless one party terminates by written notice. These two documents apply to two properties that had IGAs in place that have since expired. One is a parcel along the Fanno Creek Trail that Metro owns and THPRD manages as part of the trail. The other is an acquisition made up of two tax lots that Metro and THPRD share ownership and are currently part of THPRD's Morrison Woods Natural Area.

The third property is two parcels with joint ownership that are part of the Raleighwood Wetlands Natural Area. There is no management IGA currently in place and I could not confirm that one ever existed. This IGA is to document the fact that Metro and THPRD own this property jointly, and THPRD manages it as part of Raleighwood Wetlands Natural Area.

Thank you again for your time and attention. I look forward to meeting you in person at the Board of Directors meeting on September 9, 2013.




Sincerely,

Shannon Leary  
Acquisitions and Property Management  
Natural Areas Program  
Metro



### Raleighwood Wetlands



-  THPRD Owned Property
-  Metro Owned Property
-  THPRD Service Boundary

Raleighwood Wetlands

BEAVERTON HILLSDALE

SCHOLLS FERRY

Raleigh Scholls Park

Raleigh Park ES

Raleigh Swim Center/Park

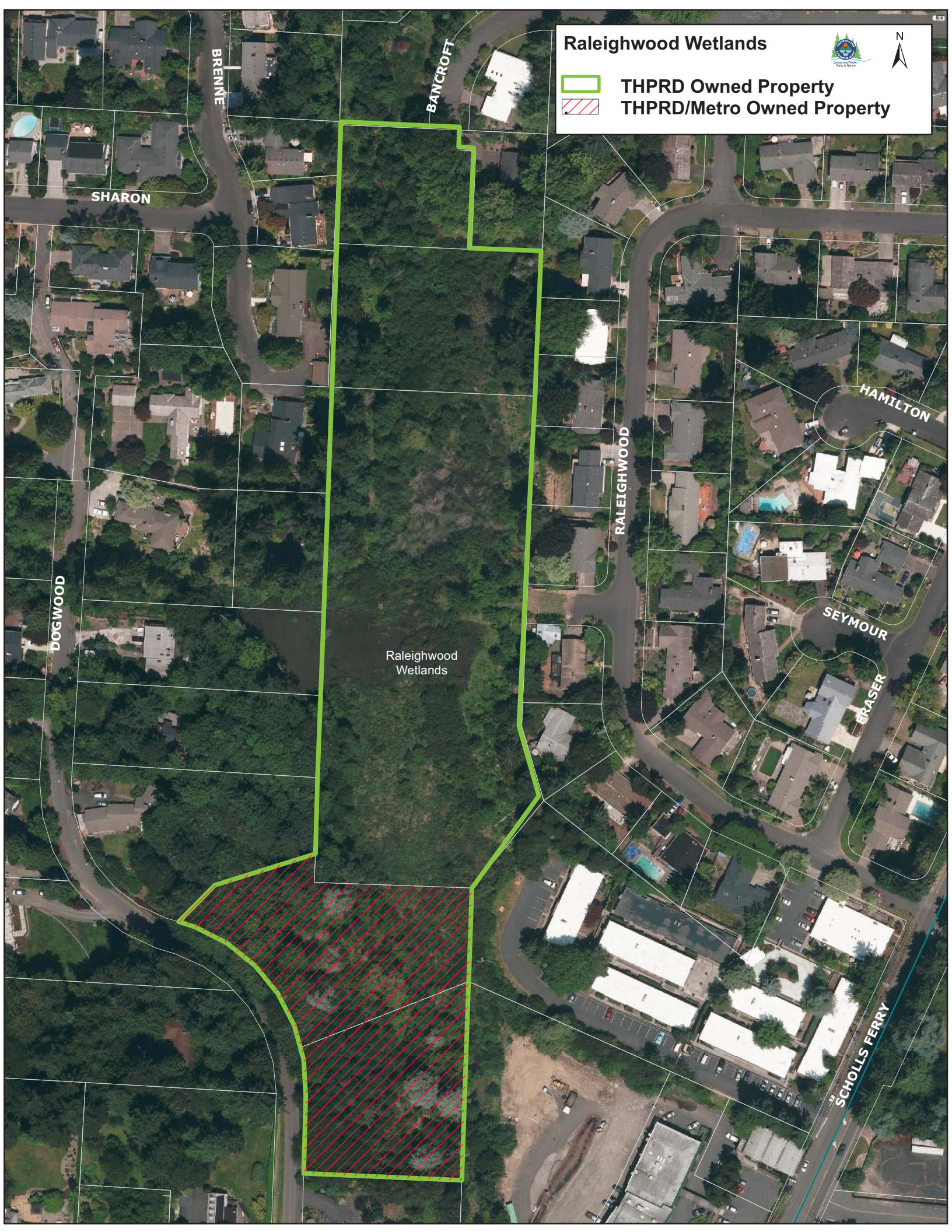
# Raleighwood Wetlands



**THPRD Owned Property**






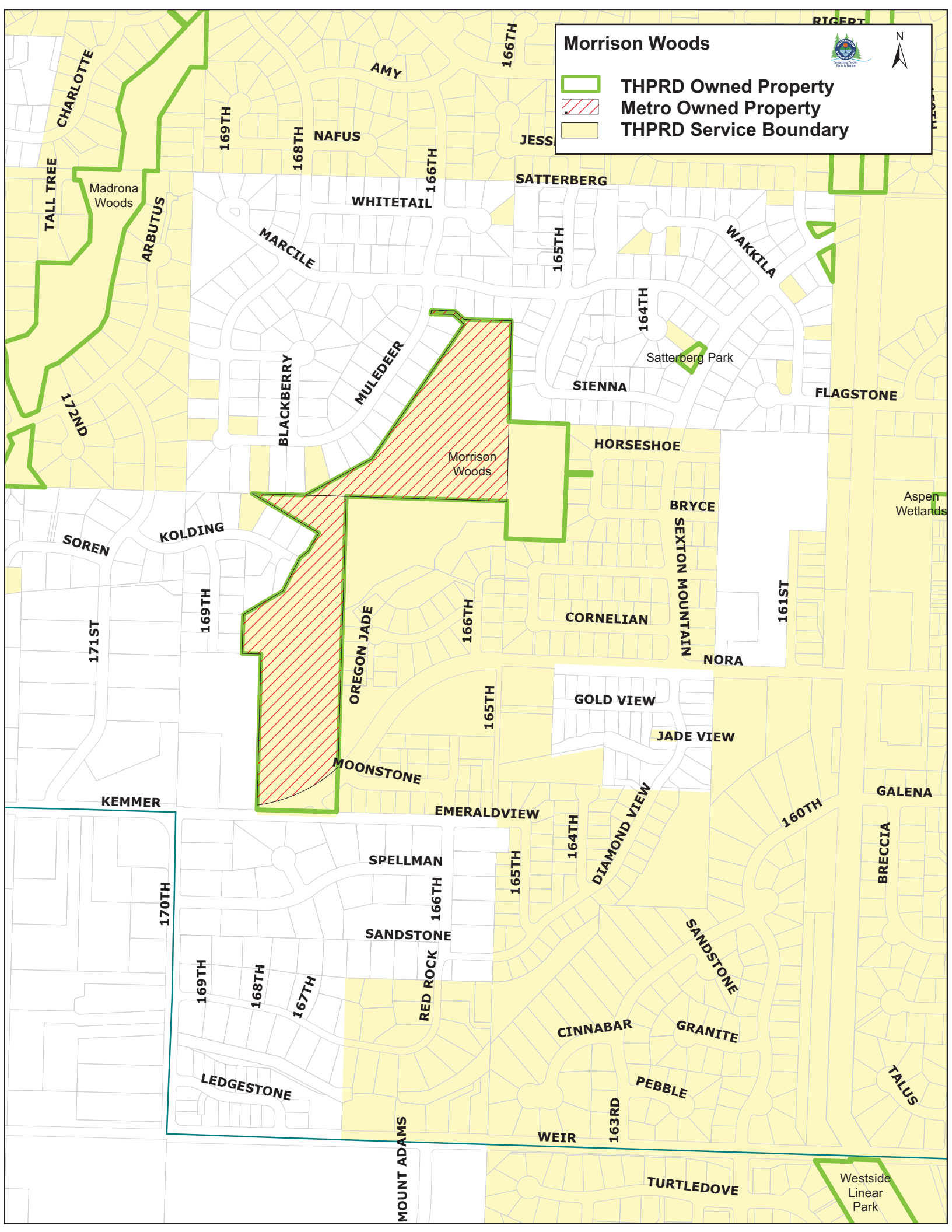
**THPRD/Metro Owned Property**



# Morrison Woods



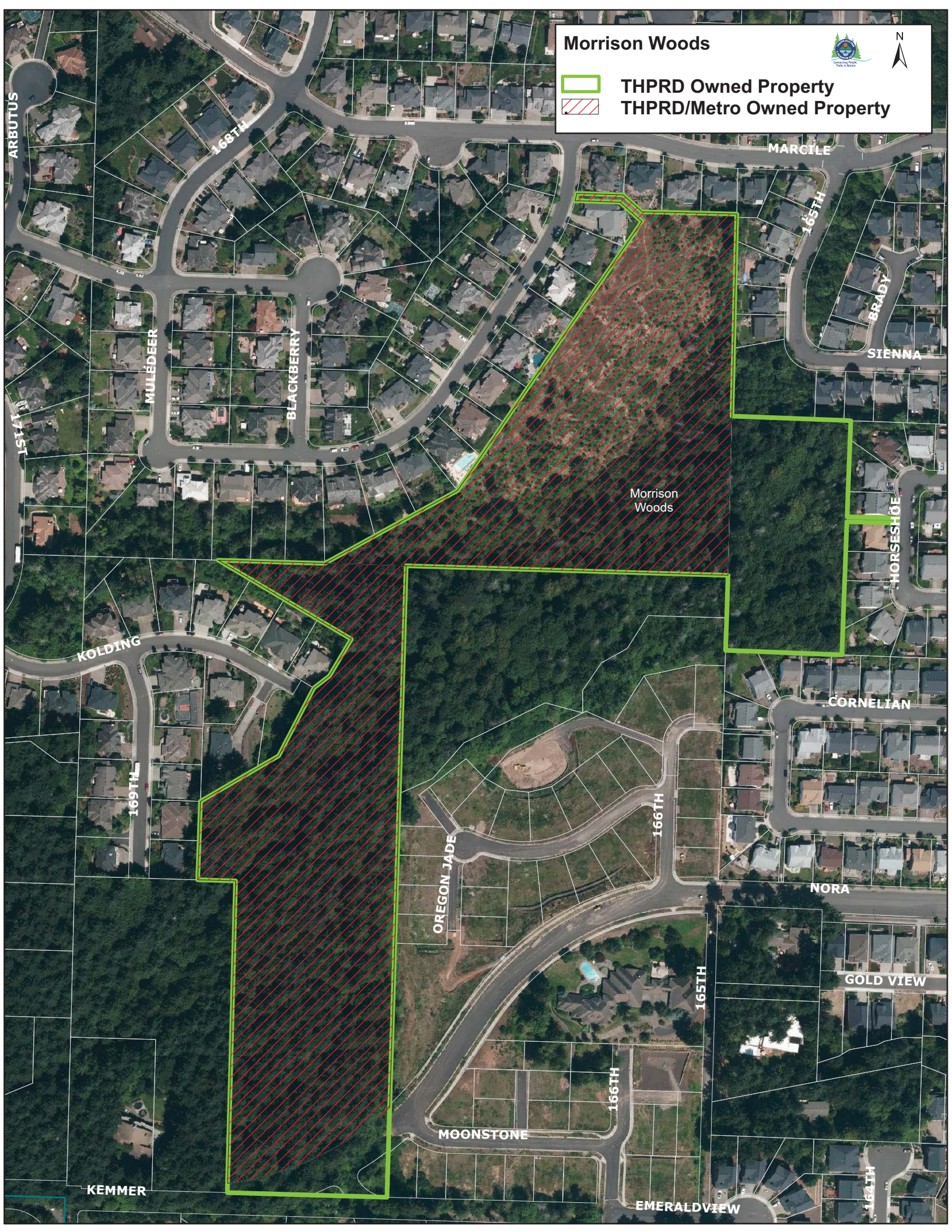
-  THPRD Owned Property
-  Metro Owned Property
-  THPRD Service Boundary



# Morrison Woods



-  THPRD Owned Property
-  THPRD/Metro Owned Property



Morrison Woods

ARBUTUS

168TH

MARCILE

165TH

BRADY

SIENNA

MULDEER

BLACKBERRY

HORSESHOE

161ST

KOLDING

169TH

CORNELIAN

OREGON JADE

166TH

NORA

GOLD VIEW

165TH

MOONSTONE

166TH




KEMMER

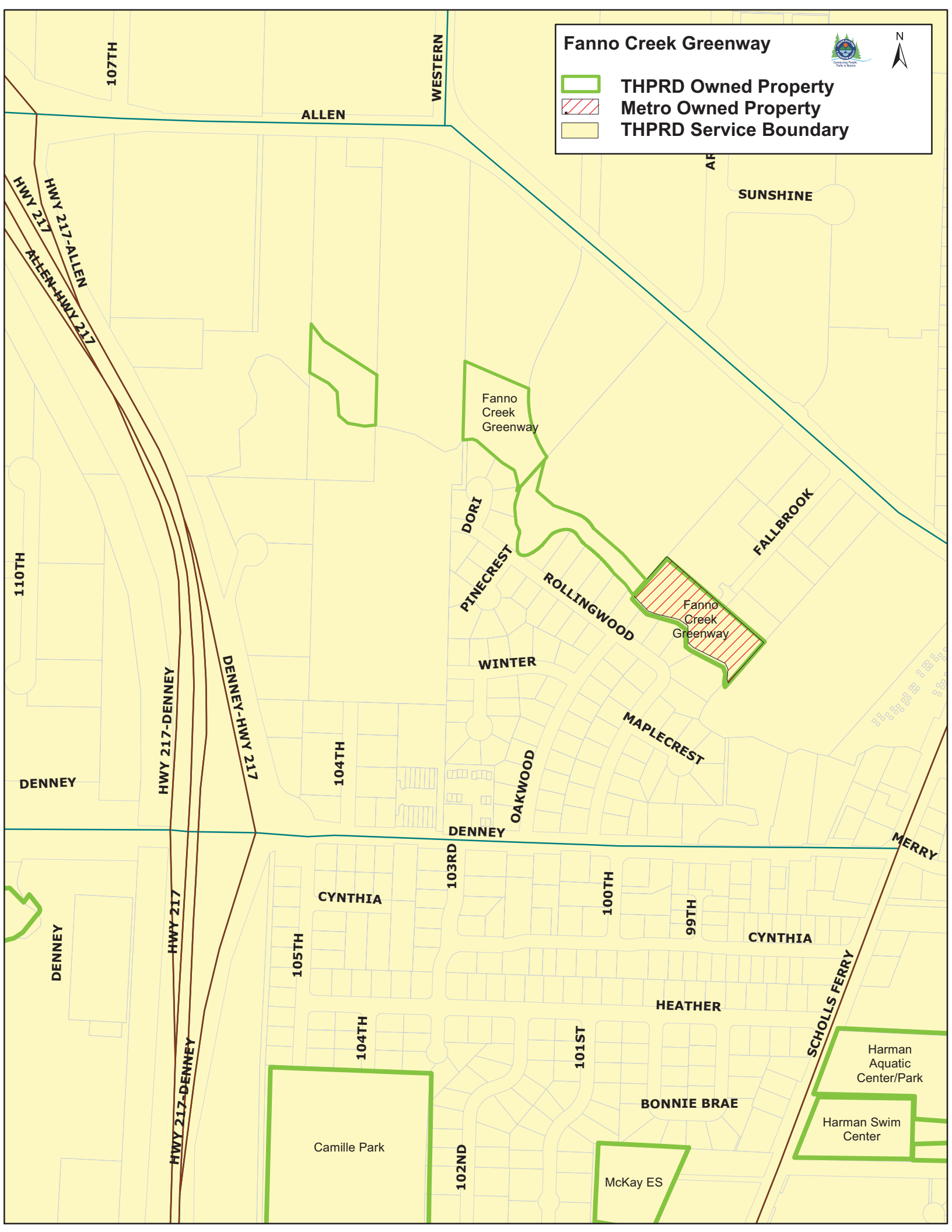
EMERALDVIEW

164TH

# Fanno Creek Greenway



-  THPRD Owned Property
-  Metro Owned Property
-  THPRD Service Boundary





# Fanno Creek Greenway



-  THPRD Owned Property
-  Metro Owned Property



**FIRST AMENDMENT TO  
INTERGOVERNMENTAL AGREEMENT**

**Management of Fanno Creek Open Spaces / Winchester-Benton Property  
Washington County, Oregon**

This First Amendment to Intergovernmental Agreement (this "Amendment No. 1") is by and between the Tualatin Hills Parks and Recreation District ("THPRD"), and Metro, an Oregon municipal corporation ("Metro"). This Amendment No. 1 is made and entered into as of the last date of signature indicated below (the "Effective Date").

**RECITALS**

- A. THPRD and Metro are parties to that certain Intergovernmental Agreement dated July 29, 2001 (the "IGA").
- B. Pursuant to the IGA, THPRD manages, operates and maintains certain property owned by Metro, referred to in the IGA as the Winchester-Benton Property and now known as part of the Fanno Creek Trail (tax lot ID 1S123BD02500). The Property is in the Fanno Creek Target Area and is more specifically described in the IGA.
- C. The IGA had an original term of 10 years, and has since expired pursuant to its own terms. The parties desire to reinstate the IGA, extend the term of the IGA and make further modifications to the IGA as provided in this Amendment No. 1.
- D. Capitalized terms used in this Amendment No. 1 shall have the meanings given to them in the IGA, except as expressly modified by this Amendment No. 1.

**AGREEMENT**

The parties hereby agree as follows:

1. Reinstatement; Extended Term; Automatic Renewal. The IGA is reinstated as though it never expired. In accordance with Section B(3) of the IGA, the parties agree THPRD shall continue its management, maintenance, and operation responsibilities for an additional ten (10) year term, which term shall commence upon the Effective Date of this Amendment No.1. The IGA shall automatically renew every ten (10) years for an additional ten (10) year period unless terminated by either party by written notice to the other party at least one (1) month prior to the renewal of any additional ten (10) year term, or in accordance with Sections F(4) or F(5) of the IGA.
2. Metro 2006 Bond Measure. On November 7, 2006, voters approved Ballot Measure 26-80 ("Metro Natural Areas Bond Measure") authorizing Metro to build upon the success of the Metro Open Spaces Bond Measure and to continue its protection of natural areas and water quality in the region. All references within the IGA to the "Metro Open Spaces Bond Measure" shall be

interpreted to mean the “Metro Natural Areas Bond Measure”, where such interpretation is reasonable and applicable.

3. Miscellaneous. This Amendment No. 1 may be executed in counterparts and delivery by facsimile or e-mail shall be sufficient to form a binding agreement. The IGA is modified only in the specific respects set forth in this Amendment No. 1. Except as expressly modified herein, the IGA remains unmodified and in full force and effect.

IN WITNESS WHEREOF, the parties have executed this Amendment No. 1 effective as of the last date of signature specified below.

**TUALATIN HILLS PARK AND RECREATION DISTRICT:**

By: \_\_\_\_\_

Print Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

**METRO:**

By: \_\_\_\_\_

Print Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

**FIRST AMENDMENT TO  
INTERGOVERNMENTAL AGREEMENT**

**Management of Nora Woods Property  
Washington County, Oregon**

This First Amendment to Intergovernmental Agreement (this “Amendment No.1”) is by and between the Tualatin Hills Parks and Recreation District (“THPRD”), and Metro, an Oregon municipal corporation (“Metro”). This Amendment No. 1 is made and entered into as of the last date of signature indicated below (the “Effective Date”).

**RECITALS**

- A. THPRD and Metro are parties to that certain Intergovernmental Agreement dated July 13, 1998 (the “IGA”).
- B. Pursuant to the IGA, THPRD currently manages, operates and maintains approximately 15.79 acres of property (the “Property”) owned by THPRD and Metro as tenants in common, referred to in the IGA as the Nora Woods Property and presently known as part of Morrison Woods Natural Area (tax lot IDs 1S130AD05800 and 1S130DA00201). The Property is in the Cooper Mountain Target Area and is more specifically described in the IGA.
- C. The IGA had an original term of 10 years, and has since expired pursuant to its own terms. The parties desire to reinstate the IGA, extend the term of the IGA, and to make further modifications to the IGA as provided in this Amendment No.1.
- D. Capitalized terms used in this Amendment No.1 shall have the meanings given to them in the IGA, except as expressly modified by this Amendment No.1.

**AGREEMENT**

The parties hereby agree as follows:

1. Reinstatement; Extended Term; Automatic Renewal. The IGA is reinstated as though it never expired. In accordance with Section B(3) of the IGA, the parties agree THPRD shall continue its management, maintenance, and operation responsibilities for an additional ten (10) year term which term shall commence upon the Effective Date of this Amendment No.1 the IGA shall automatically renew every ten (10) years for an additional ten (10) year period unless terminated by either party by written notice to the other party at least one (1) month prior to the renewal of any additional ten (10) year term or in accordance with Sections E(4) or E(5) of the IGA.
2. Metro 2006 Bond Measure. On November 7, 2006, voters approved Ballot Measure 26-80 (“Metro Natural Areas Bond Measure”), authorizing Metro to build upon the success of the Metro Open Spaces Bond Measure and to continue its protection of natural areas and water

quality in the region. All references within the IGA to the “Metro Open Spaces Bond Measure” shall be interpreted to mean the “Metro Natural Areas Bond Measure”, where such interpretation is reasonable and applicable.

3. Miscellaneous. This Amendment No.1 may be executed in counterparts and delivery by facsimile or e-mail shall be sufficient to form a binding agreement. The IGA is modified only in the specific respects set forth in this Amendment No.1 except as expressly modified herein, the IGA remains unmodified and in full force and effect.

IN WITNESS WHEREOF, the parties have executed this Amendment No. 1 effective as of the last date of signature specified below.

**TUALATIN HILLS PARK AND RECREATION DISTRICT:**

By: \_\_\_\_\_

Print Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

**METRO:**

By: \_\_\_\_\_

Print Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

## INTERGOVERNMENTAL AGREEMENT

### Shiels Property (Raleighwood Wetlands)

This Intergovernmental Agreement (“Agreement”) dated this \_\_\_ day of \_\_\_\_\_, 2013 (the “Effective Date”), is by and between Metro, a municipal corporation, located at 600 NE Grand Avenue, Portland, Oregon 97232-2736 (“Metro”), and the Tualatin Hills Parks and Recreation District, a parks and recreation district, located at 15707 SW Walker Road, Beaverton, Oregon 97006 (“THPRD”).

#### RECITALS

WHEREAS, on May 16, 1995, voters approved Ballot Measure 26-26, Open Spaces, Parks and Streams, authorizing Metro, a metropolitan service district organized under the laws of the State of Oregon and the 1992 Metro Charter, to issue up to \$135.6 million in general obligation bonds for the protection of open spaces, parks and streams (“Metro Open Spaces Bond Measure”);

WHEREAS, on June 6, 1996, Metro and THPRD jointly purchased approximately 2.14 acres of real property, known as the “Shiels Property” (the “Property”), in Southwest Portland (current tax lot IDs #1S113AA05100 and #1S113AB01503), and more particularly described in Exhibit A attached hereto and incorporated herein;

WHEREAS, the Property is located within the Fanno Creek Greenway Target Area, an area specifically identified pursuant to the Metro Open Spaces Bond Measure as regionally significant due to its wildlife habitat values and contribution to water quality, and is also identified as a regionally significant open space and natural area in the Metro Greenspaces Master Plan;

WHEREAS, THPRD owns in fee simple title several adjacent parcels to the Property, and has been and is currently managing this Property with their properties as the park called Raleighwood Wetlands (“Raleighwood Wetlands”);

WHEREAS, Metro and THPRD wish for THPRD to continue to manage the Property to protect water, habitat, and to restore native species and therefore desire to enter into this Agreement to provide for the responsibilities and obligations of the parties with respect to the management, maintenance, and operation of the Property in accordance with the provisions of this Agreement.

#### AGREEMENT

NOW, THEREFORE, in consideration of the foregoing and the mutual covenants of the parties set forth in this Agreement, the receipt and adequacy of which are acknowledged, the parties agree as follows:

##### 1. Maintenance, Management, and Operation

- a. THPRD shall be responsible for the ongoing management, maintenance and operation of the Property in accordance with the terms of this Agreement. By accepting management responsibility for the Property THPRD agrees to be responsible for funding the operation and maintenance of the Property with THPRD’s own resources. THPRD’s management responsibility shall include responsibility for all taxes or assessments for the Property.
- b. The Property shall be managed, maintained, and operated in accordance and in a manner consistent with this Agreement, Metro’s Greenspaces Master Plan, and the management plan for Raleighwood Wetlands. These Plans shall constitute the “Resource Protection Plans” for the Property, as described in the Metro Greenspaces Master Plan (the “Plans”). In case of conflict among the Plans, the Plan affording the highest level of resource protection shall govern.

- c. Metro grants THPRD, its agents and contractors, the right to enter the Property for the purpose of performing all activities reasonably necessary for the management, maintenance, and operation of the Property.
- d. THPRD shall maintain security of the Property, and shall provide, with Metro's prior approval, additional fencing, gates, signage, and other measures as THPRD may deem necessary to increase safety on the Property, and to preserve and protect the Property's natural resources.
- e. THPRD shall be responsible for obtaining any permits necessary for maintenance, management, or operation of the Property. Any permits granted by THPRD to users of the Property shall comply with the terms and limitations set forth in this Agreement and in the Maintenance Plan for the Property.
- f. THPRD shall be responsible for contacting and coordinating with other local or state agencies regarding any and all maintenance, management, or operation issues that may arise with respect to the Property.
- g. THPRD shall act in a timely manner to resolve nuisance complaints and mitigate threats to the resources of the Property, which shall include but is not limited to, encroachments, poaching, or nuisance notices issued by a governmental body with authority to issue such a notice. If Metro is issued a nuisance notice for activities occurring on the Property ("Nuisance Notice"), Metro shall forward such notice to THPRD and THPRD will make a good faith effort to abate said nuisance in accordance with timeframes established in the nuisance notice or otherwise negotiate with the noticing authority to address the complaint in a manner satisfactory to such noticing authority. If THPRD does not abate the nuisance in accordance with the time frame set forth in the Nuisance Notice, or 30 days if no time frame is specified, Metro may, at its sole option, abate the nuisance and provide THPRD with an invoice for the reasonable cost of such work.
- h. All requests for new easements, rights of way, and leases not already burdening or affecting the Property shall be submitted to Metro in accordance with the Metro Easement Policy, Resolution No. 97-2539B, passed by the Metro Council on November 6, 1997, attached hereto as Exhibit B. Any decision regarding the naming of all or any portion of the Property must be in accordance with Metro Code Chapter 2.16, as it may be amended.
- i. Metro shall have the right to approve any naming of the Property or change any name of the Property, whether any such names shall appear on signage at the Property or publicly available maps identifying the Property.

**2. Term.** Unless modified or terminated as provided herein, the term of this Agreement shall be ten (10) years from the Effective Date of this Agreement. This Agreement shall thereafter automatically renew for additional five-year terms unless, not later than ninety (90) days prior to the expiration of the then-current term of this Agreement, one of the parties provides the other party with notice that it does not wish to renew this Agreement. The parties may, by written agreement signed by each party, terminate all or a part of this Agreement based upon a determination that such action is in the public interest. Termination under this section shall be effective as providing in such termination agreement. Termination shall have no effect on ownership of the Property.

**3. Limitations on Use.**

- a. The Property may be used by the public, in THPRD's discretion, for passive recreation, pedestrian activity, nonmotorized bicycle use, and /or habitat enhancement. Metro shall have the right to approve of any improvements, trails, or alteration of any water or timber resource on the Property, and THPRD shall give Metro ninety (90) days written notice of its intent to construct any improvements, trails, or alteration of water or timber resource on the Property. In any event, no improvements or trails shall be constructed on the Property and no alteration of water or timber resource shall occur that are inconsistent with this Agreement or with the Plans.
- b. Metro shall have the right to review and comment on any changes in the Plans relating to the management, maintenance, or operation of the Property. Any changes in the Plans made or proposed by THPRD that

relate to management, maintenance, or operation of the Property shall not conflict with the guidelines set forth in this Agreement, in the Greenspaces Master Plan, or with the use and restrictions described in the Metro Open Spaces Bond Measure. THPRD shall give Metro written notice as soon as possible, but in any event no less than 90 days, in advance of a proposal to amend THPRD's Plans where such amendment would alter THPRD's management, maintenance, or operation of the Property.

- c. The Property shall not be subdivided or partitioned, nor shall any development rights, timber rights, mineral rights, or other rights related to the Property be sold or otherwise granted.

**4. Termination for Cause.** Any party may terminate this Agreement in full, or in part, at any time if that party (the "terminating party") has determined, in its sole discretion, that the other party has failed to comply with the conditions of this Agreement and is therefore in default (the "defaulting party"). The terminating party shall promptly notify the defaulting party in writing of that determination and document such default as outlined herein. The defaulting party shall have thirty (30) days to cure the default described by the terminating party. If the defaulting party fails to cure the default within such thirty (30) day period, then this Agreement shall terminate ten (10) days following the expiration of such thirty (30) day period.

**5. Indemnification.** THPRD, to the maximum extent permitted by law and subject to the Oregon Tort Claims Act, ORS Chapter 30, shall defend, indemnify, and save harmless Metro and Metro's officers, employees, and agents from and against any and all liabilities, damages, claims, demands, judgments, losses, costs, expenses, fines, suits, and actions, whether arising in tort, contract, or by operation of any statute, including but not limited to attorneys' fees and expenses at trial and on appeal, relating to or resulting from the performance of its obligations under this Agreement or actions taken by THPRD, or its agents, guests, employees, contractors, or licensees, pursuant to this Agreement on the Property including but not limited to the management, maintenance, security, or operation of the Property. Metro, to the maximum extent permitted by law and subject to the Oregon Tort Claims Act, ORS Chapter 30, shall defend, indemnify, and save harmless the THPRD and THPRD's officers, employees, elected officials, and agents from and against any and all liabilities, damages, claims, demands, judgments, losses, costs, expenses, fines, suits, and actions, whether arising in tort, contract, or by operation of any statute, including but not limited to attorneys' fees and expenses at trial and on appeal, relating to or resulting from Metro's performance of its obligations under this Agreement.

**6. Insurance.** Each party agrees to maintain insurance levels or self-insurance in accordance with ORS 30.282, for the duration of this Agreement at levels necessary to protect against public body liability as specified in ORS 30.270.

**7. Oregon Constitution and Tax Exempt Bond Covenants.** A source of funds for the acquisition of the Property is from the sale of voter-approved general obligation bonds that are to be paid from ad valorem property taxes exempt from the limitations of Article XI, section 11(b), 11(c), 11(d) and 11(e) of the Oregon Constitution, and the interest paid by Metro to bond holders is currently exempt from federal and Oregon income taxes. THPRD covenants that it will take no actions that would cause Metro to be unable to maintain the current status of the real property taxes as exempt from Oregon's constitutional limitations or the income tax exempt status of the bond interest. In the event THPRD breaches this covenant, Metro shall be entitled to whatever remedies are available to either cure the default or to compensate Metro for any loss it may suffer as a result thereof.

**8. Laws of Oregon; Public Contracts.** The laws of the State of Oregon shall govern this Agreement, and the parties agree to submit to the jurisdiction of the courts of the State of Oregon. All applicable provisions of ORS chapters 279A, 279B, and 279C, and all other terms and conditions necessary to be inserted into public contracts in the State of Oregon, are hereby incorporated by this reference as if such provisions were a part of this Agreement.

**9. Assignment.** No party may assign any of its rights or responsibilities under this Agreement without prior written consent from the other party, except that a party may delegate or subcontract for performance of any of its responsibilities under this Agreement.

**10. Notices.** All notices or other communications required or permitted under this Agreement shall be in writing, and shall be personally delivered (including by means of professional messenger service) or sent by both (1) electronic mail or fax, and (2) regular mail. Notices shall be deemed delivered on the date personally delivered



or the date of such electronic or fax correspondence, unless such delivery is on a weekend day, on a holiday, or after 5:00 p.m. on a Friday, in which case such notice shall be deemed delivered on the next following weekday that is not a holiday.

To Metro: Natural Areas Land Manager  
600 N.E. Grand Avenue  
Portland, OR 97232-2736  
Phone: (503) 797-1819  
Fax: (503) 797-1849

To THPRD: Insert Title  
Tualatin Hills Parks and Recreation District  
15707 SW Walker Road  
Beaverton, OR 97006  
Phone:  
Fax:

**11. Severability.** If any covenant or provision of this Agreement shall be adjudged void, such adjudication shall not affect the validity, obligation, or performance of any other covenant or provision which in itself is valid, if such remainder would then continue to conform with the terms and requirements of applicable law and the intent of this Agreement.

**12. Entire Agreement; Modifications.** This Agreement constitutes the entire agreement between the parties and supersedes any prior oral or written agreements or representations relating to the Property. No waiver, consent, modification, amendment, or other change of terms of this Agreement shall bind either party unless in writing and signed by both parties.

**13. Counterparts; Facsimile Execution.** This Agreement may be executed in counterparts, each of which, when taken together, shall constitute fully executed originals. Facsimile or e-mail signatures shall operate as original signatures with respect to this Agreement.

IN WITNESS WHEREOF, the parties have executed this Agreement as of the Effective Date.

TUALATIN HILLS PARKS AND RECREATION  
DISTRICT

METRO

By: \_\_\_\_\_

\_\_\_\_\_

Print Name: \_\_\_\_\_

Martha J. Bennett, Chief Operating Officer

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Date: \_\_\_\_\_

Exhibit A  
Property Description

PARCEL I

Beginning at a 3/4 inch iron pipe, said iron pipe being North  $01^{\circ}14'30''$  West 271.85 feet from the initial point of Beaux Arbres Extended, a duly recorded plat located in the Northeast one quarter of Section 13, Township 1 South, Range 1 West, Willamette Meridian, Washington County, Oregon; thence, along the East boundary of said subdivision, North  $01^{\circ}17'00''$  West 35.24 feet; thence leaving said East line, South  $70^{\circ}31'25''$  West 138.46 feet; thence South  $38^{\circ}12'42''$  West 63.34 feet to the Northeasterly right of way of Southwest 70th Avenue (County Road No. 1531), said point being on a 220.00 foot radius curve to the right; thence along said right of way, through said curve, having a central angle of  $55^{\circ}43'00''$  (which chord bears South  $50^{\circ}46'32''$  East 205.61 feet) 213.94 feet; thence leaving said right of way North  $66^{\circ}33'28''$  East 232.12 feet; thence North  $01^{\circ}10'14''$  West 100.00 feet; thence South  $89^{\circ}32'30''$  West 199.70 feet to the point of beginning.

Together with quitclaim filed in Deed Fee No. 89-29237 with Washington County Deed Records.

PARCEL II

Beginning at a 2 1/2 inch iron pipe, said point being the initial point of Beaux Arbres Extended, a duly recorded plat located in the Northeast one quarter of Section 13, Township 1 South, Range 1 West, Willamette Meridian, Washington County, Oregon, said point also being on the East right of way of Southwest 70th Ave. (County Road No. 1531); thence along said right of way, South  $00^{\circ}54'54''$  East 96.62 feet; thence leaving said right of way, North  $89^{\circ}04'06''$  East 199.60 feet; thence North  $01^{\circ}10'14''$  West 269.02 feet; thence South  $66^{\circ}33'28''$  West 232.12 feet to the East right of way of said county road, said point being on a 220.00 foot radius curve to the right; thence along said right of way, through said curve, having a central angle of  $21^{\circ}42'54''$  (which chord bears South  $12^{\circ}03'35''$  East 82.88 feet) 83.88 feet to the end thereof and the point of beginning.

Together with Quitclaim Deed Fee No. 89-29237, filed with Washington County Deed Records.

Exhibit B  
Easement Policy

I HEREBY CERTIFY THAT THE FOREGOING  
IS A COMPLETE AND EXACT COPY OF THE  
ORIGINAL THEREOF

BEFORE THE METRO COUNCIL

Rebecca V. Shemakin  
METRO COUNCIL ARCHIVIST

FOR THE PURPOSE OF APPROVING GENERAL ) RESOLUTION NO. 97-2539B  
POLICIES RELATED TO THE REVIEW OF )  
EASEMENTS, RIGHT OF WAYS, AND LEASES )  
FOR NON-PARK USES THROUGH PROPERTIES )  
MANAGED BY THE REGIONAL PARKS AND ) Introduced by  
GREENSPACES DEPARTMENT. ) Mike Burton, Executive Officer

WHEREAS, Metro currently owns and manages more than 6,000 acres of regional parks, open spaces, natural areas, and recreational facilities; and

WHEREAS, additional lands are being acquired through the Open Space, Parks, and Streams Bond Measure, approved by voters in May of 1995; and

WHEREAS, the primary management objectives for these properties are to provide opportunities for natural resource dependent recreation, protection of fish, wildlife, and native plant habitat and maintenance and/or enhancement of water quality; and

WHEREAS, Metro will be approached with proposals to utilize regional parks, open spaces, natural areas, and recreational facilities property for utility, transportation, and other non-park purposes; and

WHEREAS, Metro seeks to insure that these uses have no negative impact upon the primary management objectives of Metro Regional Parks and Greenspaces properties; and

WHEREAS, it would be in Metro's best interest to provide for the orderly evaluation and consideration of proposals to utilize portions of Metro Regional Parks and Greenspaces properties for utility, transportation and other non-park uses; NOW THEREFORE,

BE IT RESOLVED, that the Metro Council hereby adopts the policy attached as Exhibit "A" for any and all requests related to formal proposals for the use of Metro Regional Parks and Greenspaces properties for the purposes noted therein.

ADOPTED by the Metro Council this 6<sup>th</sup> day of November, 1997.

Jon Kvistad  
Jon Kvistad, Presiding Officer

ATTEST:

Charmy  
Recording Secretary

Approved as to Form:

Daniel B. Cooper  
Daniel B. Cooper, General Counsel

Exhibit "A"

METRO POLICY RELATED TO THE REVIEW OF  
EASEMENTS, RIGHT OF WAYS, AND LEASES  
FOR NON-PARK USES

Metro owns and manages, either on its own or in partnership with other government and private entities, several thousand acres of regional parks, open spaces, natural areas and recreational facilities. These facilities are maintained to promote and preserve natural resources and recreational opportunities for the public consistent with the Greenspaces Master Plan adopted by the Metro Council in 1992, the Open Spaces Bond Measure approved by the voters in 1995 and other restrictions limiting the uses of specific properties in existence at the time of its acquisition by the public. Nothing in this policy shall be construed to allow these facilities to be used in any manner which detracts from this primary purpose. This policy is written from the perspective of Metro as the property owner, however, in those cases in which Metro co-owns a property with other entities, all decisions concerning the use of the property in question will be fully coordinated with the other owners. In addition, all new development and all proposed work within Water Quality Resource Areas or other environmentally sensitive work will be conducted in accordance with Metro or local government policies, to include where appropriate, application for permits and completion of environmental reviews. In event that local government policies are less restrictive than the Metro Model ordinances, Metro will apply the more restrictive Metro policies.

Regarding requests for easements, right of ways, and leases for non-park uses in Metro owned or managed regional parks, natural areas or recreational facilities, it is Metro's policy to:

- 1) Provide for formal review of all proposed easements, right of ways, and leases for non-park uses by the Regional Parks and Greenspaces Advisory Committee, the Regional Facilities Committee and the full Council. Notwithstanding satisfaction of the criteria set forth herein, the final determination of whether to approve a proposed easement, right of way, or lease is still subject to the review and approval by the full Metro Council.
- 2) Prohibit the development of utilities, transportation projects and other non-park uses within corridors or on sites which are located inside of Metro owned or managed regional parks, natural areas, and recreational facilities except as provided herein.
- 3) Reject proposals for utility easements, transportation right of ways and leases for non-park uses which would result in significant, unavoidable impacts to natural resources, cultural resources, recreational facilities, recreational opportunities or their operation and management.
- 4) Accommodate utility easements, transportation right of ways or other non-park uses when the Regional Parks and Greenspaces Department (the Department) determines that a proposed easement, right of way or non-park use can be accommodated without significant impact to

natural resources, cultural resources, recreational facilities, recreational opportunities or their operation and management; and that the impacts can be minimized and mitigated.

5) Require full mitigation and related maintenance, as determined by the Department, of all unavoidable impacts to natural resources, recreational facilities, recreational opportunities or their operation and management associated with the granting of easements, right of ways, or leases to use Metro owned or managed regional parks, natural areas or recreational facilities for non-park uses.

6) Limit rights conveyed by easements, right of ways, and leases for non-park uses to the minimum necessary to reasonably accomplish the purpose of any proposal.

7) Limit the term of easements, right of ways and leases to the minimum necessary to accomplish the objectives of any proposal.

8) Require "reversion", "non-transferable" and "removal and restoration" clauses in all easements, right of ways and leases.

9) Fully recover all direct costs (including staff time) associated with processing, reviewing, analyzing, negotiating, approving, conveying or assuring compliance with the terms of any easement, right of way, or lease for a non-park use.

10) Receive no less than fair market value compensation for all easements, right of ways, or leases for non-park uses. Compensation may include, at the discretion of the Department, periodic fees or considerations other than monetary.

11) Require full indemnification from the easement, right of way or lease holder for all costs, damages, expenses, fines or losses related to the use of the easement, right of way or lease. Metro may also require appropriate insurance coverage and/or environmental assurances if deemed necessary by the Office of General Counsel.

12) Limit the exceptions to this policy to: grave sales, utilities or transportation projects which are included in approved master/management plans for Metro regional parks, natural areas and recreational facilities; projects designed specifically for the benefit of a Metro regional park, natural area, or recreational facility; or interim use leases as noted in the Open Spaces Implementation Work Plan.

13) Provide for the timely review and analysis of proposals for non-park uses by adhering to the following process:

a) The applicant shall submit a detailed proposal to the Department which includes all relevant information including but not limited to: purpose, size, components, location, existing conditions, proposed project schedule and phasing, and an analysis of other alternatives which avoid the Metro owned or managed regional park, natural area or recreational facility which are considered infeasible by the applicant. Cost alone shall not constitute infeasibility.

b) Upon receipt of the detailed proposal, the Department shall determine if additional information or a Master Plan is required prior to further review and analysis of the proposal. For those facilities which have master plans, require that all proposed uses are consistent with the master plan. Where no master plan exists all proposed uses shall be consistent with the Greenspaces Master Plan. Deficiencies shall be conveyed to the applicant for correction.

c) Upon determination that the necessary information is complete, the Department shall review and analyze all available and relevant material and determine if alternative alignments or sites located outside of the Metro owned or managed regional park, natural area, or recreational facility are feasible.

d) If outside alternatives are not feasible, the Department shall determine if the proposal can be accommodated without significant impact to park resources, facilities or their operation and management. Proposals which cannot be accommodated without significant impacts shall be rejected. If the Department determines that a proposal could be accommodated without significant impacts, staff shall initiate negotiations with the applicant to resolve all issues related to exact location, legal requirements, terms of the agreement, mitigation requirements, fair market value, site restoration, cultural resources, and any other issue relevant to a specific proposal or park, natural area or recreational facility. The Department shall endeavor to complete negotiations in a timely and business-like fashion.

e) Upon completion of negotiations, the proposed agreement, in the appropriate format, shall be forwarded for review and approval as noted in item "1" above. In no event shall construction of a project commence prior to formal approval of a proposal.

f) Upon completion of all Metro tasks and responsibilities or at intervals determined by the Department, and regardless of Metro Council action related to a proposed easement, right of way or lease for a non-park use, the applicant shall be invoiced for all expenses or the outstanding balance on expenses incurred by Metro.

g.) Permission from Metro for an easement or right-of-way shall not preclude review under applicable federal, state or local jurisdiction requirements.



[8A]

## MEMO

**DATE:** August 28, 2013  
**TO:** Doug Menke, General Manager  
**FROM:** Hal Bergsma, Director of Planning

**RE:** Bond Program

### Introduction

The information and discussion in this memo adds to that which has been provided to the Board at previous meetings relating to implementation of the Bond Program.

### Recent Acquisitions

Three significant acquisitions were recently completed using bond program funds:

- Southwest Quadrant Community Park site – Pursuant to an intergovernmental agreement (IGA) with the Beaverton School District, THPRD has acquired 3.43 acres of unused school district property adjacent to Lawndale Park and south of Mountain View Middle School. In combination with property recently acquired to the west and the ability, pursuant to the IGA, to improve and share use of the school field area, we now have an approximately 20-acre future community park site. The \$439,500 purchase will be reimbursed by a \$384,251 contribution from Washington County (\$208,251 in Metro Natural Area Bond local share funds and \$176,000 in county Interim Park SDC funds). This property is well treed and has the potential to be a natural element of the larger community park, which will include three ballfields and other amenities.
- Southwest Quadrant Community Center/Community Park site – In August, the 5.9-acre Wenzel property was purchased for \$1,925,000. The site, just east of 185<sup>th</sup> Avenue and south of Tualatin Valley Highway and adjacent to Arnold Park, provides the District with a potential community center location to serve the SW quadrant.
- Northeast Quadrant – Also in August, the District closed on the purchase of the 1.82-acre Singh property adjacent to The Bluffs Park and Bonny Slope Elementary School. The property is located north of McDaniel Road, just northeast of the elementary school. The site will be retained as a natural area, with a trail connection from NW 117<sup>th</sup> Avenue through The Bluffs Park to Bonny Slope Elementary School. The property was purchased for \$400,000.

### Capital Projects Construction Update

The Planning & Development Department currently has a record number of construction projects underway. Projects under construction, those scheduled to begin in 2014 and those recently completed are listed below.

Under Construction:

- Barsotti Park
- Vista Brook Park
- Waterhouse Trail Segments 1, 5 and West Spur
- Westside Trail Segments 1, 4 and 7
- A.M. Kennedy Park
- Pioneer Park
- Hansen Ridge Park
- Roy Dancer Park
- Lowami Hart Woods Trails
- Waterhouse Park (Schlottmann Greenway) Play Equipment Replacement

Upcoming Projects:

- HMT ADA Parking (anticipated construction summer 2014)
- Roger Tilbury Park (anticipated construction summer 2014)
- Cedar Mill Park (anticipated construction summer 2014)

Completed Projects:

- Paul & Verna Winkelman Park (grand opening August 20<sup>th</sup>)
- Rock Creek Trail Segments 2 and 5 (grand opening will be during Sunday Trailways on September 22)





[8B]

## MEMO

**DATE:** August 28, 2013  
**TO:** Doug Menke, General Manager  
**FROM:** Keith Hobson, Director of Business & Facilities

**RE:** **Final Tualatin Hills Park & Recreation District Comprehensive Plan Update 2013 and Tualatin Hills Park & Recreation District Service and Financial Sustainability Analysis Reports**

### Introduction

At the June 17, 2013 Regular Board meeting, Karon Badalamenti, the project manager for GreenPlay, LLC, presented reports containing the findings and recommendations of four projects completed with THPRD staff over the course of the last year. Staff is now requesting Board approval of these reports.

### Background

In summer 2012, THPRD staff began work with consultants from GreenPlay LLC on projects to assist in the update to the District's 2006 Comprehensive Plan along with the development of the THPRD Programs Functional Plan. A strategic kick-off meeting was held in August 2012 to develop the project timeline.

During September 2012, questions were developed by staff, GreenPlay and RCC Associates for a District resident survey asking a range of questions about THPRD facilities and services used, desired facilities and services not currently offered, and satisfaction with facilities and service content and delivery. The patron survey was sent to 7,000 households in October 2012 with a return date of November 2012. A statistically-valid number of survey documents were returned to RCC Associates; the preliminary results of which were presented to the Board of Directors at the January 2013 meeting.

Also in October 2012, GreenPlay, partnering with Design Concepts, toured 102 THPRD park sites and 17 facilities to verify GIS mapping and assign quality rankings for overall design and ambiance, and for each site component. Sites were judged for their patron experience with quality scores ranging from one to three (one = does not meet patron expectations, two = meets patron expectations, three = exceeds patron expectations). All remaining THPRD sites were assigned quality scores based on the visited sites to which they were most similar. Level of service maps were generated from these findings and also presented at the January 2013 Board meeting.

These two portions of the GreenPlay work were used in the development of the Tualatin Hills Park & Recreation District Comprehensive Plan Update which is attached to this document.

Occurring simultaneously to the work described above, the cost recovery project was also initiated in September 2012. A staff Cost Recovery Team was formed, including Bob Scott as the Board representative. This group was tasked with dividing all THPRD services into 31 categories. This group also determined the definitions for direct costs and indirect costs to be

used by the District going forward. Karon Badalamenti, GreenPlay project lead, described the pyramid methodology of cost recovery to the Cost Recovery Team in anticipation of service sorting meetings that the team members were to facilitate in December 2012. Between the staff and public sorting workshops, 33 different teams completed the sorting exercise and created pyramids that placed all THPRD services in one of five tiers. The placement of services into tiers on the pyramid was based on individual benefit versus community benefit provided by the service. A consensus pyramid was constructed from these group results. In almost every category, both staff and the public participants agreed on service placement on the pyramid. Where minor discrepancies existed, the consensus pyramid deferred to the public sorting results.

Using the proposed fiscal year 2013/14 budget, total costs and total percentage expenditures by pyramid tier were then calculated for all THPRD services. Minimum targeted recovery goals for THPRD were then established as follows:

- Tier 1 – 0% cost recovery (total tax revenue subsidy)
- Tier 2 – 75% cost recovery
- Tier 3 – 100% cost recovery (breakeven)
- Tier 4 – 150% cost recovery
- Tier 5 – 200% cost recovery

The final staff and GreenPlay project, a service assessment of all THPRD programs and activities, was started in March 2013. A multi-day service assessment methodology workshop was held by GreenPlay staff to orient THPRD staff on the data to collect in order to perform the assessment. Staff from each THPRD facility then had six weeks to compile data on all offerings including, but not limited to, registration counts, catchment area, wait list counts and competitor information. Individual facility team meetings were then held at the end of April 2013 with GreenPlay representatives to evaluate each offering to determine a recommended course of action for each offering of either enhancement of service, reduction of service, collaboration, and/or advance or affirm market position.

The cost recovery and service assessment projects were used to develop the Tualatin Hills Park & Recreation District Service and Financial Sustainability Analysis which is attached to this document.

### **Proposal Request**

Staff is requesting that the Board of Direct approve the final reports prepared by GreenPlay and presented in draft form at the June 17, 2013 Board meeting.

### **Benefits of Proposal**

Approving the attached GreenPlay reports will provide the District with a framework and tools to meet the expectations of our residents and to continue operating in a focused and sustainable fashion.

### **Potential Downside of Proposal**

Approving the attached GreenPlay reports may lead the District to reexamine current pricing and cost of service delivery in order to meet recommended cost recovery targets. It is important to note, however, that GreenPlay has stated that raising fees is always the last course of action to reach cost recovery.

### **Action Requested**

The Board of Directors is being asked to approve the following attached reports:

1. Tualatin Hills Park & Recreation District Comprehensive Plan Update
2. Tualatin Hills Park & Recreation District Service and Financial Sustainability Analysis



# Tualatin Hills Park & Recreation District Comprehensive Plan Update

July 2013





## Acknowledgements

The Tualatin Hills Park & Recreation District gratefully acknowledges the contributions of the Board of Directors, staff, and individuals who offered their ideas, concerns, and creative ideas. This input has helped shape the Comprehensive Plan update and has made a lasting impact on future recreational opportunities in the District.

### *Tualatin Hills Park & Recreation District Board of Directors*

**Joe Blowers**, President

**Larry Pelatt**, Secretary

**Bob Scott**, Secretary Pro-Tempore (and Board liaison)

**John Griffiths**, Director

**Bill Kanable**, Director

### *THPRD staff project team includes:*

**Doug Menke** – General Manager

**Keith Hobson**, Director of Business and Facilities

**James McElhinny**, Director of Park and Recreation Services

**Ann Mackiernan**, Operations Analysis Manager

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# I. Executive Summary – Into the Future

## Purpose of this Plan - Project Vision

The previous Tualatin Hills Park & Recreation District (THPRD) Comprehensive Plan was a guiding document which included goals, visions, and level of service recommendations to meet the parks and recreation needs of the District for the next five years. The previous plan was approved in 2006.

This update builds upon that plan, helps further the mission of THPRD, and determines additional service needs that can be provided in harmony with other recreation providers. The 10-year plan focuses on immediate, short-term, and longer-term capital development and improvement strategies that correspond to the community’s unmet needs and priority investments for critical parks and recreation services.

- [Purpose of the Plan – Project Vision](#)
- [THPRD History](#)
- [Planning Methodology & Process](#)
- [Mission & Vision](#)
- [Need & Gap Analysis](#)
- [Key Findings](#)
- [Summary of Key Level of Service Recommendations](#)
- [Acknowledgements](#)

The “updated” Comprehensive Plan results in a **System-Wide Priorities Analysis – 10 Year Plan for Growth** in conjunction with, and including the results of, the cost recovery and service assessment – separate projects completed concurrently.

## THPRD History

Created in 1955, THPRD functions as a Special Purpose Public Service District whose areas of responsibility have been determined through a legislative act. THPRD boasts one of the county’s premier park and recreation systems, predominantly serving Washington County, along with a secondary service market of surrounding cities such as Beaverton, Hillsboro, and Portland. Organizationally, THPRD emphasizes appropriate cost recovery, community engagement, and best practices in parks and recreation. As the size of the park system has continued to grow with the purchase of additional land acquisitions, THPRD must determine additional service needs that can be provided in harmony with other recreation providers.

## Planning Methodology & Process

The following represent the major elements considered in this project:

- Needs Assessment
- Community Interest and Opinion Survey
- Core Services Identification
- Inventory and Level of Service Analysis
- Demographic Implications
- Financial and Funding Analysis
- Operational, Maintenance, and Management Planning

The **Service and Financial Sustainability Analysis** (including a **Resource Allocation and Cost Recovery Model and Policy**), a separate, yet concurrently conducted project, established a rationale for resource allocation and cost recovery, and identified and recommended areas for fee increases or pursuit of alternative funding.

The project began in August 2012 and was completed in the summer of 2013.

## Mission and Vision

A mission statement articulates why the agency exists and typically does not change over time. It should address who is served; what services are provided; how services are provided; and why they are provided. As a result of this planning process, the District refined its **Vision Statement** for parks and recreation services.

### THPRD Mission

*The mission of the Tualatin Hills Park & Recreation District is to provide high-quality park and recreation facilities, programs, services, and natural areas that meet the needs of the diverse communities it serves.*

### THPRD Vision

*We will enhance healthy and active lifestyles while connecting more people to nature, parks, and programs. We will do this through stewardship of public resources and by providing programs/spaces to fulfill unmet needs.*

## Needs & Gap Analysis

### Community Engagement

Overwhelmingly, the feedback received was that THPRD does a good job with the facilities and resources they have. The general consensus is that the District is doing a lot of things right, and citizen satisfaction is high. People want to be kept informed and involved, and believe that taking care of the District's assets while providing a balance of passive and active recreation is important.

*I feel that THPRD offers outstanding service/program/facilities to our community! We are so appreciative and grateful that we live in our community that we use daily! It is a beautiful community that cares about nature/environment. Thank you for protecting it!*

*Survey write-in comment*

### Survey

A total of 8,000 surveys were mailed to a random sample of THPRD residents in September 2012, with approximately 7,600 being delivered after subtracting undeliverable mail. The final sample size for this statistically valid survey was 428, resulting in a margin of error of approximately +/- 4.7 percentage points calculated for questions at 50 percent response<sup>1</sup>. Results from the open link survey generated an additional 909 responses.

High level analysis indicated that when asked to rank the top five community issues/problems, respondents feel parks and recreation services should **focus on positively impacting healthy, active lifestyles**. This clearly topped the list with 68 percent of households indicating it as being important.

Second tier of community issues/problems include:

- Positive activities for youth (55%)
- Maintaining what we have (51%)
- Implementing planned parks and trails projects (51%)

When asked about greatest facility needs over the next 5-10 years, respondents were informed of the following statement:

*"Tualatin Hills Park & Recreation District funds parks, recreation, and trail operations and maintenance with user fees and property tax dollars. As you answer the following questions, please keep in mind that additional funds would be required to build, operate, and maintain new parks, recreation, natural areas, and trails."*

<sup>1</sup> For the total sample size of 428, margin of error is +/- 4.7 percent calculated for questions at 50% response (if the response for a particular question is "50%" —the standard way to generalize margin of error is to state the larger margin, which occurs for responses at 50%). Note that the margin of error is different for every single question response on the survey depending on the resultant sample sizes, proportion of responses, and number of answer categories for each question. Comparison of differences in the data between various segments, therefore, should take into consideration these factors. As a general comment, it is sometimes more appropriate to focus attention on the general trends and patterns in the data rather than on the individual percentages.

According to survey respondents, the most important future facilities, amenities, and services to develop over the next 5-10 years are:

- Pedestrian/bike paths and trails
- Playgrounds
- Open space/conservation land
- Community gardens
- Picnic areas/shelters
- Dog parks

## Summary of Key Level of Service Recommendations

The following key level of service recommendations reflect short-term and longer-term capital development and improvement strategies that correspond to the community's unmet needs and priority investments for critical parks and recreation services.

- A. Develop a Trails Functional Plan
- B. Use Strategies for Addressing Low-Scoring/Functioning Components Within the System
- C. Conduct Ongoing Review of GIS Data
- D. Complete Inventory and Update Level of Service Analysis
- E. Use Current Baseline GRASP® Analysis to Guide Future Park Development
- F. Address Walkable Level of Service
- G. Consider Design/Development Criteria
- H. Conduct a Field Capacity Analysis
- I. Explore Opportunities for Enterprise Facilities and Additional Amenities
- J. General Improvement and Acquisition Recommendations

THPRD will develop their Capital Improvement Project list (CIP) from these key level of service recommendations.

## II. THPRD Today – Perspective and Context

### A. Purpose of this Plan

The Tualatin Hills Park & Recreation District (THPRD) functions as a Special Purpose Public Service District, created in 1955, whose areas of responsibility have been determined through a legislative act. THPRD boasts one of the county’s premier park and recreation systems, predominantly serving unincorporated Washington County and the City of Beaverton, along with a secondary service market of surrounding cities such as Beaverton, Hillsboro, and Portland. Organizationally, THPRD emphasizes appropriate cost recovery, community engagement, and best practices in parks and recreation. As the size of the park system has continued to grow with the purchase of additional land acquisitions, THPRD must determine additional service needs that can be provided in harmony with other recreation providers.

- [Purpose of the Plan](#)
- [Project Vision](#)
- [Planning Methodology & Process](#)
- [Summary of Demographics and Population](#)
- [Timeline for Completing Comprehensive Plan Update](#)
- [District Structure and Overview](#)

The “updated” Comprehensive Plan results in a **System-Wide Priorities Analysis – 10 Year Plan for Growth** in conjunction with, and including the results of, the cost recovery and service assessment – separate projects completed concurrently.

The Comprehensive Plan identifies major opportunities for parks, trails, and open space improvements and acquisitions. These opportunities are based on demographics provided by Portland State University Population Research Center, a public input survey, the Findings and Visioning workshops, and the inventory and level of service analytical maps. In addition to identifying opportunities for new acquisition or facilities, improvements are prioritized for existing parks, trails, open space, and recreation facilities. Short-term (within five years) and longer-term (5-10 years) capital improvement priorities are identified, as well as recommendations for improving the effectiveness and efficiencies of THPRD operations.

### B. Project Vision

The Comprehensive Plan Update – 2013 builds upon the previous Comprehensive Plan, helps further the mission of THPRD, and determines additional service needs that can be provided in harmony with other recreation providers. The 10-year plan focuses on immediate, short-term, and longer-term capital development and improvement strategies that correspond to the community’s unmet needs and priority investments for critical parks and recreation services. This study articulates a clear vision (a “road map”) for THPRD’s future that was developed during the planning process:

*We will enhance healthy and active lifestyles while connecting more people to nature, parks, and programs. We will do this through stewardship of public resources, and by providing programs/spaces to fulfill unmet needs.*

## Critical Success Factors

To kick off the project, the team identified key “Critical Success Factors” (CSF) that ensured the project’s success, and determined THPRD’s desired level of involvement and outcomes. **Table 1** outlines the CSF and the related Performance Measures necessary to ensure their success.

**Table 1: THPRD Critical Success Factors and Performance Factors**

Critical Success Factors	Performance Measures
<p>1. Ensure involvement of external key stakeholders and partners, including community groups, school district representatives, special interest groups, business community.</p>	<p>1. Determine list of invited stakeholders and partners and provide opportunities for participation and education.</p>
<p>2. Prioritize capital improvement projects (including repairs, replacement, renovation, and repurposing of existing assets) and provide potential funding sources.</p>	<p>2. Determine priorities based on the results of the needs assessment, gap analysis, fundability, and desired level of service scores using a strategic development/improvement methodology, not a cookie-cutter approach.</p>
<p>3. Encourage internal staff and THPRD officials’ participation, support, and “buy-in” in the process.</p>	<p>3. Provide ample opportunities for staff education and participation within the project schedule. Inform District Board of methodology planned and ask for comment. Invite to workshops as appropriate.</p>
<p>4. Introduce industry best practices for assessing services and identifying alternative provision strategies.</p>	<p>4. Educate staff in the “Public Sector Services Assessment” process and matrix which evaluates the strength or weakness of each service’s market position in relation to the target market and service area; its fit with community’s values, and the department’s vision and mission; and its financial capacity or economic vitality.</p>
<p>5. Reduce the District’s dependence on the property tax base allocations, explore and identify efficiency measures and enhanced revenue opportunities as appropriate.</p>	<p>5. Provide methodology and strategies to explore and implement recommendations or next steps in a phased approach through the visioning process. Educate staff (and the public) on the resource allocation and cost recovery philosophy, accountability measures, outcomes orientation, and entrepreneurial thinking.</p>
<p>6. Ensure that services are available to all residents.</p>	<p>6. Recommend a process and management strategy to address this.</p>

## C. Methodology of this Planning Process

Utilizing the collective experience, knowledge, and best practices in parks and recreation planning, the consultant team assisted the Board of Directors in creating a plan that helps further the mission of THPRD:

*The mission of the Tualatin Hills Park & Recreation District is to provide high-quality park and recreation facilities, programs, services, and natural areas that meet the needs of the diverse communities it serves.*

The consultant team integrated financial, environmental, and social sustainability concepts into all aspects of the planning to help create a management balance for the THPRD community.

### Related Planning Efforts and Integration

This section provides a summary of related planning efforts that impact THPRD's Comprehensive Plan update. The four over-arching relevant planning documents that are currently active within the District and reviewed for this Comprehensive Plan update are listed in **Table 2**.



**Table 2: Related Planning Documents**

Comprehensive Plan Update Related Planning Efforts:	Agency	Year
THPRD Comprehensive Plan	THPRD	2006
THPRD Demographic Portrait & Population Forecasts 2010-2030	THPRD	2012
National Recreation and Park Association (NRPA), Park and Open Space Standards and Guidelines	NRPA	1990
Oregon State Comprehensive Outdoor Recreation Plan (SCORP)	Oregon State Parks	2013

### Existing Plans Review

The critical components of these four planning documents are described below along with relevant recommendations considered in this plan. In addition, the status of the plan or recommendation, and consultant analysis is included when warranted.

## **THPRD Comprehensive Plan**

**Year:** 2006

**Description:** The strategic planning element outlines eight umbrella goals, supporting objectives, and actions to help meet park, recreation, and trails needs over the next 20 years, as identified to date in the District's Comprehensive Plan update process. The eight umbrella goals are:

**Goal 1:** Provide quality neighborhood and community parks that are readily accessible to residents throughout the District's service area.

**Goal 2:** Provide quality sports and recreation facilities and programs for Park District residents and workers of all ages, cultural backgrounds, abilities, and income levels.

**Goal 3:** Operate and maintain parks in an efficient, safe, and cost effective manner, while maintaining high standards.

**Goal 4:** Acquire, conserve, and enhance natural areas and open spaces with the District.

**Goal 5:** Develop and maintain a core system of regional trails, complemented by an interconnected system of community and neighborhood trails, to provide a variety of recreational opportunities such as walking, biking, and jogging.

**Goal 6:** Provide value and efficient service delivery for taxpayers, patrons, and others who help fund Park District activities.

**Goal 7:** Effectively communicate information about Park District goals, policies, programs, and facilities among District residents, customers, staff, District advisory committees, the District Board, partnering agencies, and other groups.

**Goal 8:** Incorporate principles of environmental and financial sustainability into the design, operation, improvement, maintenance, and funding of Park District program and facilities.

The Comprehensive Plan contains a provision to update the plan over time as conditions change, at least every 5-10 years. It is also recommended that the District maintain and update its inventory of fields and facilities.

## **THPRD Demographic Portrait & Population Forecasts 2010-2030**

**Year:** 2012

**Description:** THPRD commissioned the Population Research Center at Portland State University (PSU) to prepare a customized demographic analysis and population forecast for long-term District planning. PSU used data from the 1990, 2000, and 2010 decennial U.S. Census, 2006-2010 American Community Survey, local and regional planning departments, Metro's Regional Land Information System, and other regional population and economic forecasts. Demographic analysis of THPRD provided a customized profile of the District's demographic, social, and economic status and trends. Population forecasts (**Table 3**) were prepared for 2010-2030 in 5-year intervals by age and sex using a medium growth (most likely) scenario, a low growth scenario, and a high growth scenario.



**Table 3: THPRD: 20 Year Population Forecast**

Growth Scenario	2010*	2030	2010-2030 Change		Average Annual Change	
			Number	Percent	Number	Percent
Medium	224,627	283,148	58,521	26.1%	2,926	1.2%
Low	224,627	271,267	46,640	20.8%	2,332	0.9%
High	224,627	295,476	70,849	31.5%	3,542	1.4%

Source: PSU PRC (2012)

\*Figures represent July 1 population estimates based on Census 2010 population counts and are not the result of a population forecast.

## D. Summary of Demographics and Population

In summary, key demographic trends and population forecasts to reference for future planning efforts for THPRD are:

- Generally, demographic trends in THPRD are similar to Washington County, the Portland metro area, and Oregon.
- The District’s population grew from roughly 192,000 to 224,000 during 2000-2010.
- Areas with the highest levels of population growth during 2000-2010 include: the NW area (north of Highway 26 and east of 185<sup>th</sup> Ave.), the north-central section, including areas north of Cornell Road, and peripheral areas in the SW section (one due south of Farmington Road and the other area near the intersection of Murray Blvd. and Scholls Ferry Rd.).
- Between 2000 and 2010, the growth rate among younger residents (ages 0-4, 5-9, and 10-14) was approximately five percent lower than the District’s overall growth rate.
- Average household size of 2.51 persons did not significantly change from 2000 to 2010.
- Fertility rates in Washington County and THPRD declined during the 2000s. In general, the underlying reasons for the decline in fertility include postponement of childbirth associated with higher educational attainment and economic uncertainty. Delayed fertility rates in the District remained constant through 2010.
- During 2001-2010, Washington County had just over 35,000 net migrants.
- Oregon’s rapid population growth during the 1990s will not likely be replicated in the foreseeable future because of an aging population.

### NRPA Recreation, Park, and Open Space Standards and Guidelines

Year: 1990

**Description:** Traditional Level of Service analysis, often called the “NRPA (National Recreation and Park Association) Standards method,” was typically based on providing X number of facilities or acres per 1,000 population (or “capacity”). This methodology was developed in the 1970s and 80s. The methodology is not completely accurate for the majority of today’s public agency usage and is neither transferable nor applicable as a benchmark across all systems. Even NRPA officials are now calling this standards methodology “obsolete.”

**Consultant Analysis:** The parks and recreation industry has realized that the capacity standards (x/1,000) alone do not work for most communities and create challenges when trying to evaluate special assets such as open space, sensitive lands, trails, and indoor amenities, as well as historic and cultural assets.

GreenPlay and the GRASP® (Geo-Referenced Amenities Standards Process) planning team have been integral in transforming the use of standards for planning parks, trails, recreation, and open space for agencies throughout the United States. GreenPlay has worked with and presented to the NRPA, state associations, the American Society of Landscape Architects (ASLA), and other organizations to clarify accepted methods for standards analysis.

The team has created a way to standardize this variable information that is accurate, community-specific, and can be benchmarked and implemented based on the unique assets of THPRD. It is currently being utilized by more than 80 communities nationwide. This methodology is called composite-values methodology (CVM), and the branded version being used in this document is known as “GRASP®.” This CVM also helps with setting standards and ordinances for equitable growth and development in the future. In addition, this analysis can help to measure aspects of THPRD’s system that can influence public health, such as walkability and trail access.

### **Oregon Statewide Comprehensive Outdoor Recreation Plan**

**Year:** 2013-17

**Description:** The purpose of the SCORP is to analyze the current status of outdoor recreation trends, demand, and supply in the state every five years and to meet the requirements of the Land and Water Conservation Fund Grant Manual.

**Recommendations:** The Oregon SCORP recommends addressing these top statewide issues:

- Provide adequate funds for routine and preventative maintenance and repair of facilities.
- Need for recreational trails (lack of trails and trail connectivity).
- Need for major rehabilitation of existing outdoor recreation facilities at the end of their useful life.
- Position parks and recreation to address increasing rates of physical inactivity.
- Need to provide outdoor recreation providers with sustainable park practices recommendations.

## E. Timeline for Completing the Comprehensive Plan Update 2013

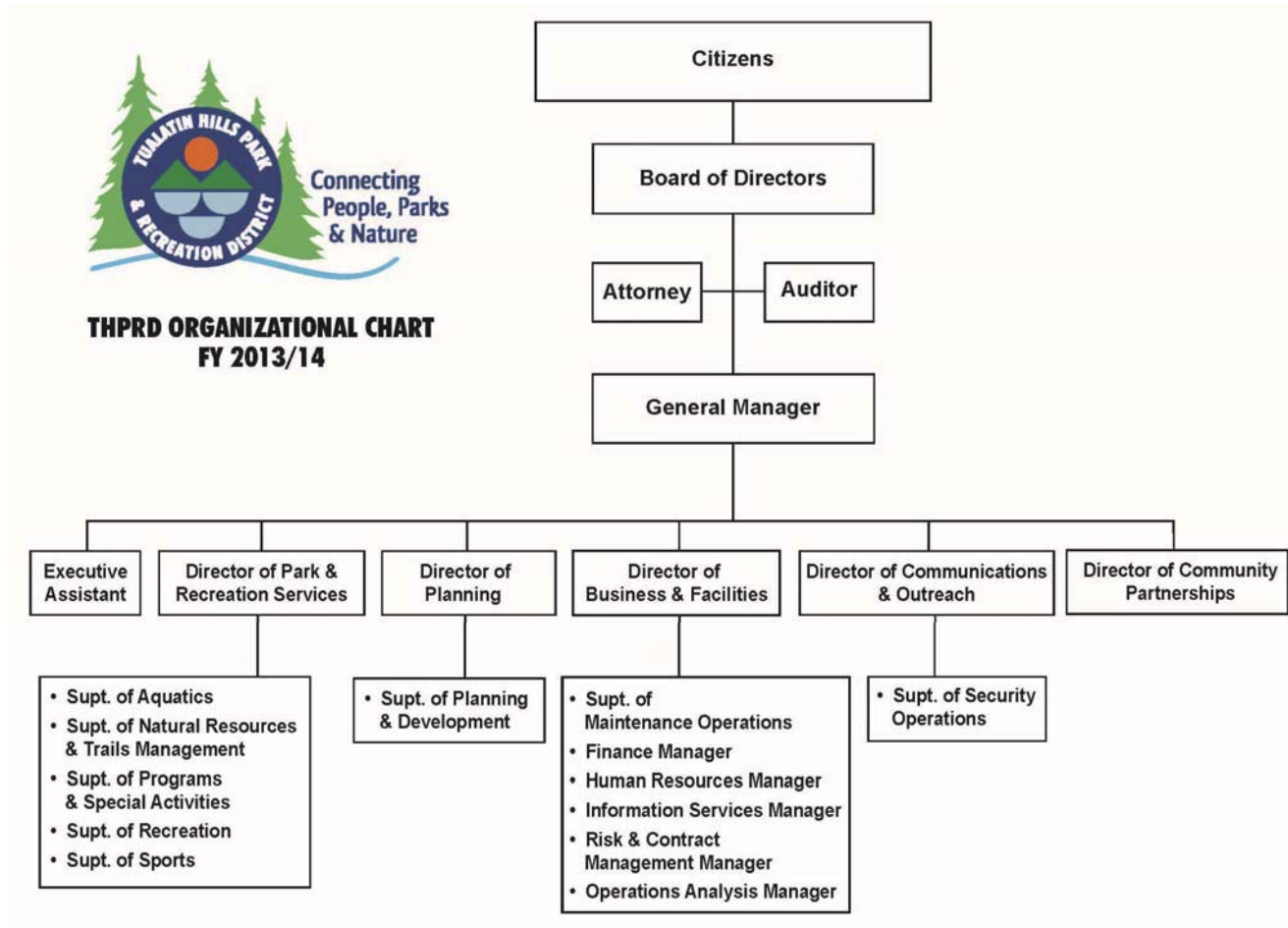
The Parks, Recreation, Open Space, and Trails Master Plan began in July 2012 and was completed in June 2013.

<p style="text-align: center;">Tualatin Hills Park &amp; Recreation District – Revised (12.16.12)                      Inventory and Composite Values Methodology (CVM) Level of Service (LOS) GRASP® Analysis (primary contract/project)                      Pyramid Methodology and Public Sector Service Assessment (secondary projects) – Survey added scope                      Board meets monthly - 1<sup>st</sup> Monday (except for Aug/Sep – on 2<sup>nd</sup> Monday)</p> <p style="text-align: center;">○ Stakeholder Meetings    ◇ Formal Presentation    X Project Elements    ✦ Project Milestone</p>									
TASK/ TIMELINE	June 2012	July – August 2012	August – September 2012	October 2012	November – December 2012	January – February 2013	March 2013	April – May 2013	June 2013
<b>Project Phases:</b>	Contract Negotiations ✦	Strategic Kick-off (SKO) meetings ◇							
<b>Tentative Dates</b>	Notice of Award - June 8, 2012	MP Trip 1 – July 18, 2012	CR Trip 1 – Sep 19	MP Trip 2 – October 22-27, 2012	CR Trip 2 - Dec 12-17	MP Trip 3 – Jan 14-15	CR Trip 3 with SA Trip 1 -3/5-7/13	SA Trip 2 – 4/30-5/1/13	MP Trip 4 - TBD
<b>Summary of GreenPlay Team Tasks</b>	<p><i>Refine project scope, schedule &amp; workplan; start up materials</i></p>	<p><b>Strategic Kick-Off (SKO)</b> Kristin and Karon</p> <ul style="list-style-type: none"> <li>Project start up and preparation with senior management (includes one trip GreenPlay)</li> <li>Review all other planning documents and available materials</li> <li>Develop Critical Success Factor</li> </ul> <p><b>Survey Development</b></p> <ul style="list-style-type: none"> <li>Develop survey instrument</li> <li>Approve survey instrument</li> <li>Print mail survey and program web surveys</li> <li>Purchase sample</li> </ul> <p><b>Cost Recovery – SKO phone conference</b></p>	<p><b>Community Needs Assessment and Prioritization Survey</b></p> <ul style="list-style-type: none"> <li>Distribute survey</li> </ul> <p><b>Cost Recovery – Workshop 1</b> Introduction to the Pyramid Methodology, develop categories of service, determine direct and indirect costs</p>	<p><b>Inventory Collection GRASP® LOS Analysis begins</b> Kristin and Design Concepts</p> <ul style="list-style-type: none"> <li>Design Concepts (includes one multi-day trip)</li> <li>GreenPlay (includes one multi-day trip)</li> </ul>	<p><b>GRASP® LOS Analysis</b></p> <ul style="list-style-type: none"> <li>Inventory review and approval</li> <li>Begin analysis, develop perspectives</li> </ul> <p><b>Cost Recovery – Workshop 2a/b</b> Kristin and Karon</p> <p>Sorting services and current cost recovery (staff will have a lot of zero-based budget prep for the February workshops)</p>	<p><b>Visioning and Recommendations</b> Kristin, Karon and Design Concepts</p> <ul style="list-style-type: none"> <li>Integration, alignment and key issues identified</li> <li>Visioning Strategies Workshop – (includes one trip GreenPlay – Kristin and Karon)</li> <li>Develop recommendations and CIP – Design Concepts</li> <li>Draft document preparation and formatting</li> </ul>	<p><b>Cost Recovery – Workshop 3 – 3/5 9am-3pm</b> Kristin and Karon</p> <p>Target cost recovery goals, pricing strategies</p> <p><b>Service Assessment – SKO</b> (staff will have a lot of homework prep for March) 3/6 9-11:30am Intro, 4-6 two hr. homework mtgs 3/6 and 3/7.</p>	<p><b>Service Assessment – multi-day assessment workshops</b></p> <p><b>Report and Presentation development</b></p> <ul style="list-style-type: none"> <li>THPRD review and edit draft 10 year growth plan/report</li> <li>GreenPlay edit and revise 4/30 – 5/1 same 4-6 groups 2-3 hr. SA Matrix mtgs</li> </ul>	<p><b>Final Report and Presentation</b> Kristin and Karon</p> <p>Final Report and Presentations to THPRD Board</p> <ul style="list-style-type: none"> <li>Inventory/GRASP® LOS</li> <li>10 year growth plan/report</li> <li>Service Portfolio</li> <li>Resource Allocation and Cost Recovery Philosophy and Policy</li> </ul>
Inventory Gathering		X							
Community Survey – add scope		X	X	X					X
LOS Analysis			X		X	X			X
Integration and Alignment with other Planning and Public Involvement Efforts			X		X	X			X
Key Issue Matrix			X		X	X	X	X	X
LOS Report Development						X	X	X	X
Pyramid Methodology *			X		X	X	X	X	X
Public Sector Service Assessment *							X	X	X
Service Portfolio and final Resource Allocation and Cost Recovery Philosophy and Policy *								X	X

## F. District Structure and Overview

THPRD's operations are overseen by a five-member board that is elected by residents within the District boundaries. **Figure 1** shows the current organization chart.

Figure 1 : THPRD Organization Chart



### III. Public Engagement and Identified Needs

#### A. Statistically Valid and Open Link Survey Results

The complete survey report is found in **Appendix A**. The survey was conducted using three methods: 1) a mail-back survey, 2) an online invitation only survey, and 3) an open link online survey for members of the public who did not receive a randomly selected survey in the mail. The analysis focuses primarily on surveys received via the first two methods. The underlying data for the random sample responses were weighted for age, ethnicity, and location of residence (zip code) to ensure appropriate demographic representation for THPRD.

- [Statistically Valid and Open Link Survey Results](#)
- [Summary of Key Findings from the Community](#)

A total of 8,000 surveys were mailed to a random sample of THPRD residents in September 2012, with approximately 7,600 being delivered after subtracting undeliverable mail. The final sample size for this statistically valid survey was 428, resulting in a margin of error of approximately +/- 4.7 percentage points calculated for questions at 50 percent response<sup>2</sup>. Results from the open link survey generated an additional 909 responses.

High level analysis indicated that when asked to rank the top five community issues/problems that respondents feel parks and recreation services should focus on positively impacting, healthy, active lifestyles clearly topped the list with 68 percent of households indicating this response.

Second tier of community issues/problems include:

- Positive activities for youth (55%)
- Maintaining what we have (51%)
- Implementing planned parks and trails projects (51%)

Respondents were given the opportunity to state/comment on improving current services and facilities. Though comments varied considerably, some major themes were present. Many respondents advocated for improvements in swimming pool hours and programming times, expanding trail connectivity, improving dog parks, and reducing taxes/becoming more transparent in use of tax money. General priorities for improvement are promotions and publicity of parks, trails, and natural areas; the variety of recreation programs offered; and price and user fees.

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<sup>2</sup> For the total sample size of 428, margin of error is +/- 4.7 percent calculated for questions at 50% response (if the response for a particular question is "50%" — the standard way to generalize margin of error is to state the larger margin, which occurs for responses at 50%). Note that the margin of error is different for every single question response on the survey depending on the resultant sample sizes, proportion of responses, and number of answer categories for each question. Comparison of differences in the data between various segments, therefore, should take into consideration these factors. As a general comment, it is sometimes more appropriate to focus attention on the general trends and patterns in the data rather than on the individual percentages.

Of all facilities owned and/or operated by THPRD, residents have used parks and trails the most frequently over the past year (85% and 65% respectively), followed by natural areas (64%). The second tier frequencies of households that have used facilities are recreation and aquatic centers (46% and 45% respectively). When asked about the importance of the current facilities, those five facility types—parks, trails, natural areas, aquatic centers, and recreation centers were also the top five. Furthermore, when looking at the degree to which current facilities are meeting household needs, 4 of those 5 facilities – parks, natural areas, trails, and aquatic centers have the highest degree of needs being met, while recreation centers fall into the second tier of facilities that are meeting household needs.

Similar to the evaluation of facilities, respondents were asked to state the number of times they used current programs, activities, and special events. By far, the most frequently attended program in THPRD was swimming programs, followed by fitness and wellness and senior programs. All other programs had an average use of less than twice over the past 12 months. Also, special events were attended at least once in the past 12 months by 35 percent of households.

Respondents were asked why they do not use THPRD facilities and programs and where improvements can be made. No time/other personal issues was by far the most frequently reported reason for not using THPRD recreation programs and facilities. After time constraints, were price/user fees, times of program offering, and lack of awareness.

When asked about greatest facility needs over the next 5-10 years, respondents were informed of the following statement:

*“Tualatin Hills Park & Recreation District funds parks, recreation, and trail operations and maintenance with user fees and property tax dollars. As you answer the following questions, please keep in mind that additional funds would be required to build, operate, and maintain new parks, recreation, natural areas, and trails.”*

According to survey respondents, the most important future facilities, amenities, and services to develop over the next 5-10 years are pedestrian/bike paths and trails, playgrounds, open space/conservation land, community gardens, picnic areas/shelters, and dog parks.

Financial questions were asked to indicate respondents’ opinions regarding current program and facility fees charged directly to them. About half of respondents felt that fees are acceptable for the value they received for both the facility and program charges, while less than five percent felt that the fees are too low, and 15 percent felt that they are too high.

Subsequently, respondents were asked what they could expect their level of participation would be if an increase in fees were issued due to increased costs to provide programs and services. Thirty-four percent (34%) of households indicated that moderate increases would not impact their current level of participation, 30 percent stated that increases would somewhat limit participation, 22 percent indicated that increases would significantly impact their participation, and 15 percent were not sure.

## **B. Summary of Key Findings from the Community**

It is apparent from all the community input that THPRD parks, programs, and services are well loved and used. Parks, trails and open space, and recreation and aquatics centers and programs continue to be priorities for the THPRD community. In addition, there appears to be some need for pedestrian/bike paths and trails, playgrounds, open space/conservation land, community gardens, picnic areas/shelters, and dog parks in the future.

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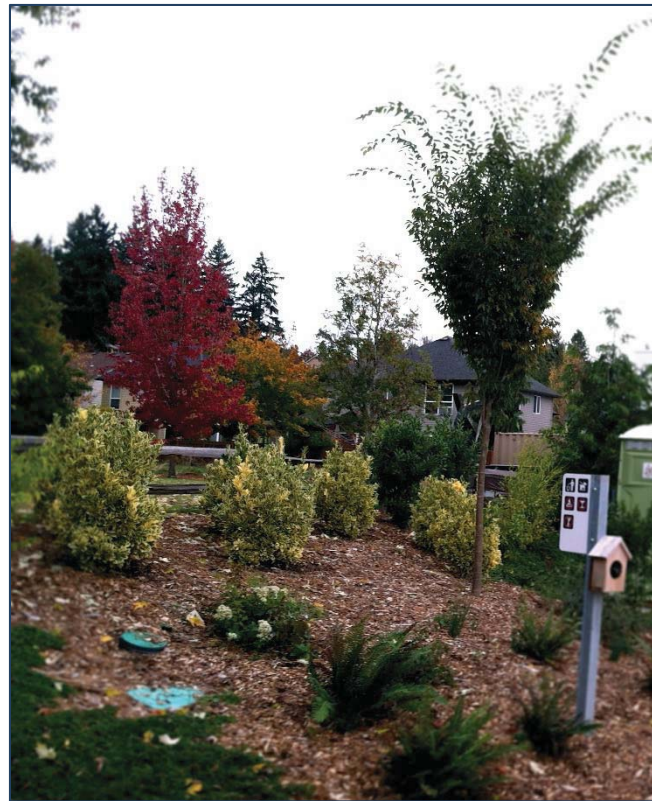
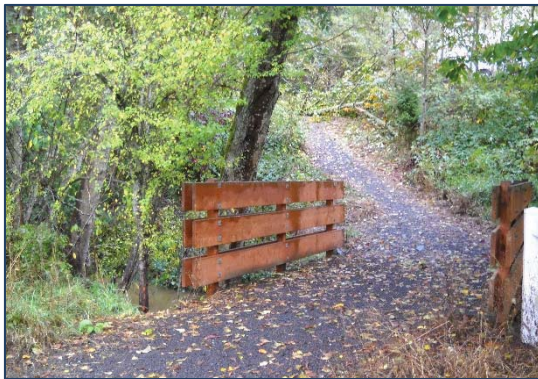


## IV. District Overview

### A. General Description

Tualatin Hills Park & Recreation District (THPRD) is comprised of more than 200 park sites, 60 miles of trails, and 1,300 acres of natural areas in addition to eight swim centers and six recreation centers. Situated a few miles southwest of downtown Portland, Oregon, the District's parks, green spaces, trails, and recreational opportunities all contribute to a high quality of living in the area. THPRD is a system of indoor and outdoor resources that serves the health and well-being of people within its boundaries. Its parts and pieces work together to serve District residents and visitors.

- [General Description](#)



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## V. Assets Analysis

The purpose of this analysis is to evaluate how level of service is provided to the residents and users by THPRD facilities and parks.

- [Background for Assets Analysis](#)
- [Creating the Assets Inventory](#)
- [Assets Context](#)

### A. Background for Assets Analysis

The process used for this analysis included assembly of recreation assets provided by the District for use by residents and visitors into an inventory. These are further defined below.

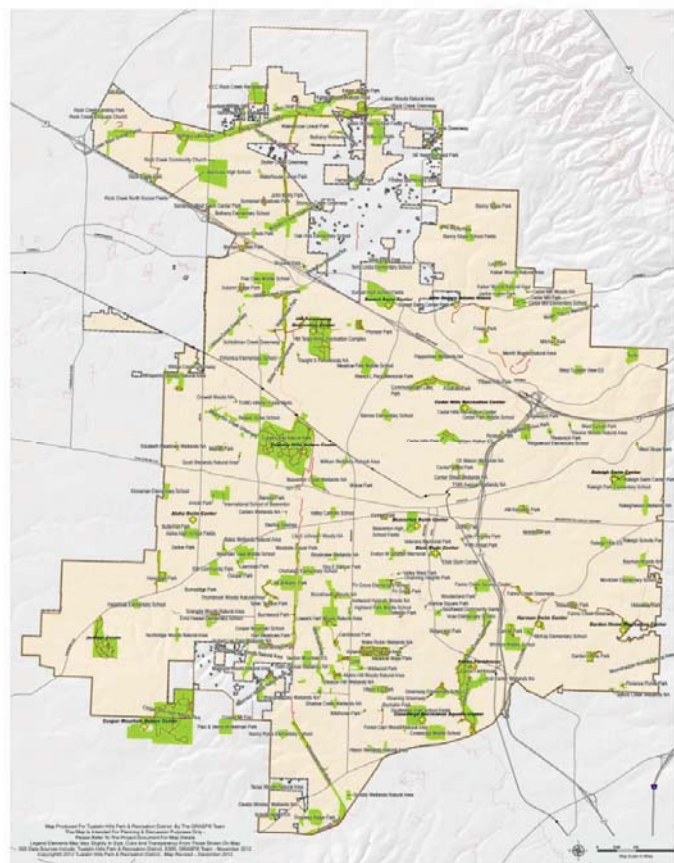
### B. Creating the Assets Inventory

Site visits were conducted in October of 2012. This inventory involved evaluation of a selection of facilities that included 102 park lands and natural areas and 17 indoor recreation facilities. In addition to noting the presence and quantity of recreational elements included on a site or within a facility, this inventory also accounted for the functional quality of these elements. A more comprehensive explanation of this process is included in the following sections. Refer to the **Summary of Outdoor and Indoor Inventory tables and GRASP® Values in Appendix B** for a complete inventory of parks and facilities.

A complete inventory of the 102 visited sites and 17 indoor facilities is contained in an atlas with scoring that was produced as a stand-alone staff level document.

The inventory of assets created for this study will serve the District in a number of ways. It can be used for a wide variety of planning and operations tasks, such as asset management and future strategic and master plans.

Tualatin Hills Park & Recreation District  
**Resource Map A: System Map**



Legend  
THPRD Trail Outdoor Facility  
Other Trails Indoor Facility  
Major Roads Lightrail Stop  
Local Roads THPRD Boundary  
Lightrail Line THPRD Future Boundary

*(Please note that the maps shown here are intended to allow the reader to understand which map is being discussed, but not intended to be legible at this scale. Please refer to the larger maps found in Appendix C for greater legibility.)*

**Resource Map A: System Map** shows the study area and key locations of properties. **Resource Map B: System Map & Pedestrian Barriers** also includes locations that are considered barriers to pedestrian access. Based on staff input and language in the Comprehensive Plan, virtually all arterials and major highways serve as barriers to walkable access in the THPRD service area. Walkable level of service is therefore truncated at these barriers. Larger maps are printed in **Appendix C**.

## C. Assets Context

### Inventory of Existing Components

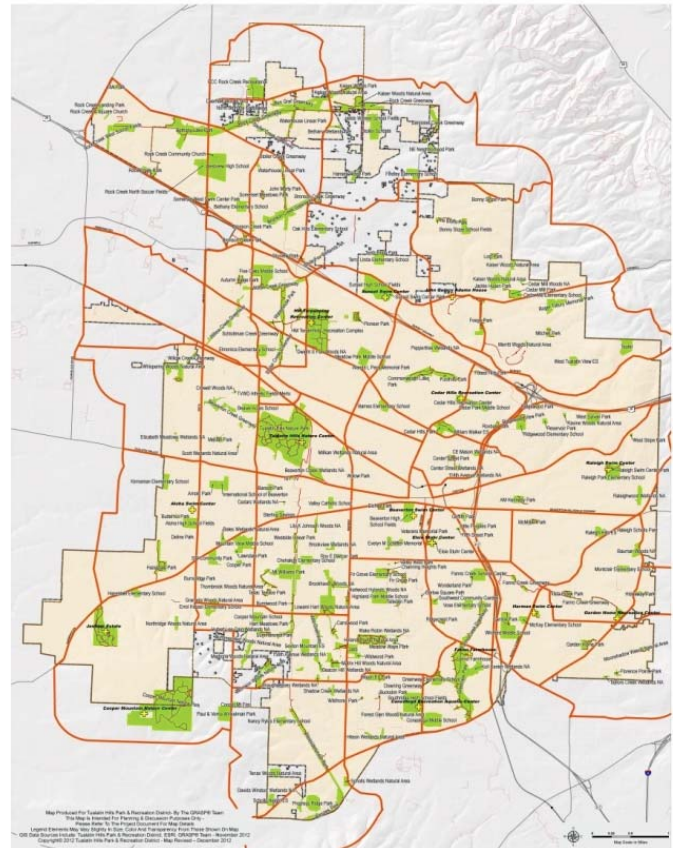
In planning for the delivery of parks and recreation services, it is useful to think of parks, trails, indoor facilities, and other public spaces as parts of an infrastructure system. This infrastructure allows people to exercise, socialize, and maintain a healthy physical, mental, and social wellbeing. The infrastructure is made up of components that support this goal. Components include such amenities as playgrounds, picnic shelters, courts, fields, indoor facilities, and other elements that allow the system to meet its intended purpose. A description of this **Composite-Values Methodology (CVM)** process is included in **Appendix D**.

In the inventory of assets, the following information was collected:

- Component type and location
- Evaluation of component functionality
- Evaluation of comfort and convenience features
- Evaluation of park design and ambience
- Site photos
- General comments

The inventory team used the following three tier rating system to evaluate each component on such things as the condition of the component, its size or capacity relative to the need at that location, and its overall quality:

- B = Below Expectations (1)
- M = Meets Expectations (2)
- E = Exceeds Expectations (3)



- Legend
- Barrier to Pedestrian Access
  - THPRD Trail
  - Other Trails
  - Major Roads
  - Local Roads
  - Light Rail Line
  - Outdoor Facility
  - Indoor Facility
  - Light Rail Stop
  - THPRD Boundary
  - THPRD Future Boundary

The setting for a component and the conditions around it affect how well it functions, so in addition to scoring the components, each park site or indoor facility was given a set of scores to rate its comfort, convenience, and ambient qualities. This includes traits such as the availability of restrooms, drinking water, shade, scenery, etc.

The decision to visit selected sites rather than complete a full inventory resulted in some limitations during its analysis. Limitations included assumed scoring.

### **Location Scoring and Assumed Scoring**

Based on the inventory and scoring, a GRASP® value for both Neighborhood and Community level of service was calculated for each site visited in the inventory. In addition to site visits to the selected facilities, assumed scores were employed for an additional 134 outdoor sites based on groupings and feedback from staff for sites of similar size and with similar assets. These scores are presented in a series of tabular results shown in **Appendix B**.

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## VI. Indoor Facilities

THPRD residents have excellent access to indoor recreation, aquatics, and special use centers (senior center, nature parks, rental facilities, etc.) distributed throughout its boundaries. All facilities are extensively programmed and highly used by residents, and the District provides a family assistance program to reach out to residents who cannot afford the regular fees

associated with services. Almost half of all District residents (46 and 45 percent, respectively) indicated that they use recreation and aquatics facilities. According to the survey, program expansion priorities are swimming, fitness, and wellness, which require indoor space. A common theme throughout all indoor facilities was that they are all very clean and well maintained. Many of the facilities are aging and are “well loved.” Staff clearly takes pride in the facilities they are entrusted to operate, and that is reflected in the level of care provided for the buildings and grounds.

- [Recreation Centers](#)
- [Aquatic Centers](#)
- [Recreation and Aquatic Centers](#)
- [Special Use Facilities](#)

### A. Recreation Centers

THPRD has two recreation centers: Cedar Hills Recreation Center and Garden Home Recreation Center. Both centers contribute to the high level of access residents have to recreation facilities; however, both are showing signs of age. The buildings have been retrofitted several times and have barrier-free access as mandated by the Americans with Disabilities Act (ADA); however, access is often inconvenient. There is also a mix of spaces leased to private entities along with spaces THPRD uses to run its own programs. The stand-alone recreation center model is not as efficient to operate as combined recreation and aquatics centers, and although they may not physically be past their useful life, their operational efficiency and ability to serve residents is declining. Future consideration should be given to combining recreation and aquatics onto one new site and repurposing these two centers.



#### Cedar Hills Recreation Center

Cedar Hills Recreation Center is in a repurposed elementary school building built in the 1940s. It is a very active facility with several types of programs taking place simultaneously. The site includes outdoor park space which enhances its service to the area, which features a playground, ballfield, and a covered basketball court. The building is very brightly lit with natural light, enhancing indoor aesthetics.

The front door access to the building leads users immediately upstairs, and when they arrive at the top, the desk is to the right. There is not a direct line of sight from the front desk to the entrance, which is a safety issue – especially during high use periods.

The facility is very clean and well maintained; however, it shows its age. Every former classroom which is used for programming has window air conditioning units, which are less efficient to operate than a centralized system. The District has partially mitigated that cost by installing window film to assist in the energy efficiency of the space. ADA access was retrofitted, and users needing ramped access have to go around the back of the facility to enter. There are multiple ways to access the building, which can be a security issue. Most of the program spaces are renovated to be appropriate for the services offered; investments include a new gym floor, wood stage, rubber fitness room floor, multipurpose floors in classrooms, and a bamboo floor in the yoga room. As a response to the expanding fitness program, staff has retrofitted a hallway to add a personal training office. Although this is a creative use of space, it further emphasizes the less than desirable functionality of the building in comparison with a modern recreation center.



### **Garden Home Recreation Center**

Garden Home Recreation Center is located in the southeast area of the District on the jurisdictional boundary. Vehicular access to the site is awkward, because the building is located at a busy intersection with unusual traffic movements. If the building is to remain as a recreation center, a major renovation should be considered. The existing marquee sign is rusted and needs to be replaced.

There is a current painting and siding project funded to improve the exterior aesthetics of portions of the building. The facility has a nice outdoor space that enhances programming. Amenities include a playground used by the preschool, basketball courts, an open field, a ballfield, and mature trees along the perimeter. A sidewalk needs to be added from the building's preschool spaces to the playground. There is also a cell tower on site for which the District receives compensation from the use of that space. These users typically pay for some other type of project or amenity when they first place the tower.





The main entrance breezeway has benches and nice, new wood beams, enhancing the aesthetics. Access into the facility is easy and controlled by one entrance; however, ADA access is retrofitted and inconvenient. Access to the gym is provided by a lengthy ramp on the side of the building, and all other ADA access is through the main entrance.

The Garden Home Center is clean and well maintained on the interior. It is an active facility, both with District programming and spaces leased to private entities that provide services out of the building. There are several preschools that lease rooms with a separate entrance, as well as a public library located on site, and space allocated specifically to a private boxing club. The leased spaces are mixed with the District-programmed spaces, which can be confusing to the user trying to find a specific area in the building if not adequately identified.

The weight room and cardio equipment areas are in the same room which has a new rubber floor. The multi-use fitness room has a nice wood floor which serves yoga, and a variety of fitness classes well. There is only one locker room, and it does not provide convenient access to the fitness area. The gym has an outdated tile floor but does provide a stage. There is a fully equipped pottery room, and the program still appears to be successful for the center. There is a permanent gymnastics room with nice equipment that also has a climbing wall.



The Garden Home Recreation Center is located very close to the Harman Aquatic Center. A feasibility study is recommended to determine whether or not to combine the facilities on one site into a modern recreation and aquatics center. Garden Home's current geographic location serves many non-District residents.

## B. Aquatics Centers

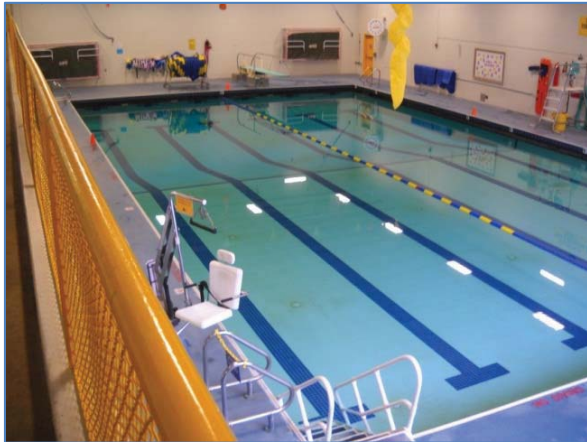
Swimming is an important program expansion area for THPRD, and the District is reaching residents well with six aquatics centers (including recreation/aquatics centers and the HMT 50-meter pool) and two outdoor pools well distributed across the District. Swimming programs are the most used programs in the District. Most pool facilities are well maintained, but are showing signs of age and do not meet expectations. Common issues for the facilities are cramped deck space, locker rooms/restrooms, and inadequate office and storage space. Most of the facilities do not have any other program offerings in the buildings except aquatics, which is less efficient than centers that serve both recreation and aquatics on the same site.



### **Aloha Swim Center**

The Aloha Swim Center is on the western side of the District, on the same site as Aloha High School. There are no other recreation opportunities on site. The building completed seismic upgrades in Spring 2013. The facility is clean and well maintained, but does not have the overall amenities to meet user expectations. When a user enters the facility, the front desk is directly in front, providing secure, monitored access. Support and office spaces are inadequate. Locker rooms are small with only two toilets, and users have to walk through the showers to get to the pool deck.

The pool area is brightly lit with natural light. The pool has six 25-yard lanes, with the water heated to 85 degrees. There is a deep end with a 1-meter spring board. The surrounding deck is small, but with elevated spectator seating, it is uncluttered and is adequate. The pool is used for lessons, but is also extensively used by the school for swim team and water polo.



### **Beaverton Swim Center**

The Beaverton Swim Center was the first pool in the District. It is located on the same site with Beaverton High School, and is easily accessible via Beaverton-Hillsdale Highway. The building has a conference room and party room which support the pool operations. The pool is “L” shaped, 25-yards x less than 25-yards. The water is kept warm, between 86-87 degrees, to serve special populations. However, there is not a “family and special assistance” integrated shower and restroom to support special populations. The pool has a deep end with two 1-meter spring boards.



The building completed seismic upgrades in the Spring of 2013. The facility is clean and well maintained, but the lack of storage space has created clutter. The pool deck is used for storage and detracts from overall aesthetics and functionality. The spectator seating area is at deck level, so spectators look across the pool at the cluttered deck space. The District-wide problem of “add ons,” and “creative use of space” is apparent at the Beaverton Swim Center.

### Harman Swim Center

The Harman Swim Center is located in the southeast area of the District, not too far from the Garden Home Recreation Center. It is located on the same site as Harman Park, which adds nice outdoor amenities to the center including a community garden, new playground, basketball hoops, and picnic tables. The lobby is large compared to other District aquatics center, and includes vending with tables and chairs.



The facility includes a large locker room. The pool is a 25-yard 6-lane lap pool, with a deep end. The water temperature is kept at 89.5 degrees, and it is used for therapy and swim lessons. There is not a swim team at this site.

### Sunset Swim Center

The Sunset Swim Center is centrally located in the District, adjacent to Sunset High School, easily accessed off of Sunset Highway. The ADA access could be more conveniently located; it is currently at the back of the building. There is a classroom at the facility; however, it has a separate entrance at the back of the building. Since the classroom does not have interior connections to other part of the building, users must go outside and upstairs to access vending, restrooms, and the pool. The location hinders the functionality of the classroom to support aquatics-related programming.



The locker rooms are clean and well maintained, but need renovation. The main pool is 25-yards with a deep end and a one-meter board. Large windows provide bright, natural light into the space. Elevated spectator seating helps to keep the deck uncluttered. There is a small, 9” deep, outdoor wading pool and patio that can be accessed in the warm months from the pool deck. The outdoor patio is enhanced aesthetically and functionally by new shade structures.



## C. Recreation and Aquatics Centers

The Conestoga Recreation and Aquatic Center and the Howard M. Terpenning (HMT) Recreation Complex are the District’s two facilities that offer both recreation and aquatics on the same site. Conestoga is located in the southeast area of the District, and HMT is located centrally. Both facilities meet expectations and needs more effectively compared with other recreation and aquatics centers in the District, because they offer multiple opportunities on one site.

### Conestoga Recreation and Aquatic Center



The Conestoga Recreation and Aquatic Center is one of the newer indoor facilities in THPRD. Site access is adequate, and there is ample parking and convenient ADA access. It is adjacent to Southridge High School. Landscaping enhances the site, and amenities such as a blue, bicycle-shaped bike rack at the front entrance, add to the active recreation theme. The rear of the building offers a picnic area, an overlook onto the newly constructed water playground, and access to the high school. A bike rack could be added to the rear of the building.

The interior of the building gets plenty of natural light, enhancing the ambiance. When a user enters the facility, they are greeted by a large desk that is centrally located to control access to both the recreation and aquatic sides of the building, providing operational efficiency. However, there appears to be inadequate office space, and the staff work areas overlap each other in the back office. Staff and program participants provide seasonal décor to the building, contributing to a welcoming atmosphere. Vending is provided for the convenience of users. Amenities such as locker rooms, concessions, offices, program space, etc. are more efficient for both staff and users due to their proximity to activity areas and elimination of the necessity to provide multiple support spaces.

Components of the Conestoga Recreation and Aquatic Center include:

- Weight/cardio equipment, which is new, in a dedicated room with a rubber floor.



- A lap pool with diving board, a leisure pool with a slide, and raised spectator seating. In the warmer months, there is access from the indoor pool deck to a newly constructed outdoor water playground.



- Patio with outdoor seating
- Five multipurpose rooms
- Kitchen
- Gymnasium
- Fitness/dance room
- Outdoor playground with its own permanent restroom building

The split design of the building allows it to easily handle multiple programs simultaneously. Music, dance, preschool, gym, aquatics, and fitness programs, as well as a meeting set up were all observed during the inventory site visit. There are multiple locker rooms in the building to serve both recreation and aquatics, and one of the men's locker rooms is being renovated to double the space.

## HMT Recreation Complex



HMT Recreation Complex is an approximately 90-acre site that serves as the hub of District activities. Many services are located throughout different buildings at HMT including: THPRD administrative operations, swimming in the Aquatic Center, tennis in the Tennis Center, court sports in the Athletic Center, recreation classroom space, as well as an outdoor regional park/sports complex (fields, playgrounds, basketball courts, skate parks and in-line hockey, paths, etc.). A dry land training facility is also located near the pool; however, it is privately controlled and the District has limited access to it.

The dry land training facility across from the 50 meter pool, has restrooms, a concession area, and a weight room downstairs. This building was part of the original construction of the pool. In the early 1990s, the Tualatin Hills Dive Club spearheaded fundraising for the expansion of the facility (classroom, dive training room, offices, and storage). The club raised the money for the expansion, and THPRD paid for the permitting. Once opened, THPRD maintained and still maintains the facility.

The scheduling priority for the classroom in this building goes to THPRD (for Board meetings, District meetings, training sessions, certification classes, etc.) and to the club (for their Board meetings and special events). THPRD has expanded the use of the classroom for birthday parties on weekends when it is available. Due to the level of usage of the classroom, THPRD has limited its use to District related business/meetings/trainings/classes and affiliates meetings/events/trainings. THPRD has not made it available for rental space for the public.

Pre-expansion of this building in the early 1990s, THPRD owned a universal gym in the weight room and ran some fitness classes there that were short-lived due to the level of participation. THPRD did not open the use of the weight room for general drop-in use because they did not provide supervision. Now, with the clubs investing in the expansion and updating the equipment (all of the equipment in the dive training room and weight room are owned and maintained by the Aquatic Clubs), the use of these two rooms is in high demand by the clubs. The rooms are busy from 3-8 pm daily. Usage will expand in the summer (when the kids are out of school) starting as early as 7 am.

The buildings that house the tennis complex, 50-meter pool, and administrative offices are outdated and showing signs of wear, although they are very well maintained. HMT is missing a fitness space. Although there are several alternative providers in the area, the complex overall could use a publicly accessible fitness room to round out the site's offerings and provide one-stop activities for users.

### Tennis Center

HMT boasts a large tennis center that includes permanent indoor courts, as well as outdoor courts that are converted to indoor during the winter with the use of an air supported “bubble” structure. The roof of the tennis complex is leaking. This repair project is planned in the District’s lifecycle repair/replacement program.



There is a tennis lounge and an elevated spectator viewing area providing support amenities to users of the complex. The complex is well utilized by District residents, and is large enough to accommodate tournaments and special events.

### 50-Meter Pool

The pool at HMT is an indoor 50-meter x 25-yard pool with a moveable bulkhead to allow flexibility for different activities. There is a diving well located at the end of the pool with both one- and three-meter springboards, as well as a platform diving tower. There is ample deck space, including spectator seating and a sound system that allows this pool to be used for meets and other aquatic activities. The locker rooms are large and include restrooms, changing areas, and showers.



The District programs the facility with a variety of activities including swim lessons, swim team, diving, water aerobics, open swim, etc. Leisure elements such as a water basketball goal have been incorporated to enhance the pool for use by recreational swimmers. The pool functions well for its intended purpose, and meets expectations for an indoor aquatic complex.

### Athletic Center

The “AC” as it is referred to by the staff, is the sports hub for the District. The building includes very nice wood floor basketball courts, an elevated, indoor walking track, and a classroom. Staff at the AC programs sports throughout the HMT Complex as well as at PCC Rock Creek. The classroom is also highly programmed with sports and recreation. The indoor facilities are enhanced by the surrounding regional park’s ballfields, multipurpose fields, playgrounds, skate parks, outdoor basketball, walking paths, in-line hockey, etc.



## D. Special Use Facilities

THPRD has several special use facilities located throughout the District. These facilities include: Cooper Mountain Nature Park, Tualatin Hills Nature Park, the Elsie Stuhr Center, Jenkins Estate, Fanno Farmhouse, and John Quincy Adams Young House. Each of these facilities serves a special purpose that adds to the value of the District.

### Nature Parks

THPRD is fortunate to have two large nature parks in its boundaries. The **Cooper Mountain Nature Park** is located on the south side of the District, at the top of Cooper Mountain, with a breathtaking view of the Tualatin River Valley. The park is 230 acres, and is partially funded through a partnership with Metro. As the elected regional government for the Portland metropolitan area, Metro works with communities, businesses, and residents to create a vibrant and sustainable region for all. Metro serves more than 1.5 million residents in Clackamas, Multnomah, and Washington counties, along with the 25 cities in the Portland region.



Interpretive signage is strategically placed to educate users about ecosystems, use of rainwater harvesting, bioswales, native plants, and other elements. The Nature House provides rental space and nature related programming, and is only open for scheduled events. The multipurpose space is functional with nature themed rugs, a sink, plenty of natural light, and great connection to outside with three large “garage” type doors that open to turn the space into an outdoor classroom.

The **Tualatin Hills Nature Park** is a 222-acre wildlife preserve centrally located in the District. The park is anchored by the Nature Park Interpretive Center. The building’s aesthetics integrate well into its surroundings.





The Interpretive Center includes classrooms, multipurpose space, a nature store, library, a kitchen, and exhibits. Staff provides year-round programming including fitness, preschool, nature education, and special events. The exhibits need to be refreshed, and the facility could use more classroom space. Overall, the two nature centers are beautiful, valuable assets to the District and exceed expectations.

### **Elsie Stuhr Center**

The Stuhr Center is a very active senior center, located in the southeast area of the District. It was named to honor Elsie Stuhr; in the 1950s, she had a vision to provide recreational opportunities for all residents of Eastern Washington County. Her vision led to the creation of the Tualatin Hills Park & Recreation District.



The outdoor facilities include a remembrance garden, nice landscaping, a basketball court, a playground, picnic areas/seating areas, and open space. Parking and vehicular circulation on the site are challenging and need to be improved.

The building renovation was well thought out to seamlessly integrate the original spaces with the new spaces. The interior spaces are bright and airy, and the building is very active with programs, providing all aspects of mental, social, and physical wellness to users.



There is a modern fitness room, classrooms, multipurpose rooms, including one with a stage, a coffee bar, lounge, computer room, billiard room, card rooms, therapy and trainer space, and a full commercial kitchen with an adjacent large multipurpose room that can house the congregate meals programs. The multitude of spaces provides ample areas for programming targeted to the 55-year-old and better population. In the evenings, therapeutic recreation programming is provided.



### Rental Facilities

The **Jenkins Estate** is a beautiful, unique, historic asset of THPRD. The estate is located on 68 acres and is surrounded by gardens. The buildings have been well maintained, and the integrity of the period has been preserved. The log home was built in 1912 and is listed on the National Register of Historic Places. Currently, it serves as a rental facility for social events and corporate meetings. Period artifacts and décor add to the ambiance, including a fireplace, large area rugs, photos, original door handles, and trophies. The main house has a small warming kitchen that is utilized by caterers. Renovated stables on-site also serve as a unique rental venue. There is plenty of storage in the basement and attic; these areas are not accessible to the general public.



The District is currently exploring the possibility of leasing the house to a private entity to manage the operations. The gardens would remain open to the public during regular operating hours.

The **Fanno Farmhouse** is another historic facility that is available for rentals only. The house is in excellent condition on both the inside and outside. It is small and therefore can only accommodate small events. The backyard garden is nice and well maintained. Consideration should be given to adding interpretive signage on the outside of the facility telling the historical significance of the structure.



The **John Quincy Adams Young House** is currently fenced off and boarded up with “no trespassing” signs prominently posted. Fundraising activities are currently taking place for renovations. Temporary signage should be placed outside the fence giving basic historical information regarding the house. When renovations are complete, interpretive signage should be added.

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## VII. GRASP® Perspectives

An analytical technique known as *Composite-Values Methodology* (CVM) was used to analyze levels of service (LOS) provided by assets in THPRD based on the previously presented scoring tables. The proprietary version of CVM used in the Comprehensive Plan Update is known as GRASP®. The process used analytical maps known as *Perspectives* to study LOS across the District. Level of Service Perspectives show how well the District is served by any given set of components, by utilizing maps to graphically display values, along with quantified measurement spreadsheets. This quantification system provides a benchmark against which the District can determine how well it is doing providing services in relation to its goals, both presently and over time.

- [The Assets Perspectives](#)
- [Summary Tables](#)
- [Capacities Analysis](#)
- [Comparative Data](#)
- [More on Reading and Using the GRASP® Perspectives](#)

Because of the limited inventory process, additional assumptions had to be made in level of service scoring. In this case, level of service scoring was applied to an entire park or facility parcel boundary. The assumption indicates that access to a park implies access to all components within that park or facility.

**Composite-Values Level of Service (LOS) Analysis** – This is the process used to inventory and analyze the assets, including quantity, location, and various qualities of each. The process utilizes MS Excel, MS Access, and common GIS software. The composite-values based LOS analysis process used by GreenPlay and Design Concepts is proprietary, and is known as “GRASP®” (Geo-referenced Amenities Standards Process). It has been somewhat automated through creation of additional software code and template design for efficiency in data collection and analysis. See **Appendix D** for a detailed history and overview of the Composite-Values Based Method for Level of Service Analysis.

### A. The Assets Perspectives

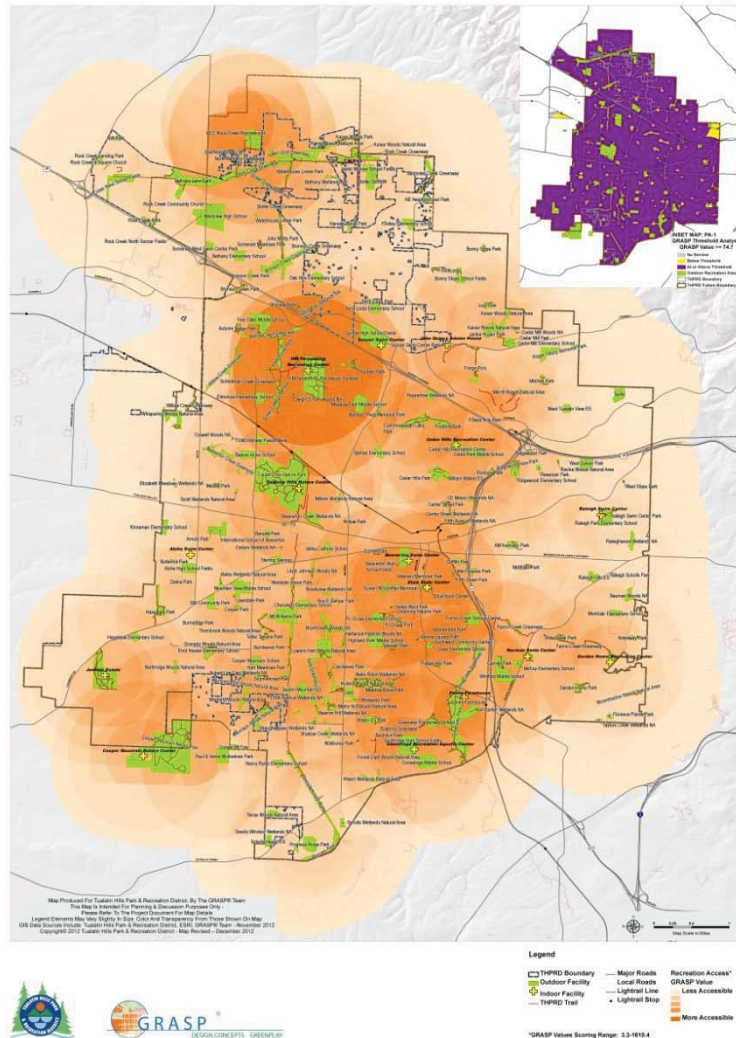
Perspectives were generated to evaluate the assets available to residents, along with charts provided to provide quantitative data. To produce them, each inventoried component was assigned a service value, or GRASP® score. Computer software was used to calculate two level of service values: neighborhood and community. Neighborhood level of service, in general, addresses access to recreation facilities. The calculated or assigned GRASP® score is primarily based on the number of unique components and quality of those components. While community level of service also addresses these two factors, it too used the quantity of each component in the final scoring. Next, a catchment area (or buffer) was applied to the parcel boundary. The catchment area is the distance from within which a majority of people using the facility might reasonably be expected to come. Scores for individual components within a park are cumulative in calculating an overall park value. Therefore, the more recreation opportunities and the better the quality of those components within a park directly impact its level of service.

When service areas, along with their overall level of service scores for each park or facility are plotted on a map, a picture emerges that represents the cumulative service provided by that facility upon the geographic area. Where service areas for multiple parks overlap, a darker shade results from the overlap. Darker shades indicate locations that are served by a combination of more parks and/or higher quality ones. The shades all have numeric values associated with them, which means that for any given location on a GRASP® Perspective, there is a numeric GRASP® Level of Service score for that location and that particular set of components. Larger format perspectives have been provided to the District as separate staff resources.

Each Perspective is a snapshot model of the service being provided across the study area. The model can be further analyzed to derive statistical information about service in a variety of ways. The results of these are described in the text that follows.

For purposes of this study, the District boundary was used as the extent of the study area. **Table 4** shows the population. Because population is used in some of the LOS analyses, an estimated population for the study was determined. This number was also used to calculate the *Population per Acre*, so that the population density of could be used in the LOS calculations as well.

*(Please note that the maps shown here are intended to allow the reader to understand which map is being discussed, but not intended to be legible at this scale. Please refer to the larger maps found in Appendix C for greater legibility.)*



**Table 4: THPRD Population Statistics**

Study Area	Total Acres	2010 Population	Population Per Acre
Tualatin Hills Park & Recreation District	29,097	224,627	7.7

**Perspective A: Access to All Components**

*Perspective A* models access to all recreation. One-mile catchment radii have been placed around each facility and shaded relative to the facility’s Neighborhood GRASP® score. This represents a distance from which convenient access to the park can be achieved by normal means such as driving or bicycling. In addition, a one-half mile catchment area representing the distance that a resident can reasonably walk in 15 minutes has been added to each park. As a result, scores are doubled within the one-half mile catchment to reflect the added value of walkable proximity, since most healthy individuals can reach a location on their own by walking, even if they do not drive or ride a bicycle.

*Table 5* shows the statistical information derived from *Perspective A*.

**Table 5: Statistics for Perspective A**

	Percent with LOS	Average LOS per Acre Served	Average LOS Per Acre Per Population Density	GRASP® Index	Percent Total Area >0 AND <75	Percent Total Area >=75
Study Area	100%	489	63	30	1%	99%

*\*Note: Table analysis based on current District boundary. Level of service shown includes ultimate service boundary for reference only.*

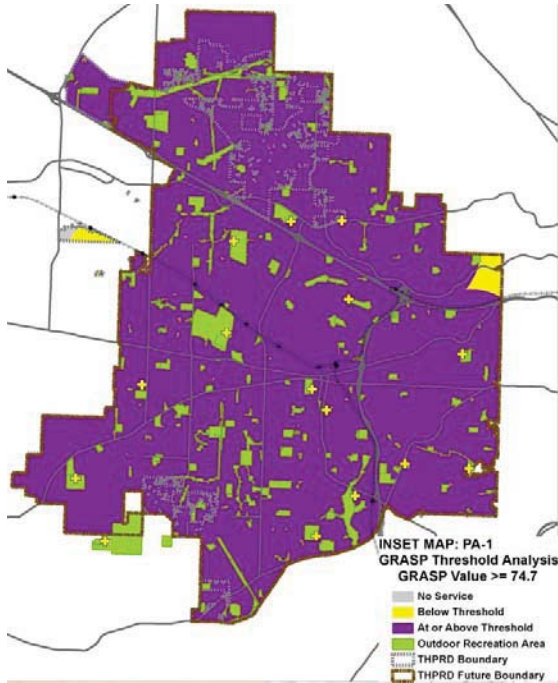
The first column in the table shows the percentage of study area that has at least some service (LOS >0).

The second column shows the average numerical value of LOS for the total area.

The third column shows the results of dividing the number from the previous column (Average LOS per Acre Served) by the population density of the area.

The GRASP® Index shown in the next column is from a simple numerical calculation that involves dividing the total numerical value of all of the parks in a given area by the population of that area in thousands. The difference between the GRASP® Index and the previous number is that the GRASP® Index reflects the total value of assets in the area in relation to the number of people the assets serve, while the previous number relates the *density* of service per acre to the *density* of people per acre. Average LOS analysis accounts for assets outside of the planning sub-area, while the GRASP® Index accounts for only assets that are physically located within the sub-area.

**Figure 2: Inset Map PA-1**



The last two columns show statistics from a threshold analysis of the values on the Perspective. The values on the Perspective were bracketed to show where LOS is above or below a threshold. The result is shown on map **PA-1 (Figure 2 – the inset map with purple and yellow)**. On this map, areas that have at least some service are shown in yellow. Areas that are shown in purple have LOS that exceeds the threshold score of **75**. This threshold used for analysis is based on the average value calculated for parks in the system classified as a neighborhood park and access to a typical trail. **Table 6** shows the list of parks used in this calculation with their neighborhood score. This method of mapping would indicate that locations falling within a purple shade have the equivalent access to a typical neighborhood park and a typical trail. Out of the total study area, **99%** has a score above **75**.

The threshold calculation is based on the *Average Neighborhood Park* score derived from **Table 6** (23.0), with premium for proximity (multiplied times 2), plus the *Trail Score* (assumed to be 14.4 and multiplied by 2 for proximity). Therefore,  $(22.97*2) + (14.4*2) = 74.7$  the resulting threshold score; rounded to 75 and shown above in **PA-1**.

**Table 6: Threshold Score Calculation**

LOCATION	MAP_ID	CLASS	GRASP® Neighborhood Score
AM Kennedy Park	L267	Neighborhood Park	33.6
Arnold Park	L273	Neighborhood Park	16.8
Autumn Ridge Park	L276	Neighborhood Park	36
Barrows Park	L281	Neighborhood Park	61.2
Bethany Lake Park	L293	Neighborhood Park	36
Bonny Slope Park	L295	Neighborhood Park	33.6
Bronson Creek Park	L297	Neighborhood Park	14.4
Buckskin Park	L300	Neighborhood Park	14.4
Butternut Park	L304	Neighborhood Park	14.4
Carolwood Park	L307	Neighborhood Park	16.8
Cedar Mill Park	L312	Neighborhood Park	14.4
Center Street Park	L317	Neighborhood Park	30.8
Channing Heights Park	L319	Neighborhood Park	21.6
Cooper Park	L330	Neighborhood Park	16.8



LOCATION	MAP_ID	CLASS	GRASP® Neighborhood Score
Deline Park	L334	Neighborhood Park	15
Eichler Park	L337	Neighborhood Park	28.8
Evelyn M Schiffler Memorial	L342	Neighborhood Park	115.2
Fifth Street Park	L345	Neighborhood Park	9.6
Fir Grove Park	L348	Neighborhood Park	19.2
Florence Pointe Park	L351	Neighborhood Park	14.4
Foege Park	L352	Neighborhood Park	22
Foothills Park	L353	Neighborhood Park	26.4
Forest Hills Park	L355	Neighborhood Park	30.8
Garden Home Park	L356	Neighborhood Park	43.2
George W Otten Park	L358	Neighborhood Park	28.8
Griffith Park	L362	Neighborhood Park	28.8
Hansen Ridge Park	L364	Neighborhood Park	7.9
Hazeldale Park	L1000	Neighborhood Park	55.2
Hideaway Park	L371	Neighborhood Park	14.4
Holland Park	L377	Neighborhood Park	9.6
Jackie Husen Park	L380	Neighborhood Park	64.35
John Marty Park	L383	Neighborhood Park	19.2
Kaiser Woods Park	L534	Neighborhood Park	21.6
Kaiser Woods South Park	L535	Neighborhood Park	26.4
Lawndale Park	L389	Neighborhood Park	14.4
Little Peoples Park	L392	Neighborhood Park	19.2
Lost Park	L393	Neighborhood Park	19.8
McMillan Park	L399	Neighborhood Park	31.2
Meadow Waye Park	L402	Neighborhood Park	26.4
Melilah Park	L403	Neighborhood Park	33.6
Mitchell Park	L410	Neighborhood Park	30.8
Murrayhill Park	L418	Neighborhood Park	24
NE Neighborhood Park	L419	Neighborhood Park	4.4
NW Park	L420	Neighborhood Park	26.4
Pioneer Park	L428	Neighborhood Park	26.4
Progress Ridge Park	L429	Neighborhood Park	30.8
Raleigh Scholls Park	L433	Neighborhood Park	13.2
Reservoir Park	L437	Neighborhood Park	2.2
Ridgecrest Park	L438	Neighborhood Park	26.4
Ridgewood Park	L440	Neighborhood Park	26.4
Ridgewood View Park	L441	Neighborhood Park	36
Rock Creek Landing Park	L446	Neighborhood Park	19.8

LOCATION	MAP_ID	CLASS	GRASP® Neighborhood Score
Rock Creek North Soccer Fields	L447	Neighborhood Park	13.2
Rock Creek Park	L448	Neighborhood Park	21.6
Rock Creek West Soccer Fields	L449	Neighborhood Park	21.6
Roger Tilbury Memorial Park	L450	Neighborhood Park	7.9
Roxbury Park	L451	Neighborhood Park	30.8
Roy E Dancer Park	L453	Neighborhood Park	7.9
Satterberg Heights Park	L455	Neighborhood Park	9.6
Sexton Mountain Park	L461	Neighborhood Park	28.8
Skyview Park	L464	Neighborhood Park	14.4
Somerset Meadows Park	L465	Neighborhood Park	26.4
Summercrest Park	L474	Neighborhood Park	19.8
Taliesen Park	L481	Neighborhood Park	4.4
Tallac Terrace Park	L482	Neighborhood Park	18
Terra Linda Park	L486	Neighborhood Park	30.8
The Bluffs Park	L487	Neighborhood Park	21.6
Thornbrook Park	L488	Neighborhood Park	4.4
TVWD Athletic Fields Merlo	L478	Neighborhood Park	12.1
Valley Park	L494	Neighborhood Park	3.3
Valley West Park	L495	Neighborhood Park	3.3
Veterans Memorial Park	L496	Neighborhood Park	21.6
Vista Brook Park	L498	Neighborhood Park	45.6
Wanda L Peck Memorial Park	L503	Neighborhood Park	14.4
Waterhouse Park	L506	Neighborhood Park	22
West Slope Park	L507	Neighborhood Park	14.4
West Sylvan Park	L508	Neighborhood Park	13.2
Wildhorse Park	L517	Neighborhood Park	9.6
Wildwood Park	L518	Neighborhood Park	14.4
Willow Park	L522	Neighborhood Park	9.6
<b>Average Score:</b>			<b>23.0</b>

*Note: The score of the parks and the average score of all the parks were rounded to the nearest tenth.*

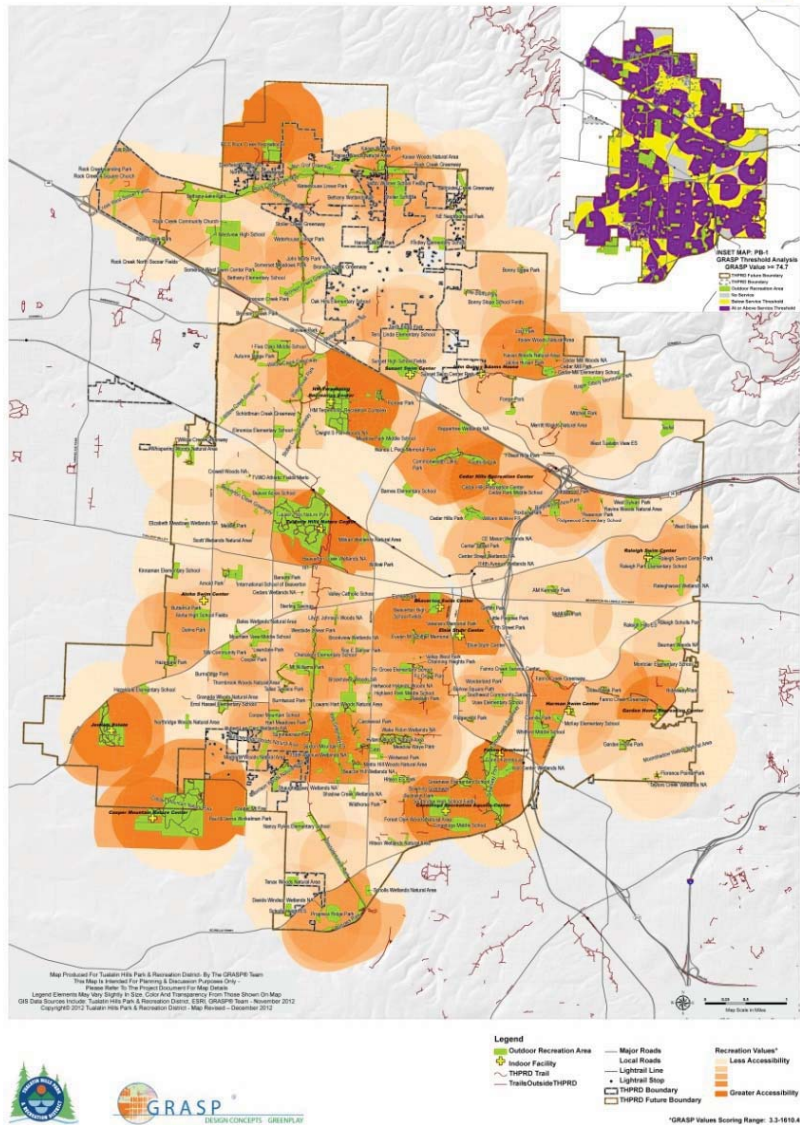
## Perspective B: Walkable Access to All Components

**Perspective B** shows the LOS available across THPRD if walking is intended as the way used to get to assets. Only the one-half mile catchment radii were used, to reflect the distance that a resident can reasonably walk in 15 minutes. Scores are doubled within this catchment to reflect the added value of walkable proximity, allowing direct comparisons to be made between this Perspective and **Perspective A**.

**Table 7** shows the statistical information derived from **Perspective B**.

As previously mentioned with **Resource Map B**, virtually all arterials and major highways serve as barriers to walkable access in the THPRD service area. Walkable level of service is therefore truncated at these barriers.

*(Please note that the maps shown here are intended to allow the reader to understand which map is being discussed, but not intended to be legible at this scale. Please refer to the larger maps found in Appendix C for greater legibility.)*

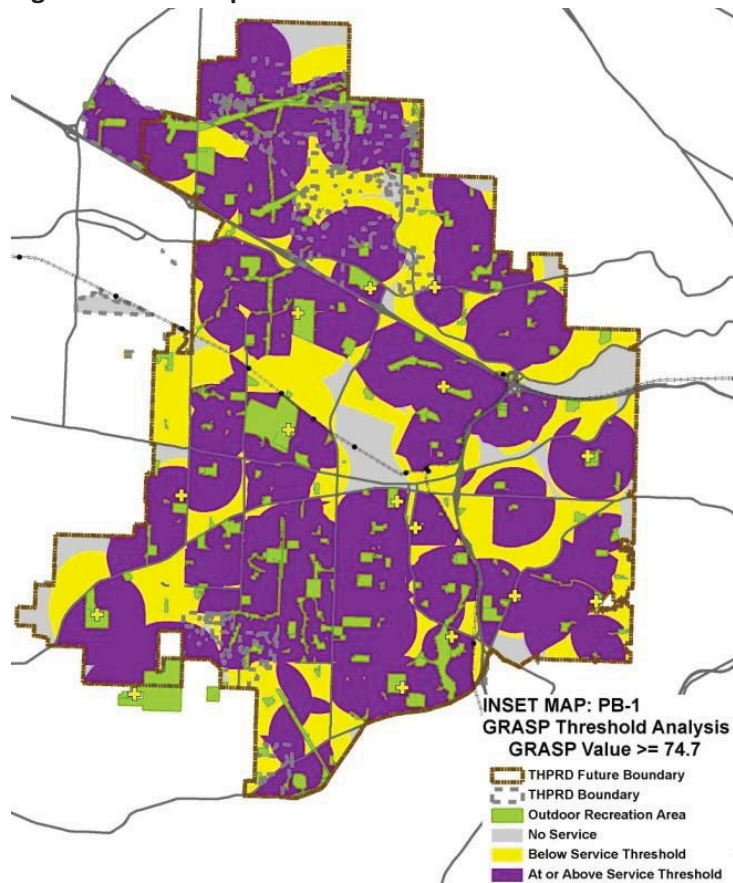


**Table 7: Statistics for *Perspective B***

	Percent of Total with LOS	Average LOS per Acre Served	Average LOS Per Acre Per Population Density	GRASP® Index	Percent Total Area >0 AND <65.3	Percent Total Area >=65.3
Study Area	96%	163	21	30	26%	69%

The numbers in each column are derived as described in the explanation for *Perspective A* above. The most obvious difference between this *Perspective* and *Perspective A* is that the LOS for a person who must walk to get to assets is lower than the LOS enjoyed by someone who can drive.

**Figure 3: Inset Map PB-1 Threshold Score**

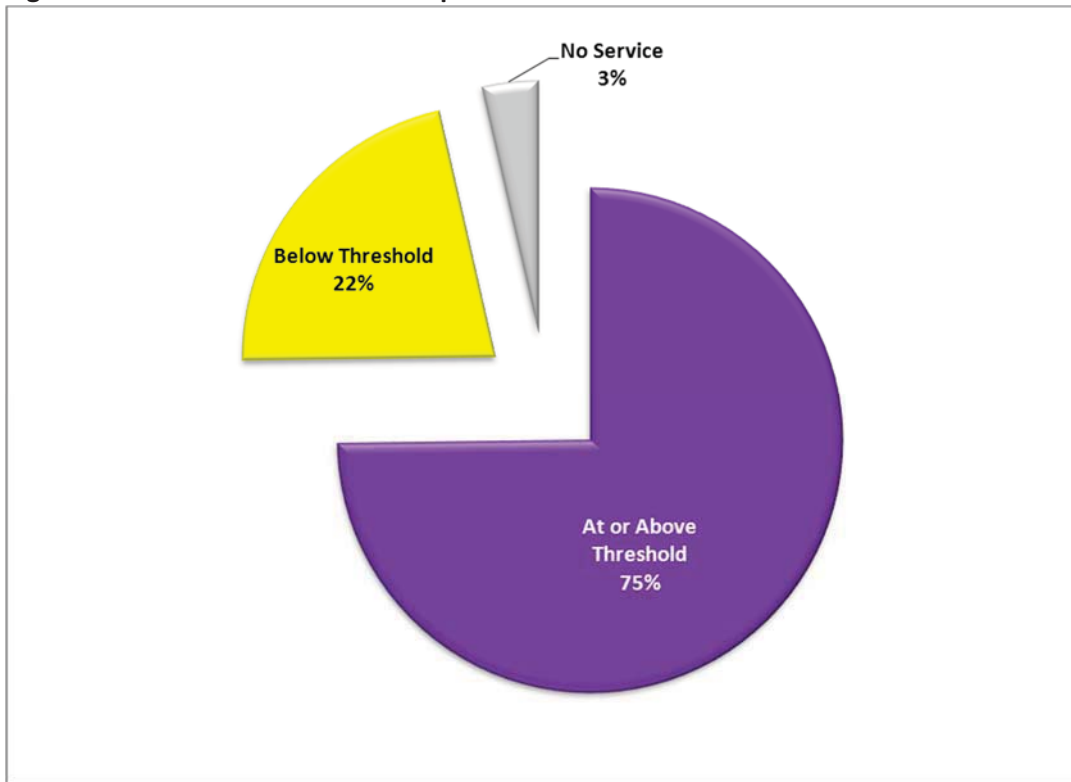


The areas shown in yellow on the inset map **PB-1 (Figure 3)** are areas of opportunity, because they are areas where land and assets that provide service are currently available, but the value of those does not add up to the threshold. It may be possible to improve the quantity and quality of those assets to raise the LOS without the need for acquiring new lands.

Initial impressions of the threshold analysis might warrant some concern of walkable access to existing facilities. For this reason, further demographic and population distribution analysis was pursued. **Figures 4** and **5** are based on ESRI Business Analyst calculations. ESRI is an international supplier of Geographic Information System software and geodatabase management applications. Business Analyst Online is a Web-based solution that applies GIS technology to extensive demographic, consumer spending, and business data to deliver

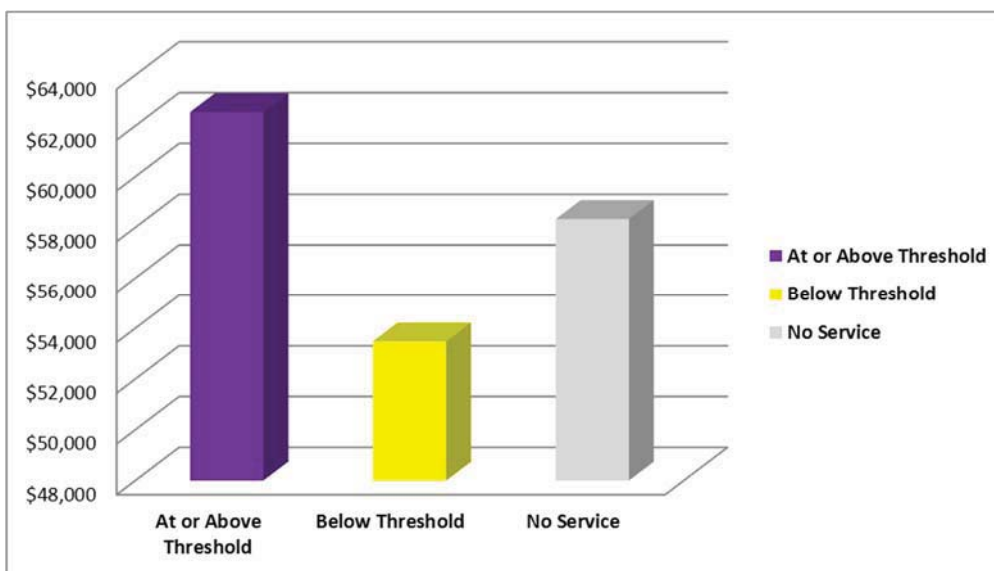
on-demand analysis, presentation-ready reports, and maps. **Figure 4** shows the percent of the THPRD population that have walkable access to services.

**Figure 4: Percent of Total THPRD Population with Walkable Access**



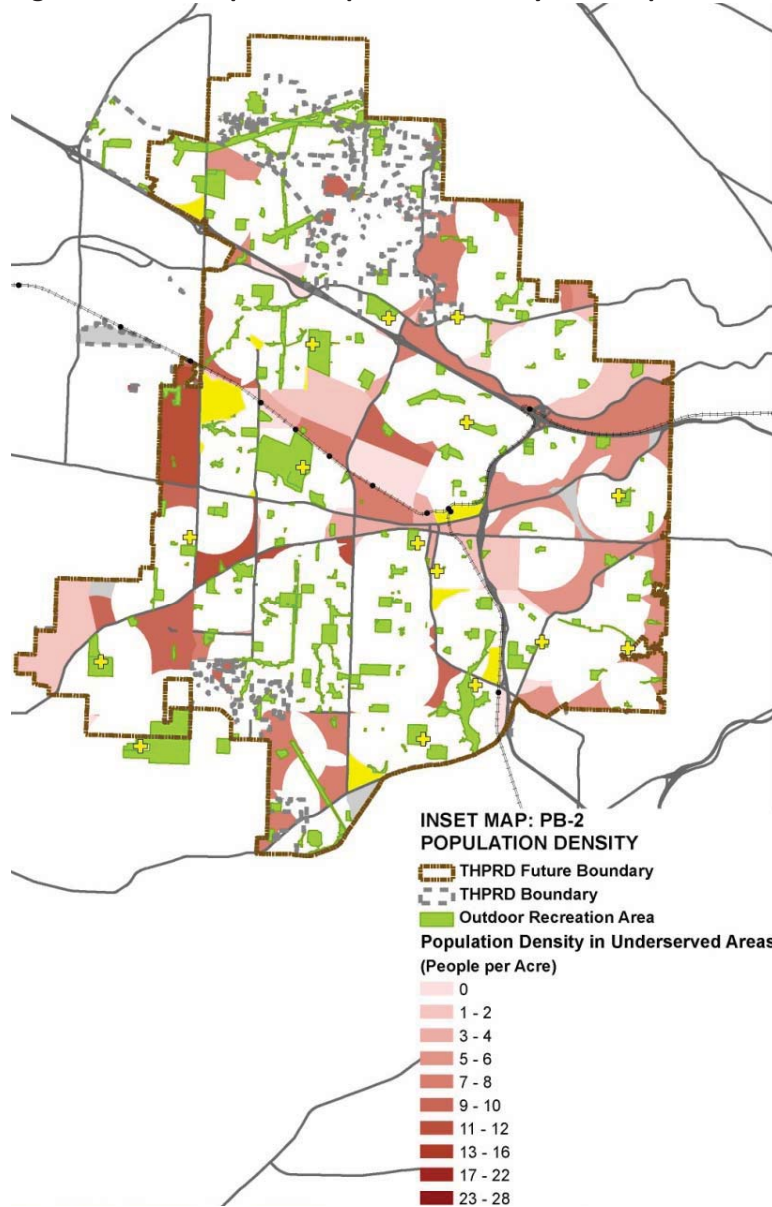
In addition to population, other relevant demographics of those served or underserved can also be determined. For example, **Figure 5** shows that the median income of those households with above threshold access tends to be higher than those in the yellow or below threshold areas. While not a true social equity analysis, this could indicate further investigation may be warranted.

**Figure 5: Median Household Income and Walkable Access**



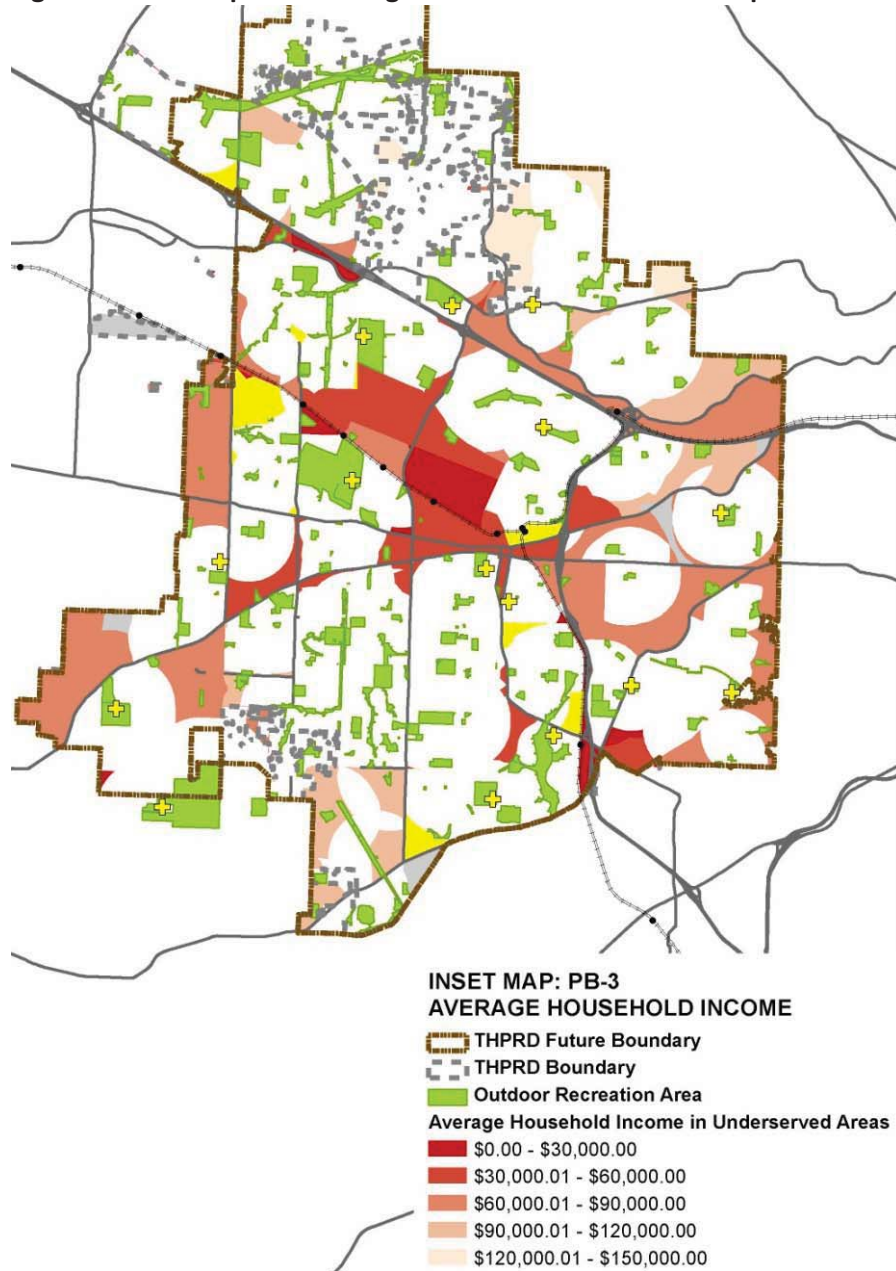
It is also important to note that not all areas that are underserved or lack service, warrant service. Further analysis revealed that many of these areas have very low populations. The map below (**Figure 6**) shows population density for areas identified in **PB-1** as below threshold or areas of no service. In this case, the areas of high population density appear darker.

**Figure 6: Inset Map PB-2 Population Density for Perspective B**



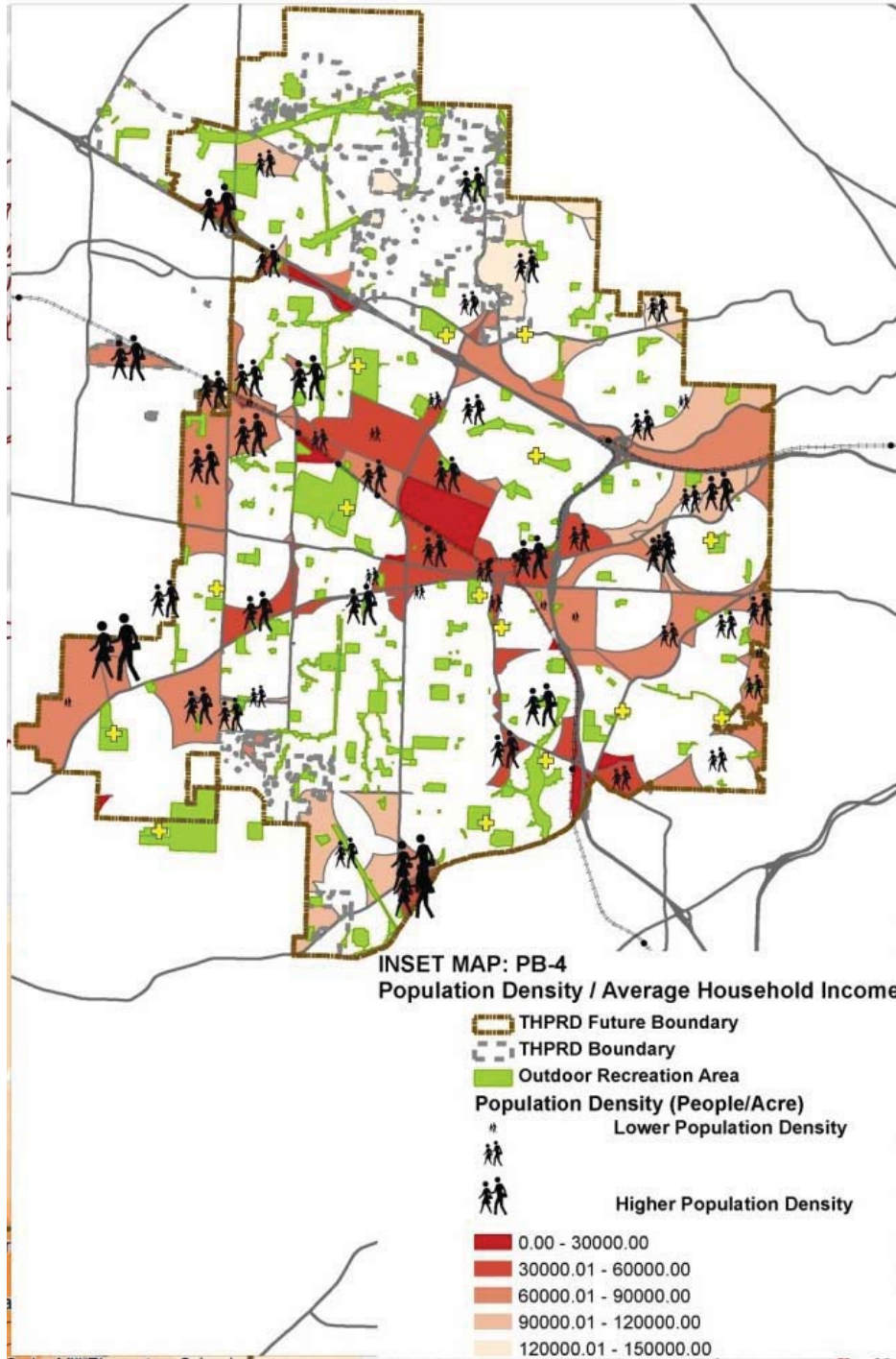
Average household income data was also gathered for these areas. Shown below in map **PB-3 (Figure 7)**, areas of lower average household income are shown in darker shades.

**Figure 7: Inset Map PB-3 Average Household Income for Perspective B**



Map **PB-4 (Figure 8)** is a hybrid of the two maps. This illustration shows average household income in a gradient and population density in a symbol. The larger the symbol, the higher the population density, and the darker the shading, the lower the average household income. The suggestion would follow that for purposes of future planning and development, areas of higher density and lower average household income might be a priority for increased level of service.

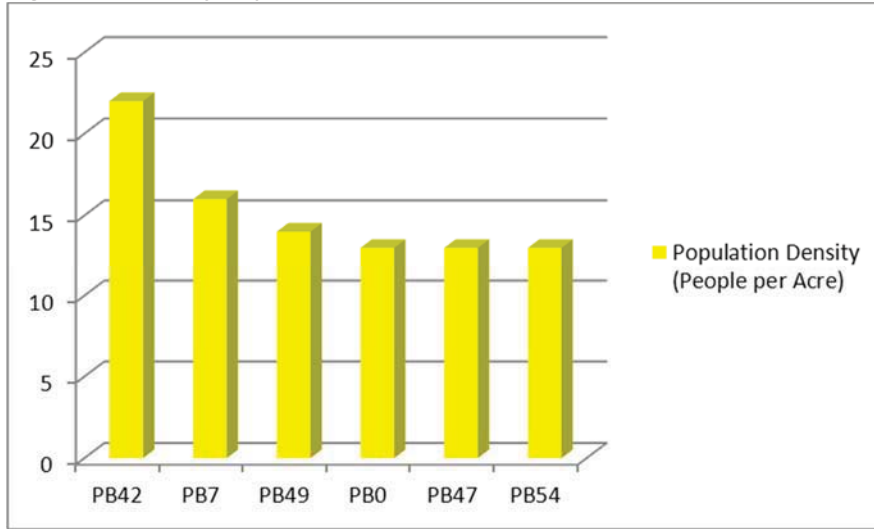
**Figure 8: Inset Map PB-4 Hybrid Household Income and Population Density for Perspective B**



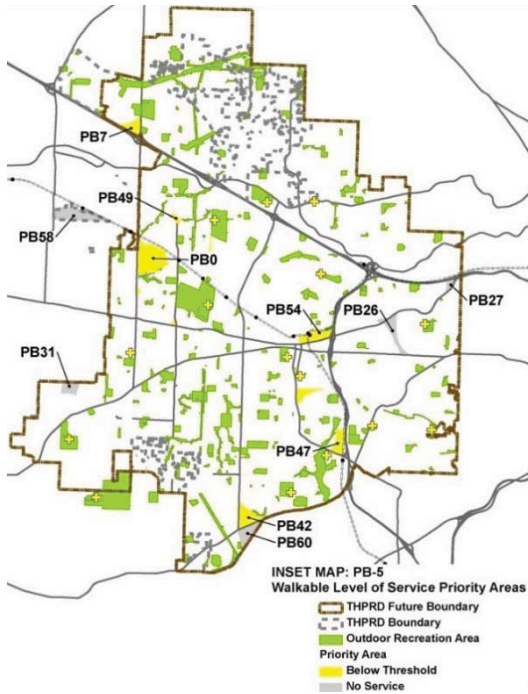


As discussed previously, increasing level of service does not necessarily require acquisition of new lands and development of new parks. Existing parks and associated component upgrades or new trail connections may in fact increase level of service to a value above the threshold. In some instances, because of the extensive pedestrian barriers, additional park land or trail corridors may be required. **Figure 9** shows the top six areas based on population density with level of service that does not meet the threshold. **Figure 10** shows the location of these six areas.

**Figure 9: Densely Populated Areas below the Walkable Service Threshold Score**



**Figure 10: Inset Map PB-5 Walkable LOS below Threshold**



**Note on area PB58:** Subsequent to the inventory verification, this parcel was withdrawn from the THPRD boundaries.

Figure 11 shows the average household income for these six areas.

Figure 11: Average Household Income: Six Densely Populated Areas below Walkable Service Threshold

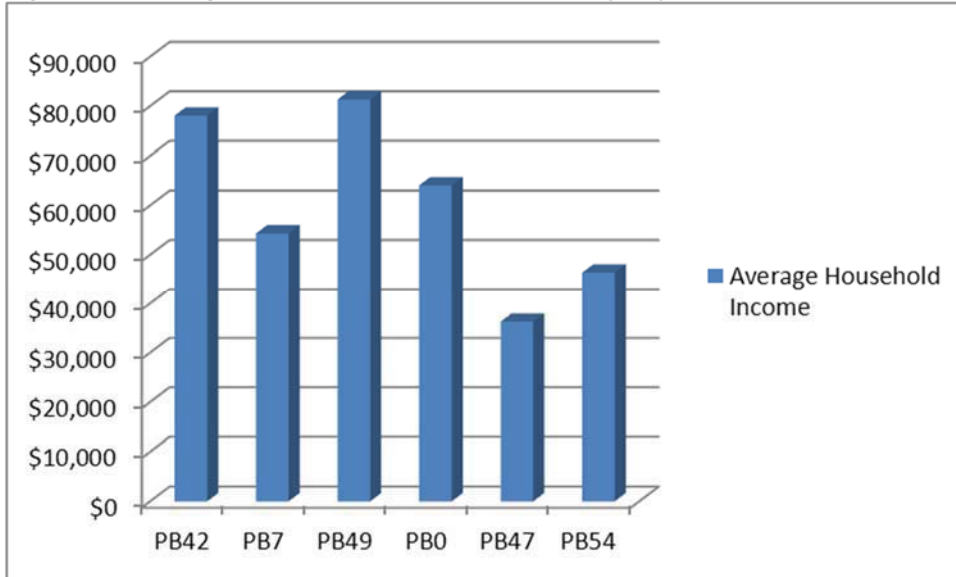


Figure 12 shows the top four areas based on population density with no current walkable level of service.

Figure 12: Densely Populated Areas without Walkable Service

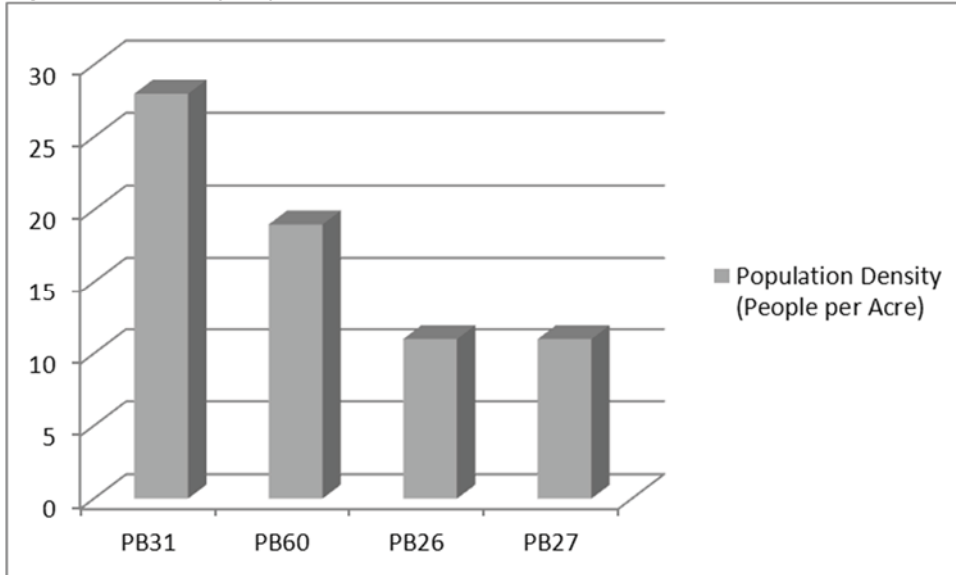
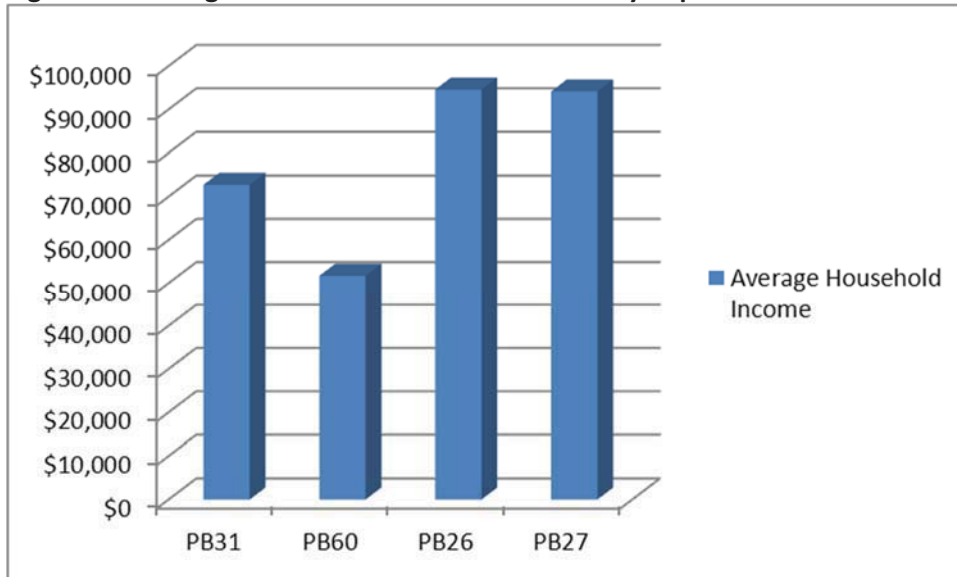


Figure 13 shows the average household income for these four areas.

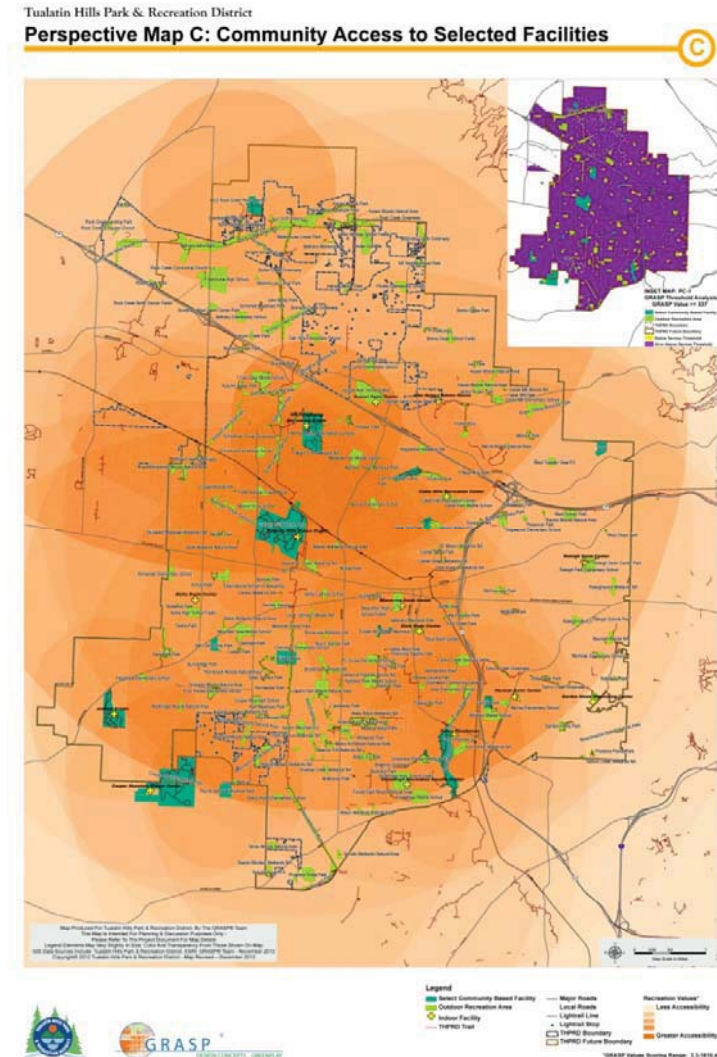
Figure 13: Average Household Income: Four Densely Populated Areas without Walkable Service



**Assets: Key Conclusions**

A key conclusion from the Asset Perspectives is that density and walkable access are factors in the provision of service. The per-capita provision of assets is reasonably equitable across THPRD. In the absence of walkable access, everyone must have equitable and adequate access to motorized transportation. Wherever the population is spread out, the net service received is lower than in more densely populated areas with the same ratio of assets. This situation is compounded if the opportunity to be driven to a destination is not available. This creates a paradox where the way to increase overall LOS is to add assets where there are fewer people. However, a more realistic approach is to increase service in areas where localized population density is high but service is low. Further analysis, along with a review of the information received from surveys and other sources, may be needed to identify these locations.

## Perspective C: Access to Community Based Facilities



**Perspective C** is intended to show the level of service to larger community or regionally significant facilities. In this analysis, Community GRASP® Values were used. As previously described, the quantity of individual components is included in this scoring. For example, in a district concerned with providing a community or regional LOS, it is important not only to have access to a multi-purpose field, but having multiple fields at a single location contributes significantly to the overall value of community or regional LOS. In addition, it is likely that users are willing to travel further for these types of facilities. For the purpose of this analysis, a catchment of five miles was used to assume drive time of approximately 10 minutes.

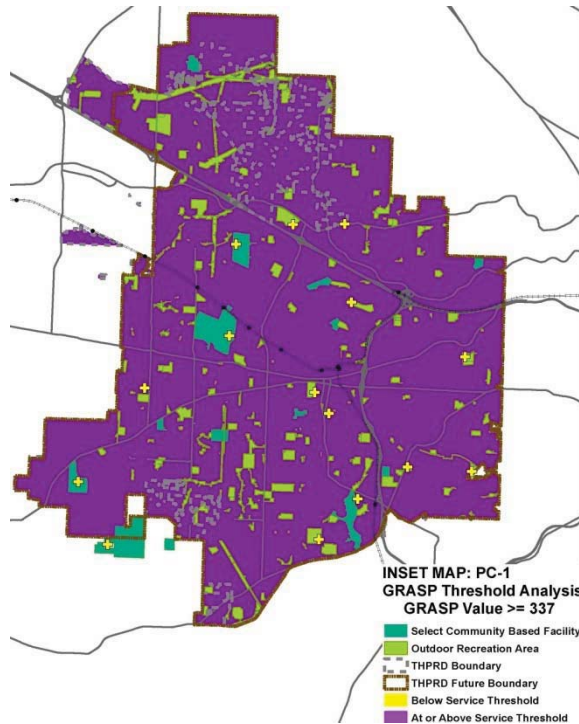
**Table 8** lists the GRASP® scores that were used to determine the threshold score for the analysis. In this case, the average score for the two sports complexes (PCC Rock Creek and HMT), in addition to the community parks, were used. Again, scores were doubled to give a premium for proximity to an individual facility within one mile.

*(Please note that the maps shown here are intended to allow the reader to understand which map is being discussed, but not intended to be legible at this scale. Please refer to the larger maps found in Appendix C for greater legibility.)*

**Table 8: GRASP® Scores for Community Facilities**

Community Facility	GRASP® Score
PCC Rock Creek Rec	273
HMT Recreation Complex	450
Winkelman	115
Camille	104
Commonwealth	90
Cedar Hills Park	67
Evelyn M Schiffler Memorial	133
Greenway Park	115
Average GRASP® Score	168
Threshold Score	337

**Figure 14: Inset Map PC-1 Threshold Score**



With 100% of the District at or above threshold (shown in **PC-1 – Figure 14**), it can be concluded that service provided by community facilities is excellent based on current standards. Future consideration could look at raising the threshold. For example, it could be determined that residents should have the equivalent access to two or even three community facilities within a five mile radius thus elevating the threshold score to 674 GRASP® points or 1,010 GRASP® points.

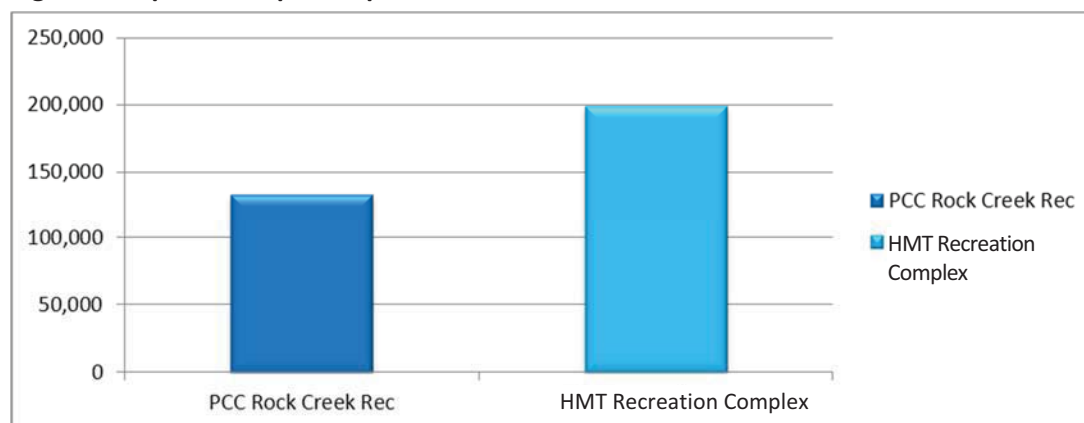
**Table 9** shows the statistical information derived from **Perspective C**.

**Table 9: Statistics for Perspective C**

Zone	Percent of Total with LOS	Percent Total Area >0 AND <139	Percent Total Area >=139
Study Area	100%	0%	100%

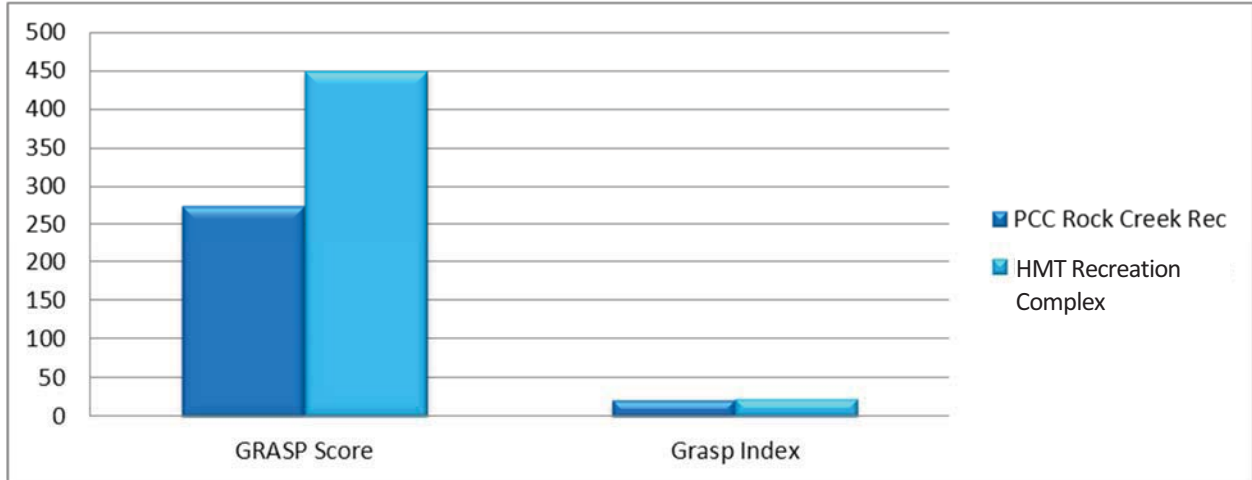
While the facilities used in **Perspective C** analysis are community facilities, they also can be analyzed and benchmarked against themselves to show similarities and differences within each type of facility. Comparison of the two sports complexes shows a few interesting trends and differences. **Figure 15** shows that within a 10-minute service area, HMT Recreation Complex serves close to 200,000 potential residents while PCC Rock Creek has a more limited service population of about 130,000 potential users.

**Figure 15: Sports Complex Population within a 10-Minute Service Area**



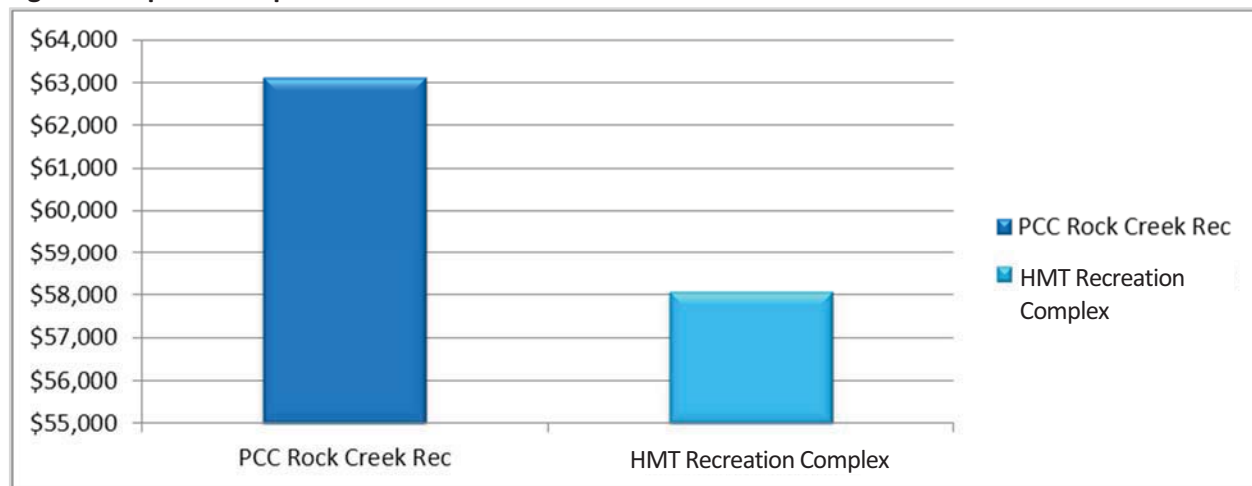
This would suggest that indeed HMT should offer more recreation opportunities with a higher capacity. **Figure 16** shows that this indeed is the current status with HMT scoring at 450 on the GRASP® scale versus 273 for PCC Rock Creek. In fact, when comparing the GRASP® index or per capita ratio for these two facilities, they are very similar, with PCC Rock Creek index of 21 versus 23 for HMT.

**Figure 16: Sports Complex GRASP® Score versus GRASP® Index Score**



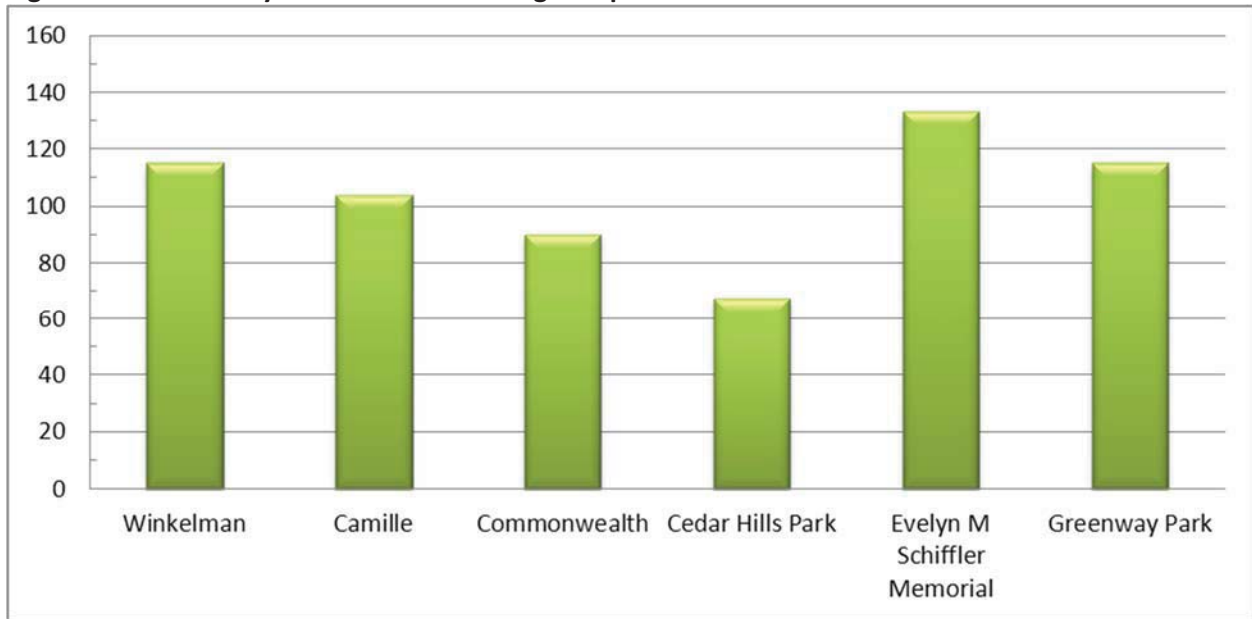
The final analysis looks at median income for the service area populations for these two facilities. **Figure 17** shows that PCC Rock Creek service area has a median income of just over \$63,000 versus HMT at about \$58,000.

**Figure 17: Sports Complex Service Area Median Income**



Community Parks were also analyzed similarly in **Perspective C. Figure 18** compares the GRASP® Scoring for the six community parks.

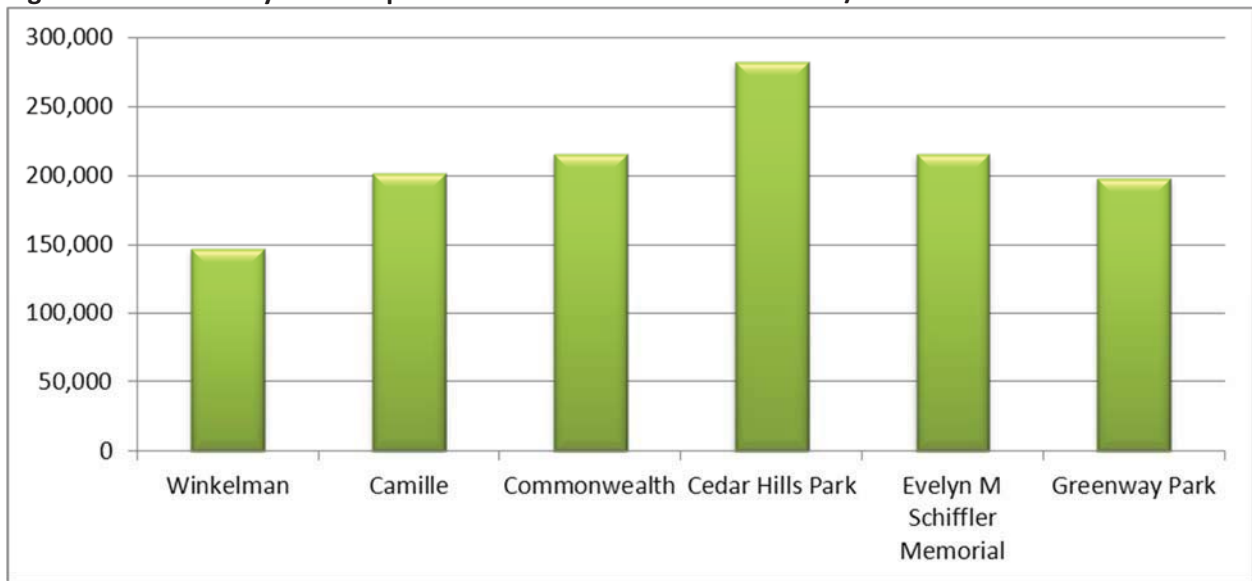
**Figure 18: Community Parks GRASP® Scoring Comparison**



As shown in **Figure 18**, the range of GRASP® scores for Community Parks in the system fell between 67.2 and 133 on the GRASP® scale. It should also be noted that Cedar Hills Park is scheduled for updates in the near future but is not currently funded and was therefore scored in its current condition.

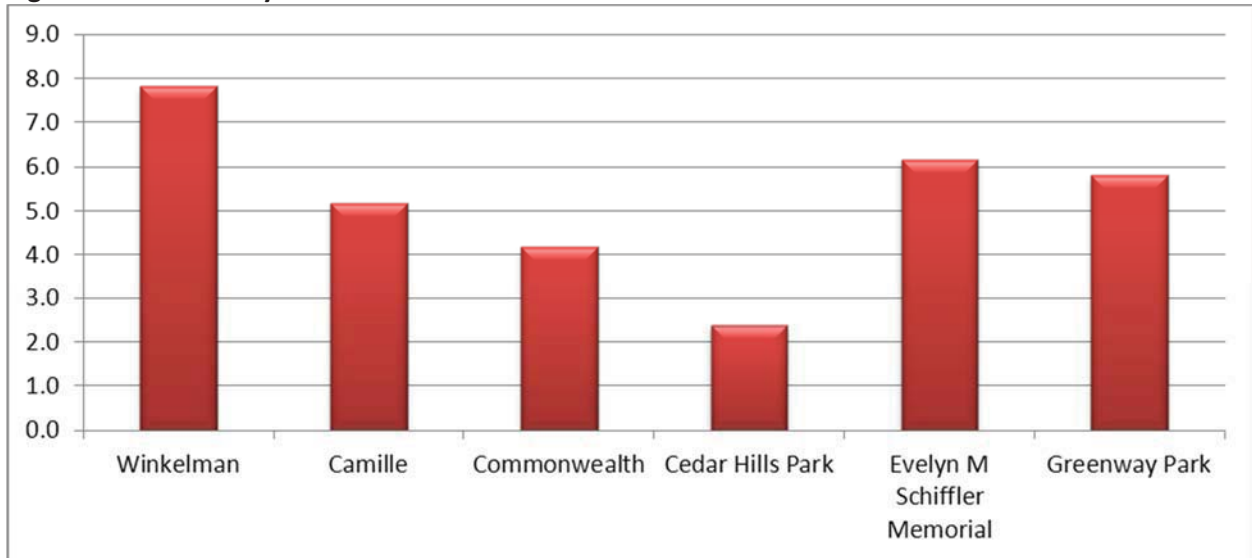
Cedar Hills Park has the highest catchment area population, while the new park at Winkelman serves the lowest number of residents within a three mile service area. **Figure 19** compares the population within the five-mile catchment.

**Figure 19: Community Parks Population within the 5-Mile Catchment/Service Area**



The Community Parks GRASP® Indices (**Figure 20**) compare each of the Community Parks based on a ratio of overall GRASP® Community Score per population. In this case, the new park at Winkelman scored fairly high and has a relatively low catchment area population, resulting in the highest index number at 7.8. The reverse is true for Cedar Hills Park, which serves a much greater population with a park that scored the lowest of all the community parks at 2.4. The average score of all the Community Park GRASP® Indices is 4.5. THPRD could use these numbers for future park planning.

**Figure 20: Community Parks GRASP® Index**





## Perspective D: Trailshed Analysis

*Perspective D*, a trailshed analysis, is another way of looking at a trail system and its connectivity to other recreational opportunities within a system. Access to a trail is defined as 1/3-mile proximity to any portion of a trail\*; therefore, a trailshed includes a 1/3-mile distance from the centerline of a trail. Based on this definition, any facility or site located within that 1/3-mile catchment area is afforded connection or access via that trail. Based on this map, one can see that THPRD has a wide variety of trailsheds. Each trailshed is shown in a different color.

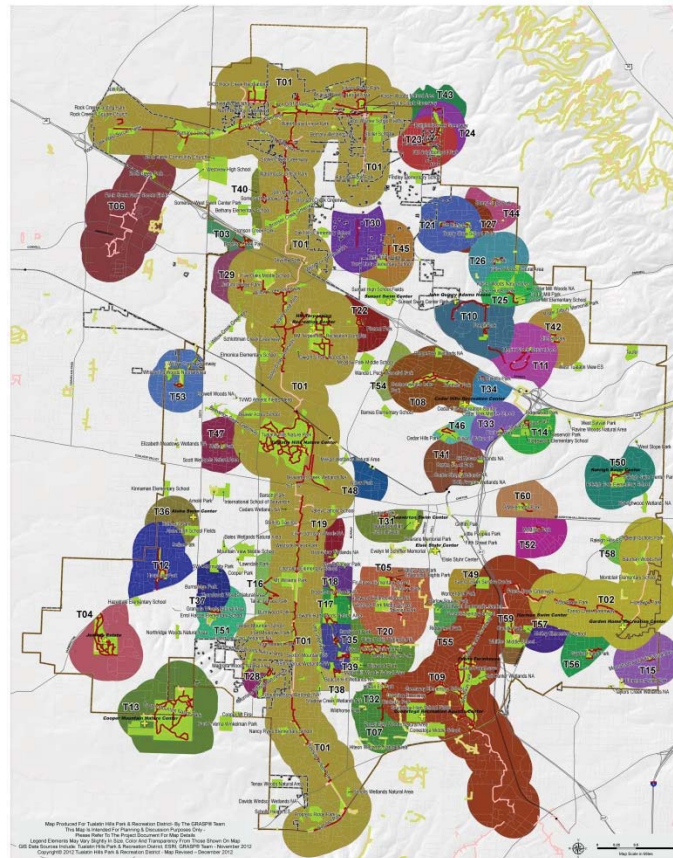
The District has a strong, well-connected central spine that provides access to 81 different outdoor sites and three indoor facilities. The District has taken advantage of a number of powerline corridors to provide lengthy stretches of multi-use trails which are used for recreation and bicycle commuting.

*(Please note that the maps shown here are intended to allow the reader to understand which map is being discussed, but not intended to be legible at this scale. Please refer to the larger maps found in Appendix C for greater legibility.)*

\* The consultant team feels that it is appropriate to use a 1/3-mile corridor on trailshed analysis for the following reasons:

- First, we know that trails and trail connectivity are one of the top concerns of users in THPRD.
- Second, the nature of the trailshed analysis makes several assumptions. The most important being that we are assuming that a 1/3-mile catchment to a trail includes access to the trail and then an additional 1/3 of a mile to any facility accessible from the trail.
  - For example, it is entirely possible that from where a resident lives, they could travel 1/3 of a mile to a trail, then 1 or 2 miles along a trail, and then 1/3-mile from a trail to a facility. In the ideal scenario, the trail network would truly connect to all facilities, but we appreciate the fact that this really is not feasible in most situations. Another important assumption is that a resident can access a trail from any point along a trail. Again, ideally, we would have all actual access points mapped in GIS to provide a much more realistic analysis. In this case, however, a resident may live within the 1/3-mile corridor of a trail but may actually need to travel further to find an access point.

Tualatin Hills Park & Recreation District  
Perspective Map D: Trailshed Analysis



**Table 10** summarizes the number of facilities within the existing system that are serviced by each trailshed. A full analysis providing a detailed look at facilities and components within each trailshed has been provided as a staff level document. Connecting two or more trailsheds increases this connectivity and the number of facilities or components accessible to users.

Column two of **Table 10** shows other trailsheds that currently have a close proximity to each summarized trailshed. Survey results indicate a great desire by residents to have a well-connected system of trails. Over time, efforts to connect trailsheds will reduce the overall complexity of this map by reducing the number of individual trailsheds and thus the number of different colors required to display the trailshed system. Because connectivity may require efforts and utilization of many different providers and partners, all trails within the District were used in this analysis. The list of alternative providers/owners for each trailshed is located in the last column of the table.



**Table 10: Trailshed Details**

Please refer to *Perspective Map D* in *Appendix C*.

TRAILSHED *	Trailsheds within 1/3 mile	THPRD Outdoor Sites	Total Outdoor Components	Acres of THPRD lands accessible from Trailshed	THPRD Indoor Facilities	Total Indoor Components	Other Trailshed Ownership **
<b>T01</b>	T1 T3 T6 T16 T17 T18 T19 T22 T23 T28 T29 T3 T35 T38 T39 T4 T43 T47 T48 T62	81	395	825	3	81	Beaverton School District City of Beaverton City of Tigard Parks Hillsboro Parks and Recreation Home Owner Association Portland Community College Tri-County Metropolitan Transportation District of Oregon (TriMet)
<b>T02</b>	T9 T15 T56 T57 T58 T59	8	33	26	1	22	Beaverton School District Portland Bureau of Environmental Services Washington County Facilities and Parks Service Division
<b>T03</b>	T 1 T 29 T 4	1	4	5.3	No Indoor Facilities	0	None
<b>T04</b>	-	1	25	67	1	20	None
<b>T05</b>	T17 T18 T20 T55	9	35	25	No Indoor Facilities	0	Beaverton School District City of Beaverton
<b>T06</b>	T01	1	9	7	No Indoor Facilities	0	Hillsboro Parks and Recreation
<b>T07</b>	T09 T032 T38	6	16	13	No Indoor Facilities	0	Beaverton School District City of Beaverton
<b>T08</b>	T11 T34 T46 T54	4	28	43	1	24	None

<b>TRAILSHEDED *</b>	<b>Trialsheds within 1/3 mile</b>	<b>THPRD Outdoor Sites</b>	<b>Total Outdoor Components</b>	<b>Acres of THPRD lands accessible from Trailshed</b>	<b>THPRD Indoor Facilities</b>	<b>Total Indoor Components</b>	<b>Other Trailshed Ownership **</b>
<b>T09</b>	T02 T07 T20 T32 T49 T50 T51 T52 T55 T57 T59	22	132	197	3	29.0	Beaverton School District City of Beaverton City of Tigard Parks
<b>T10</b>	T11 T25 T26 T34	2	9	9.5	1	3	None
<b>T11</b>	T08 T10 T14 T25 T34 T42	3	15	16	No Indoor Facilities	0	Tri-County Metropolitan Transportation District of Oregon (TriMet)
<b>T12</b>	T36 T37	1	21	17	No Indoor Facilities	0	None
<b>T13</b>		1	10	214	1	5	None
<b>T14</b>	T11 T33	4	14	11	No Indoor Facilities	0	Oregon Department of Transportation Tri-County Metropolitan Transportation District of Oregon (TriMet)
<b>T15</b>	T02 T56	2	7	6	No Indoor Facilities	0	None
<b>T16</b>	T01 T17 T18 T62	6	13	79	No Indoor Facilities	0	None
<b>T17</b>	T01 T05 T16 T17 T18 T20 T35 T38 T39	3	9	44	No Indoor Facilities	0	None
<b>T18</b>	T01 T05 T16 T17 T35	5	15	49	No Indoor Facilities	0	None
<b>T19</b>	T01	5	8	45	No Indoor Facilities	0	None
<b>T20</b>	T05 T09 T17 T32 T35 T38 39	5	22	39	No Indoor Facilities	0	City of Beaverton
<b>T21</b>	T26 T27 T44	2	6	9	No Indoor Facilities	0	None

TRAILSHEDED *	Trialsheds within 1/3 mile	THPRD Outdoor Sites	Total Outdoor Components	Acres of THPRD lands accessible from Trailshed	THPRD Indoor Facilities	Total Indoor Components	Other Trailshed Ownership **
T22	T01 T054	2	70	98	No Indoor Facilities	0	None
T23	T01 T24 T43	2	7	21	No Indoor Facilities	0	None
T24	T23 T43	3	11	109	No Indoor Facilities	0	None
T25	T10 T11 T26 T42	5	22	40	No Indoor Facilities	0	None
T26	T10 T21 T25 T27	3	18	36	No Indoor Facilities	0	None
T27	T21 T26 T44	2	6	9	No Indoor Facilities	0	None
T28	T01	7	19	78	No Indoor Facilities	0	None
T29	T01 T03	3	16	51	No Indoor Facilities	0	Beaverton School District
T30	T01 T45	3	16	8	No Indoor Facilities	0	None
T31	T48	2	8	5	1	3	Beaverton School District
T32	T07 T09 T20 T38 T39	4	11	6	No Indoor Facilities	0	Beaverton School District City of Beaverton
T33	T14 T34 T41 T46	2	19	11	No Indoor Facilities	0	None
T34	T08 T10 T11 T33	1	8	2	No Indoor Facilities	0	None
T35	T01 T17 T18 T20 T38 T39	6	23	38	No Indoor Facilities	0	None
T36	T12	4	27	24	1	3	None
T37	T12 T51	3	4	16	No Indoor Facilities	0	Beaverton School District
T38	T01 T07 T17 T20 T32 T35 T39	9	27	43	No Indoor Facilities	0	None

TRAILSHEDED *	Trialsheds within 1/3 mile	THPRD Outdoor Sites	Total Outdoor Components	Acres of THPRD lands accessible from Trailshed	THPRD Indoor Facilities	Total Indoor Components	Other Trailshed Ownership **
T39	T01 T17 T20 T32 T35 T38	8	25	41	No Indoor Facilities	0	None
T40	T03 T04	3	31	80	No Indoor Facilities	0	None
T41	T33 T46	4	16	12	No Indoor Facilities	0	None
T42	T11 T25	4	17	24	No Indoor Facilities	0	None
T43	T01 T23 T24	2	9	101	No Indoor Facilities	0	None
T44	T21 T27	1	6	3	No Indoor Facilities	0	None
T45	T30	3	16	8	No Indoor Facilities	0	None
T46	T08 T33 T41	2	19	11	No Indoor Facilities	0	None
T47	T01	3	11	20	No Indoor Facilities	0	None
T48	T01 T31	1	4	0.5	No Indoor Facilities	0	Tri-County Metropolitan Transportation District of Oregon (TriMet)
T49	T09 T55 T59	4	15	51	No Indoor Facilities	0	None
T50	-	3	22	27	1	2	None
T51	T01 T16 T37	3	10	8	No Indoor Facilities	0	Beaverton School District
T52	T60	1	8	4	No Indoor Facilities	0	None
T53	-	2	7	52	No Indoor Facilities	0	Hillsboro Parks and Recreation
T54	T08 T22	3	19	24	No Indoor Facilities	0	None

TRAILSHED *	Trialsheds within 1/3 mile	THPRD Outdoor Sites	Total Outdoor Components	Acres of THPRD lands accessible from Trailshed	THPRD Indoor Facilities	Total Indoor Components	Other Trailshed Ownership **
T55	T05 T09 T49	5	20	9	No Indoor Facilities	0	None
T56	T02 T15 T57	1	11	9	No Indoor Facilities	0	None
T57	T02 T09 T56 T59	1	6	4	1	3	Beaverton School District
T58	T02	2	5	8	No Indoor Facilities	0	Portland Bureau of Environmental Services Washington County Facilities and Parks Service Division
T59	T02 T09 T49 T57	3	29	16	1	3	Beaverton School District
T60	T52	1	10	8	No Indoor Facilities	0	None

\* This table lists THPRD trailsheds and adjacent outdoor sites and indoor facilities within 1/3-mile proximity. It is assumed that regional trails would have appropriate pedestrian crossings at major barriers or intersections; therefore, all trailsheds not identified as Regional Trails have been truncated as if pedestrian barriers were present. Facility and component totals are also included for comparison of trailshed access. This analysis assumes that access to a THPRD facility equates to access to all available components associated with that facility.

\*\* All trailsheds in this analysis include at least one trail segment owned by THPRD. Ownership of other segments within the trailshed is indicated, if available.

## B. Summary Tables

**Table 11** summarizes the statistics from all Perspectives in one place for comparison.

**Table 11: Summarized GRASP® Statistics**

Service Coverage Summary – Percent With Service	P-A: All	P-B: Walkability
<i>Study Area Percent</i>	<b>100%</b>	96%
LOS. Summary – Avg. LOS Per Acre Served	P-A: All	P-B: Walkability
<i>Study Area Score</i>	489	163
LOS. Summary – Avg. LOS Per Acre / Population Per Acre	P-A: All	P-B: Walkability
<i>Study Area Score</i>	63	21
LOS. Summary – GRASP® Indices	P-A: All	P-B: Walkability
<i>Study Area Score</i>	30	30

## C. Capacities Analysis

One of the traditional tools for evaluating service for parks and recreation is the capacity analysis. This analysis compares the quantity of assets to population. **Table 12** shows the current capacities for selected components in THPRD. This table can be used by THPRD in conjunction with other information, such as input from staff and the general public, to determine if the current capacities are adequate or not for specific components.







## D. Comparative Data

**Table 13** provides comparative data from other communities or districts sorted by ascending population figures. It is intended to show the range of results for some of the analyses that have been used in this study and where THPRD falls within those. The values in the table are intended to provide a context and comparison for the analysis, not to imply a set of standards. Results of the analyses will vary from community to community due to a number of reasons, including underlying geography, local expectations, and variations on the set of assumptions on which the analyses are based.

For example, data for some of the communities may include alternative providers, while others do not. Some may include undeveloped parks and other sites, while others do not.

The GRASP® Index may be the most useful comparison to look at in this table. The table shows that THPRD has a GRASP® Index that, while not the highest, is higher than many agencies. This suggests that the combined overall quantity and quality that its system offers to residents on a per-capita basis compares favorably to other agencies especially with those with comparable overall populations.


The Average Score/Site number is determined by dividing the Total GRASP® Value of the entire system by the number of sites. THPRD has a mid-range ranking, but one would need to recall that many low scoring natural areas factor into the overall THPRD scoring average. In general, it could be said that the developed parks in THPRD scored high, but the overall number of properties lower the average. This shows up in the analyses as high LOS coverage and values for the overall composite (**Perspective A**), but lower coverage and average LOS values for walkability (**Perspective B**).



**Table 13: Comparative Agency Data**

STATE	CITY	YEAR	POPULATION	STUDY AREA SIZE (Acres)	# OF SITES (Parks, Facilities, etc.)	TOTAL # OF COMPONENTS	AVG. # COMPONENTS per SITE	TOTAL GRASP® VALUE (Entire System)	GRASP® INDEX	AVG. SCORE/ SITE	% of TOTAL AREA w/LOS >0	AVG. LOS PER ACRE SERVED	NUMBER OF COMPONENTS PER POPULATION	AVERAGE LOS/POP DEN PER ACRE	pop den (per acre)	COMMENTS
CO	Louisville	2011	19,656	5,089	145	453	3.1	3,229	164	22	100	903	23	234	3.9	Detailed Open Space Components Included
CO	Evergreen PRD	2011	22,736	48,154	28	170	6.1	902	40	32	100	540	7	1143	0.5	1/3, 1 and 10 mile buffers
NH	Keene	2011	23,409	23,868	42	193	4.6	1,000	43	24	89	125	8	127	1.0	1/2 mile, 1 mile catchment areas
CO	Lafayette	2012	24,453	5979	74	201	3	1,300	53	18	83	175	8	43	4.1	1/2 mile, 1 mile catchment areas
ID	Post Falls	2011	29,062	24,928	35	271	7.7	1,005	35	29	71	169	9	145	1.2	1/2 mile, 1 mile catchment areas
UT	South Jordan	2006	44,276	14,081	48	172	3.6	1,578	36	33	44	30	4	9	3.1	
CA	Palm Springs	2010	50,663	60,442	16	123	7.7	1,030	20	64	62	86	2	102	0.8	
OR	Corvallis	2011	54,462	18,006	54	309	5.7	2,217	80	41	93	289	6	96	3.0	
IN	Bloomington	2008	72,032	15,001	45	258	5.7	2,125	30	47	99	197	4	41	4.8	
NC	Asheville	2007	75,948	27,027	58	378	6.5	1,043	14	18	77	323	5	115	2.8	
OR	North Clackamas	2012	115,924	23,040	93	295	3.2	2,207	19	24	97	183	3	36	5.0	
NC	Cary	2011	139,382	35,578	43	562	13.1	2,843	20	66	97	221	4	56	3.9	1/2 mile, 1 mile catchment areas
IN	South Bend	2011	164,396	65,387	64	339	5.3	2,417	15	38	72	130	2	52	2.5	1/2 mile, 1 mile catchment areas
FL	Ft Lauderdale		181,095	23,230	91	483	5.3	2,662	15	29	98	221	3	28.4	7.8	
VA	Arlington		190,000	NA	225	494	2.2	NA	NA	NA	NA	NA	3	NA	NA	
WA	Tacoma		203,984	34,133	104	488	4.7	NA	NA	NA	NA	NA	2	NA	6.0	
OR	THPRD	2012	224,627	29,097	253	1,211	5	6,843	30	27	100	489	5	63	7.7	
OK	Tulsa	2009	384,037	356,383	186	1,588	8.5	5,536	14	30	87	111	4	103	1.1	

**From: Tualatin Hills Park & Recreation District  
 Demographic Portrait and Population Forecasts 2010-2030 (Source: PSU PRC - 2012) Table 3 for THPRD: Medium Growth Scenario**

 Indicates agencies within the State of Oregon.



## E. More on Reading and Utilizing the GRASP® Perspectives

Different Perspectives can be used to determine levels of service throughout the District from a variety of views. These Perspectives can show a specific set of components, depict estimated travel time to services, highlight a particular geographic area, or display facilities that accommodate specific programming. It is not necessarily beneficial for all parts of the District to score equally in the analyses. The desired level of service for any particular location will depend on the type of service being analyzed and the characteristics of the particular location. Commercial, institutional, and industrial areas might reasonably be expected to have lower levels of service for parks and recreation opportunities than residential areas. Similarly, levels of service for retail services in high density residential areas should probably be different than those for lower density areas.

Used in conjunction with other needs assessment tools (such as a community needs survey and a public process), Perspectives can be used to determine if current levels of service are appropriate in a given location. If so, plans can then be developed that provide similar levels of service to new neighborhoods. Conversely, if it is determined that different levels of service are desired, new planning can differ from the existing District patterns to provide the desired LOS.

Each Perspective shows the cumulative levels of service across the study area when the catchment areas for a particular set of components are plotted together. As previously stated, darker shades represent areas in which the level of service is higher for that particular Perspective. It is important to note that the shade overlaying any given point on the Perspective represents the cumulative value offered by the surrounding park and recreation system to an individual situated in that specific location, rather than the service being provided by components at that location to the areas around it.

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## VIII. Findings

While 102 parks, natural areas, and outdoor sites were inventoried, along with 17 indoor facilities, some specific, and perhaps valuable, analysis was limited based on the restricted inventory. Assumed scores were used for 134 additional outdoor sites based on staff input, but some discrepancy is expected between consultant inventory techniques and staff inventory. Overall, the system is well maintained but is showing some signs of aging. However, newly developed or renovated facilities demonstrate a positive trend in regard to facility design, ambience, site amenities, component types, and detailing. This trend results in a higher level of service for the District. THPRD offers a wide range of components and facilities.

Population projections for 2020 and 2030 suggest moderate increases in a number of components to maintain current service level in the future. Due to a consistently high level of service in THPRD, a GRASP® Score of 74.7 was used as the service threshold for analysis. This threshold is the equivalent of access to the average THPRD neighborhood park and a multi-use trail within 1/3-mile proximity.

Areas currently identified as having exceptional service are associated with HMT Recreation Complex, PCC Rock Creek, and facilities in the south-central area of THPRD. In addition, Tualatin Hills and Cooper Mountain nature parks add substantially to service level in their respective service areas.

Overall level of service meets or exceeds the service threshold in 99 percent of the District. A gap in service exists only in the northeast corner of THPRD, but opportunity exists to fill this service gap by developing the Teufel property.

When analyzed for walkability, areas do exist with limited or no service. For the purposes of this study, proximity within a 15-minute walk or half-mile radius to facilities was used. In addition, this analysis accounts for impact of arterial roadways as barriers. Potential target areas were identified where connectivity and walkable level of service should be enhanced. Some areas identified in this study as being below threshold or without service are as a result of land-use patterns and restricted-use private facilities (e.g. Nike World Headquarters). Further examination based on actual population shows that 75 percent of the population has walkable access at or above the service threshold; however, median household income differs in areas served versus underserved or non-service areas by nearly \$10,000 annually.

THPRD offers a variety of larger, community-oriented, or regional facilities which are most likely accessed by car. These facilities have unique offerings, extensive resources, or specialized components. For the purposes of this analysis, a five-mile radius from select facilities or an approximate 10-minute drive time was used. Added value for access within one-mile was also given. Community access to highly-developed or specialized facilities meets or exceeds level of service standard throughout THPRD. When level of service comparisons were done based on potential users for the two large facilities at HMT and PCC Rock Creek, the level of service was found to be very comparable on a per capita basis.

Similar analysis of community park facilities, however, indicates a wider range of level of service. Much of this is based on recent upgrades to some facilities at higher scoring parks and planned improvements that are not yet funded or implemented at lower scoring parks.

Finally, while THPRD has a variety of trail opportunities and a great central spine trail, the system lacks great connectivity both with trails connecting to trails and trails connecting to recreation facilities. The detailed analysis shows many opportunities for improvements and the development of a well-connected system in the future.



## IX. Comprehensive Plan Recommendations

The previous Comprehensive Plan outlined eight umbrella goals, supporting objectives, and actions to help meet park, recreation, and trails needs over the next 20 years:

**Goal 1:** Provide quality neighborhood and community parks that are readily accessible to residents throughout the District’s service area.

**Goal 2:** Provide quality sports and recreation facilities and programs for Park District residents and workers of all ages, cultural backgrounds, abilities, and income levels.

**Goal 3:** Operate and maintain parks in an efficient, safe, and cost effective manner, while maintaining high standards.

**Goal 4:** Acquire, conserve, and enhance natural areas and open spaces with the District.

**Goal 5:** Develop and maintain a core system of regional trails, complemented by an interconnected system of community and neighborhood trails, to provide a variety of recreational opportunities such as walking, biking, and jogging.

**Goal 6:** Provide value and efficient service delivery for taxpayers, patrons, and others who help fund Park District activities.

**Goal 7:** Effectively communicate information about Park District goals, policies, programs, and facilities among District residents, customers, staff, District advisory committees, the District Board, partnering agencies, and other groups.

**Goal 8:** Incorporate principles of environmental and financial sustainability into the design, operation, improvement, maintenance, and funding of Park District program and facilities.

The following key level of service recommendations reflect short-term and longer-term capital development and improvement strategies that correspond to the community’s unmet needs and priority investments for critical parks and recreation services. Each recommendation area corresponds to one or more of the referenced goals.

- [Develop a Trails Functional Plan](#)
- [Use Strategies to Address Low Functioning/Low Scoring Components](#)
- [Conduct Ongoing Review of GIS Data](#)
- [Complete Inventory and Updated LOS Analysis](#)
- [Use Current Analysis to Guide Development](#)
- [Address Walkable LOS](#)
- [Consider Design/Development Criteria](#)
- [Conduct Field Capacity Analysis](#)
- [Explore Opportunities for Enterprise Facilities or Additional Amenities](#)
- [General Improvement and Acquisition Recommendations](#)

## A. Update the Functional Trails Plan

### *Contributes to the fulfillment of Goal 5.*

THPRD should update its functional trails plan. The plan should address connectivity of trailsheds to each other and to recreational opportunities while keeping in mind the ever expanding need for bike commuter connectivity as well. Trail connectivity also should address connecting people to trails through wayfinding, well placed trailheads, and digital and hard copy mapping. With a broad user base and multiple ownership and management entities, trails standards and development guidelines should be implemented.

Walkability can be greatly improved by connecting trailsheds and spur connections to the main regional trails through appropriate crossing at major pedestrian barriers, by increasing the number of trails, and by improving connectivity to recreational opportunities.

## B. Use Strategies for Addressing Low-Scoring/Functioning Components

### *Contributes to the fulfillment of Goal 1.*

The inventory process for the master plan included rating components throughout the system on their functionality. Components whose functionality is below expectations were identified and scored with a “1.” A list of these can easily be extracted from the inventory dataset. However, in the case of a limited inventory, it is perhaps better to look at recurring themes or trends that seemed apparent in the facilities most recently visited as part of this study.

1. Component is underdeveloped for the site or seems lacking
  - Playground with swings only
  - Trailhead with no amenities—benches, water, shelter
  - Historic site with limited interpretation
2. Shared resources
  - Multi-use fields overlap with ballfields
3. Inconvenient placement
  - Horseshoe pits placed away from picnic area
4. Insufficient parking and poor parking lot conditions
5. Aging or outdated components or a need for replacement/maintenance
  - Cracks in a concrete hitting wall
  - Wall partitions on basketball courts
  - Tennis court in need of resurfacing
  - Volleyball posts missing a net

## 6. Erosional issues

- Engineered Wood Fiber (EWF) washing out of playgrounds without curb walls

By raising the score of a component, you are also raising the Level of Service in your community. But deciding how to do this may seem daunting. A strategy for addressing the repair, refurbishment, replacement, or re-purposing of low-functioning components should begin with the following steps. This should be done for each individual component in the inventory that is not functioning up to expectations.

1. Determine why the component is functioning below expectations. Was it poorly conceived in the first place? Is it something that was not needed to begin with? Is it the wrong size, type, or configuration? Is it poorly placed, or located in a way that conflicts with other uses or detracts from its use? Have the needs changed in a way that the component is now outdated, obsolete, or no longer needed? Has it been damaged, or has the maintenance of the component simply been deferred or neglected to the point where it no longer functions as intended?
2. Another possibility is that the component scored low because it is not available to the public in a way that meets expectations. For example, a facility might be rated low because it is leased to a private group and access by the general public is limited. This may be a perfectly acceptable situation and appropriately scored; however, the service is at a lower value because of the limitations on access.
3. Another example would be when a component is old, outdated, or otherwise dysfunctional, but has historic or sentimental value. An example would be an old structure in a park such as a stone barbecue grill, or other artifact that cannot be restored to its original purpose, but which has historic value.

Depending on the answers from the first step, a strategy can be selected for addressing the low-functioning component:

1. If the need for that type of component in its current location still exists, then the component should be repaired or replaced to match its original condition as much as possible. Examples of this would be playgrounds with old, damaged, or outdated equipment, courts with poor surfacing, or missing nets.
2. If the need for that type of component has changed to the point where the original one is no longer suitable, then it should be replaced with a new one that fits the current needs. For example, if a picnic shelter is too small for the amount of use currently demanded, it may be replaced with a new, larger one.
3. If a component is poorly located, or was poorly designed to start with, consideration should be given to relocating, redesigning, or otherwise modifying it. An example would be an amphitheater next to a street that was once small and quiet but is now loud and busy. The noise from the street makes it undesirable to use the amphitheater for its intended purpose. If there is still a need for this type of facility at this park, then consideration should be given to relocating it or redesigning it to provide screening from traffic and other noise.

4. If a component is no longer needed because of changing demands, then it should be removed unless it can be maintained in good condition without excessive expense, or unless it has historic or sentimental value. Some inline hockey rinks may fall into this category. If a rink has been allowed to deteriorate because the community has no desire for inline hockey, then it could be repurposed for another use such as a basketball or tennis court, multi-use play-pad, or perhaps a skate park. It could even become something unusual, like a trike-track course. Or it could become the surface for a large group picnic shelter. Another possibility might be to install outdoor fitness stations and make it an “outdoor gym.”

The choice of what to put in the rink’s place should be made with input from the community. This could be done with a simple intercept survey, door-hung questionnaire, or by contacting a neighborhood organization. It makes no sense to replace something that the neighborhood no longer needs with something else it does not need.

If no appropriate alternative use for the rink or the space it occupies is identified, it should be removed to avoid a blighted appearance, and the space should be integrated into the rest of the park with landscaping.

It is possible that through ongoing public input, and as needs and trends evolve, new needs will be identified for existing parks. If there is no room in an existing park for new needs, the decision may be made to remove or re-purpose an existing component, even if it is quite functional. An example of this could be found in many communities over the past couple of decades. As the popularity of tennis declined and demand for courts dropped off, perfectly good courts were sometimes converted into skate parks or inline rinks. In most cases this was an interim use, intended to satisfy a short-term need until a decision could be made to either construct a permanent facility or let the passing fad fade. The need for inline rinks now seems to have diminished, while temporary skate parks on tennis courts have been moved to permanent locations of their own and have become more elaborate facilities as skateboarding and other wheel sports have grown in popularity and permanence.

Another example of this can be found in the re-purposing by one community of a ball diamond into a dog park. The ball diamond is well-suited for use as a dog park because it is already fenced, and the combination of skinned infield where the dogs enter and natural grass in the outfield where traffic is spread out is ideal.

It is likely that in time this facility will either become a permanent facility designed specifically to meet the needs of people recreating with their dogs, or such a facility will be constructed elsewhere to suit that purpose. It could turn out that dog parks fade in popularity like inline hockey rinks, or are replaced with some other facility that dog owners prefer even more than the current dog park model. Meanwhile, the use of the ball diamond for this purpose is a good interim solution.

Trends to keep an eye on while deciding what to do with low-functioning facilities, or determining how to make existing parks serve the needs of residents as highly as possible, include things like:

1. Dog parks continue to grow in popularity. This may have something to do with an aging demographic in America, with more “empty-nesters” transferring the attention they once gave to their children, who are now grown, to their pets. It is also an important form of socializing for people who may have once socialized with other parents in their child’s soccer league, and now that the kids are grown, they are enjoying the company of other dog owners at the dog park. For singles, a dog park can be a good place to meet people.
2. Skateboarding and other wheel sports continue to grow in popularity. Making neighborhood parks skateable and distributing skating features throughout the community provides greater access to this activity for younger people who cannot drive to a larger, centralized skate park.
3. A desire for locally-grown food and concerns about health, sustainability, and other issues is leading to the development of community food gardens in parks and other public spaces.
4. Events in parks, from a neighborhood “movie in the park” to large festivals in regional parks, are growing in popularity as a way to build a sense of community and generate revenues.
5. Spray parks are growing rapidly in popularity, even in cooler climates. A wide and growing selection of products for these is raising the bar on expectations and offering new possibilities for creative facilities.
6. New types of playgrounds are emerging, including discovery play, nature play, adventure play, and even inter-generational play. Some of these rely upon movable parts, supervised play areas, and other variations that are different from the standard fixed “post and platform” playgrounds found in the typical park across America.
7. Integrating nature into parks by celebrating and featuring natural areas is a trend for a number of reasons. These include a desire to make parks more sustainable and introduce people of all ages to the natural environment. An educational aspect is an important part of these areas.

## **C. Conduct Ongoing Review of GIS Data**

### ***Contributes to the fulfillment of Goal 3.***

While the District maintains an excellent GIS database, inconsistencies were found during this study. THPRD should continue to maintain, add, and review all GIS data. GIS data specific to component locations has been developed during this study. That data should be incorporated into the overall database. Additional component data for sites and facilities not included in this plan should be collected and added to the database.

1. GIS boundaries for individual sites and facilities should be reviewed and updated.

## D. Complete Inventory and Updated LOS Analysis

### *Contributes to the fulfillment of Goal 3.*

A great deal of effort and resources were committed to the current process. Plans should be made to complete the full inventory of all assets and update all mapping.

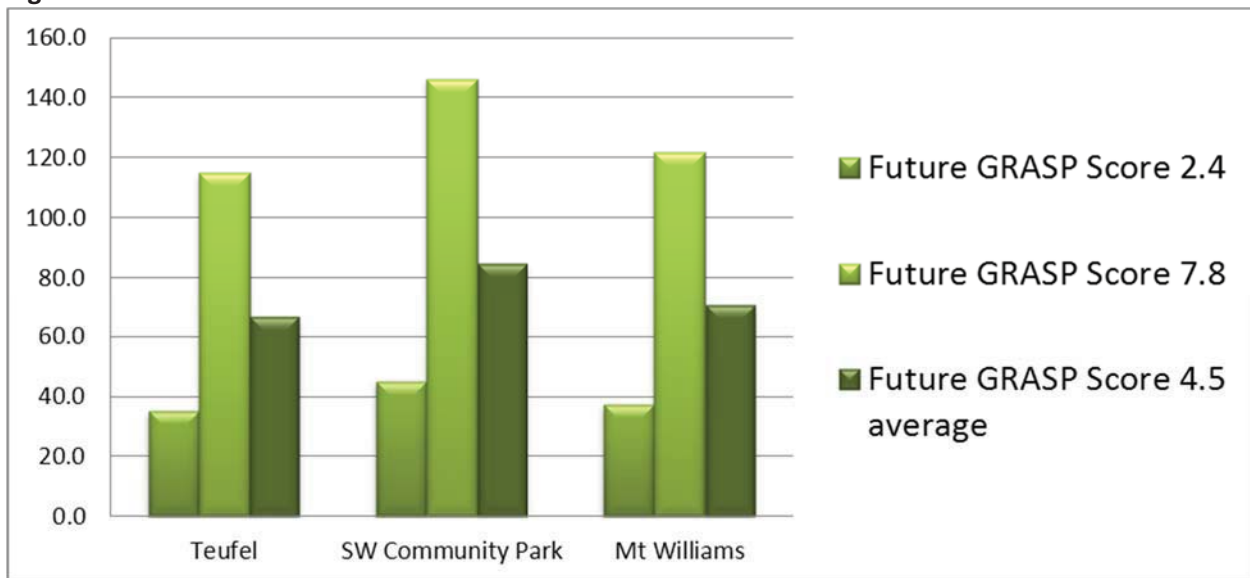
## E. Use Current Baseline GRASP® Analysis to Guide Future Park Development

### *Contributes to the fulfillment of Goal 1.*

Current park scoring and service area population can be used as a baseline for future park development. From **Figure 21** (Future GRASP® Index), it is known that current level of service for community parks ranges from 2.4 to 7.8 with the average being 4.5. Using the current population within three miles of these currently undeveloped sites, projected level of service can be calculated that would be consistent with the existing baseline ratios. **Figure 21** shows ranges of development goals for future community parks at Teufel, SW Community Park, and Mt. Williams. These overall GRASP® scores in the range of 66 to 84 would be consistent with the current level of development at Cedar Hills Park and Commonwealth Park. **Table 14** shows the number and types of components at those two parks for reference.

1. Based on comparison to the existing parks in this category, this would mean all three of these new parks would fall somewhere in the range of development of Cedar Hills Park and Commonwealth Park. **Table 14** shows the actual components would range somewhere between 12 and 14 components.

**Figure 21: Future GRASP® Index**





**Table 14: New Park Development Component Range**

LOCATION	Total Components	Acres	Ballfield	Bocce Ball	Educational Experience	Fishing	Garden, Community	Loop Walk	MP Field, Large	Natural Area	Open Turf	Open Water	Picnic Grounds	Playground, Local	Restroom	Tennis	Volleyball	Water Access, Developed
Cedar Hills Park	14	10	1	3			1		1		1		1	1	1	2	2	
Commonwealth Lake Park	12	21			1	1		1	1	1	1	1		1	1			3

- As with all park development, this analysis is not meant to replace localized planning efforts or the community input process, instead to give general guidelines.

## F. Address Walkable Level of Service

### *Contributes to the fulfillment of Goal 1.*

Address Walkable Level of Service in areas where service is currently below the threshold and areas that are currently not served. **Map PB-5 (Figure 10)** shows these areas. Examples of components to consider include:

- Community gardens, typically provided in neighborhood parks or dense urban areas – redevelopment projects are opportunities for these.
- Dog parks or dog off leash areas (DOLA) in neighborhoods or urban parks.
- Spray features or spray grounds in neighborhood parks.
- More picnic areas/shelters in neighborhood parks.

## G. Consider Design/Development Criteria

### *Contributes to the fulfillment of Goal 1.*

- Put appropriate amenities in the right sized park – such as destination playgrounds in regional or community parks, and include adequate parking and comfort facilities.

***Contributes to the fulfillment of Goals 3 and 8.***

2. New development should follow US Green Building Coalition LEED® standards (or other applicable sustainability program), Universal Design (ADA), and Crime Prevention through Environmental Design (CPTED) principles.

***Contributes to the fulfillment of Goals 2 and 6.***

3. Co-locate aquatics and recreation centers for operational efficiency.
4. Re-purpose areas/create flexible spaces.

***Contributes to the fulfillment of Goal 3.***

5. Develop a set of criteria for when a park has permanent restrooms versus using port-a-lets.

## **H. Conduct a Field Capacity Analysis**

***Contributes to the fulfillment of Goal 2.***

Conduct a field hour capacity analysis for peak times. Compare what is scheduled to what is actually used. Also analyze percent of players who are District versus non-District residents. Prioritize usage and convert high-use, District-owned fields into synthetic turf and/or lighted fields where an opportunity or demand exists.

## **I. Explore Opportunities for Enterprise Facilities or Additional Amenities**

***Contributes to the fulfillment of Goal 2.***

Consider the following enterprise ventures which can become enterprise funded and/or contribute to the overall operating fund as revenue positive services.



[http://img.archiexpo.com/images\\_ae/photo-g/indoor-skatepark-63496-1574531.jpg](http://img.archiexpo.com/images_ae/photo-g/indoor-skatepark-63496-1574531.jpg)

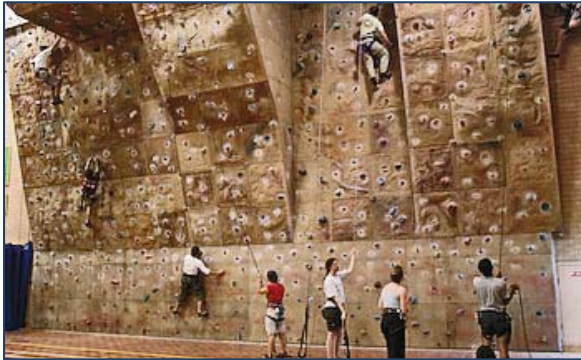
1. Indoor Adventure: skate park, batting house, field house, climbing wall, Parkour course at a leased space; location TBD.



[http://images.gadmin.st.s3.amazonaws.com/n35166/images/detail/pds-parcours-enfant\\_2-1.jpg](http://images.gadmin.st.s3.amazonaws.com/n35166/images/detail/pds-parcours-enfant_2-1.jpg)



[http://anumc.mnu.edu.au/files/climbing\\_wall\\_0.jpg](http://anumc.mnu.edu.au/files/climbing_wall_0.jpg)



<http://images.gadmin.st.s3.amazonaws.com/n15022/images/buehne/orig-6.jpg>

2. Tree to Tree Zip line at HMT campus



[www.locogringo.com](http://www.locogringo.com)

3. Water Park (indoor/outdoor combo); at a location TBD



<http://www.pickensprogressionline.com/images/2013/Front-waterpark.jpg>

4. Slide and waterplay features like a water bucket and sprays at Somerset West Swim Center (outdoor pool)

Consider adding a “red light – green light” for each waterslide to eliminate the need for a lifeguard at the top of the slides. Many agencies have successfully argued the merits of this operational and staff change with the health department because the lifeguard still has a line of sight from the bottom of the slide, and can discipline violators when the participant reaches the bottom.



5. Public fitness space at HMT



<http://www.rit.edu/studentaffairs/criv/images/Indoor-Fitness-Center-Big.jpg>



<http://www.treadmillreview.com/wordpress/wp-content/uploads/2012/09/treadmill-indoor-exercise.jpg>



<http://blog.fitnessstown.ca/wp-content/uploads/2011/11/indoor-fitness.jpg>

## J. General Improvement and Acquisition Recommendations

***Contributes to the fulfillment of Goal 2.***

1. Update/freshen up well loved, aging infrastructure of existing facilities.
2. Continue to conduct aging facility study on each indoor space to include useful life remaining in the physical building, and also improving functionality for its intended purpose.

***Contributes to the fulfillment of Goals 1 and 2.***

3. Continue to improve ADA access.



***Contributes to the fulfillment of Goal 3.***

4. Consider enclosing port-o-lets in areas without them (See page 82).

***Contributes to the fulfillment of Goal 4.***

5. Continue to look for opportunities to acquire natural resources and open space, as this is a high value on the survey and is a goal from the 2006 Strategic Plan.

***Contributes to the fulfillment of Goal 6.***

6. In accordance with the District's Eight Goals outlined in the 2006 Strategic Plan of the Comprehensive Plan – Develop Future Functional Plans to include:
  - THPRD to develop their template from GreenPlay-provided examples.
  - Create 1-2 year action steps as a result of the 2013 Comprehensive Plan Update level of service recommendations (for example: gaps in service, LOS score improvements, re-purposing suggestions, etc.), the Service Portfolio and Cost Recovery recommendations from the Service and Financial Sustainability Analysis – separate project (divestments, collaborations, cost recovery disconnects, etc.), and any outstanding items fulfilling the goals of the Strategic Plan.
  - Develop maintenance standards, development and design criteria, service standards, management and mitigation procedures, performance metrics, etc.
  - Develop operational and target marketing procedures and processes.
  - Coincide the planning with budget requests for annual operating and capital projects.

# Appendix A – Survey Results

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# Tualatin Hills Park & Recreation District Survey 2012



## November 2012

Prepared for:

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## METHODOLOGY

The purpose of this study was to gather public feedback on Tualatin Hills Park & Recreation District (THPRD) parks, natural areas, programs, facilities, services and other community investments. This feedback and subsequent analysis was designed to assist THPRD in the update of the *2006 Comprehensive Plan and Cost Recovery Model*.

The survey was conducted using three methods: 1) a mail-back survey, 2) an online invitation only survey, and 3) an open link online survey for members of the public who did not receive a randomly selected survey in the mail. Unless stated otherwise, the analysis herein focuses primarily on surveys received via the first two methods.

The primary list source used for the mailing was a third party list purchased from Melissa Data Corp., a leading provider of data quality solutions with emphasis on U.S., Canadian, and international address, phone verification and postal software. Use of the Melissa Data list also includes renters in the sample who are frequently missed in other list sources such as utility billing lists.

A total of 8,000 surveys were mailed to a random sample of THPRD residents in September 2012, with approximately 7,600 being delivered after subtracting undeliverable mail. The final sample size for this statistically valid survey was 428, resulting in a margin of error of approximately +/-4.7 percentage points calculated for questions at 50% response<sup>1</sup>. Results from the open link survey generated an additional 909 responses.

As responses to the open-link version of the questionnaire are “self-selected” and not part of the randomly selected sample of residents, results from the open-link questionnaire are kept separate from the mail and invitation web versions of the survey for the overall analysis. The majority of the discussion that follows focuses primarily on results from the randomly selected sample of residents.

The underlying data for the random sample responses were weighted by age, ethnicity, and by location of residence (ZIP Code) to ensure appropriate representation of THPRD residents across different demographic cohorts in the sample.

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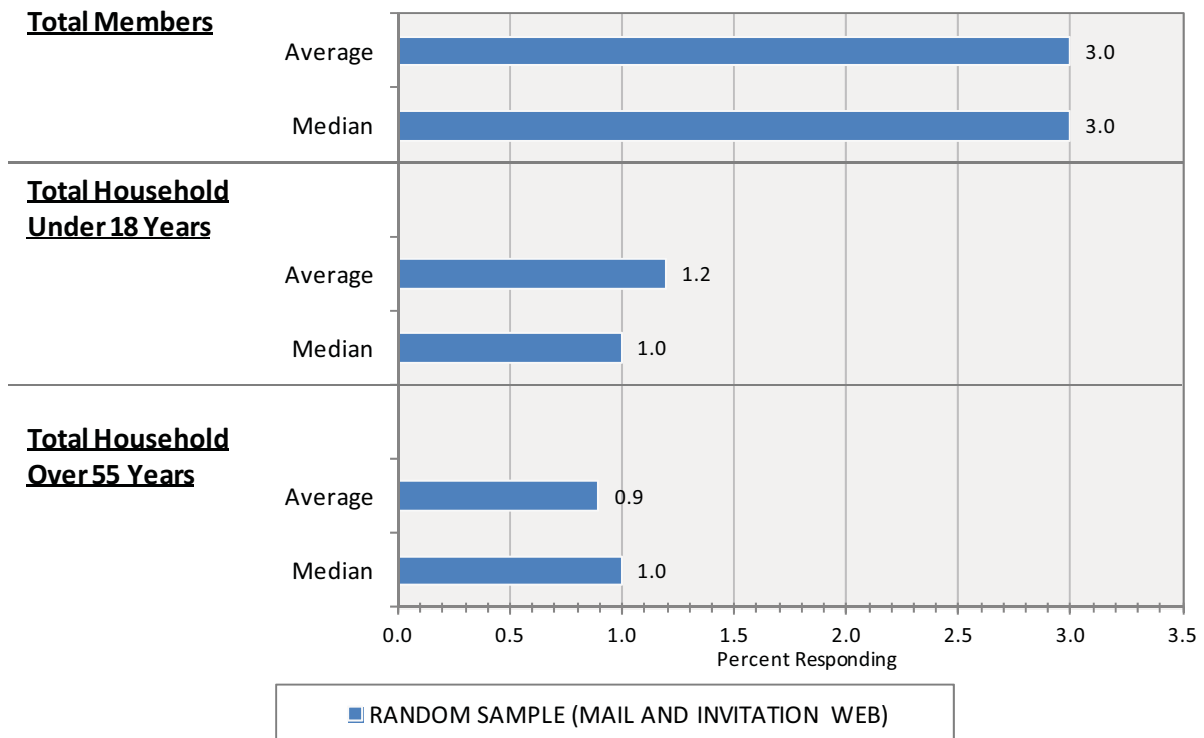
<sup>1</sup> For the total sample size of 428, margin of error is +/- 4.7 percent calculated for questions at 50% response (if the response for a particular question is “50%”—the standard way to generalize margin of error is to state the larger margin, which occurs for responses at 50%). Note that the margin of error is different for every single question response on the survey depending on the resultant sample sizes, proportion of responses, and number of answer categories for each question. Comparison of differences in the data between various segments, therefore, should take into consideration these factors. As a general comment, it is sometimes more appropriate to focus attention on the general trends and patterns in the data rather than on the individual percentages.

## RESPONDENT PROFILE

### Household Characteristics

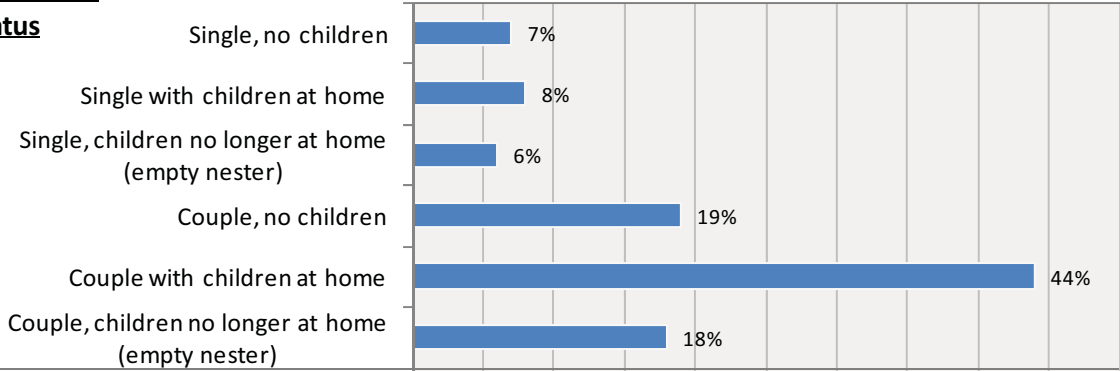
- The average household size within THPRD was 3.0 persons, with an average of 1.2 persons under 18 years old and 0.9 over 55 years old.
- Over half are households with children (52%), with another 24% as empty nesters (children grown and no longer at home). Nineteen percent were couples with no children and 7% were singles with no children.
- Household income levels were fairly evenly distributed. While only 10% earned less than \$25,000 per year, 21% earned between \$25,000 and \$49,999; 14% earned between \$50,000 and \$74,999 annually; 22% earned between \$75,000 and \$99,999; and another 22% earned between \$100,000 and \$149,999. The remaining 12% earned more than \$150,000.

**Figure 1**  
**Household Characteristics (Part 1)**

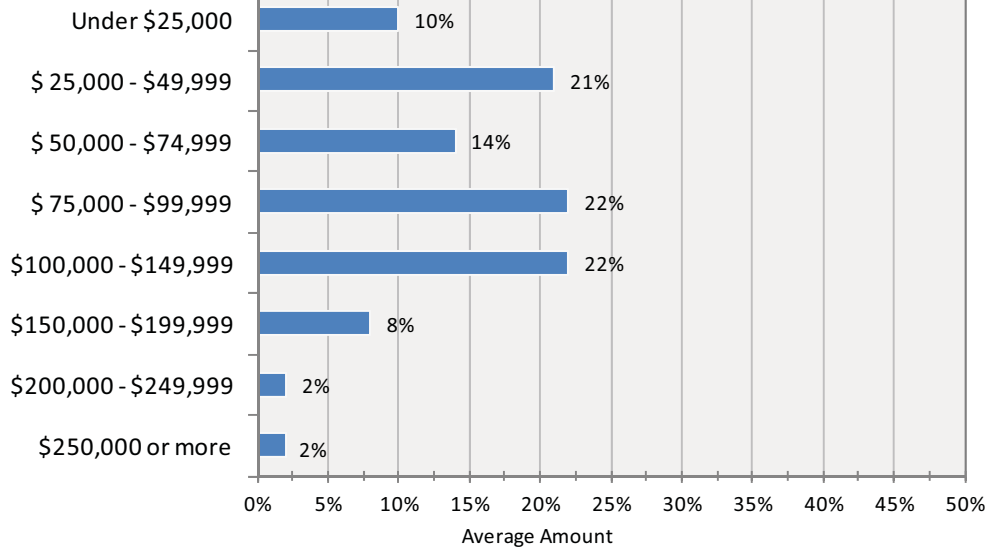


**Figure 2**  
**Household Characteristics (Part 2)**

**Household Status**



**Household Income**



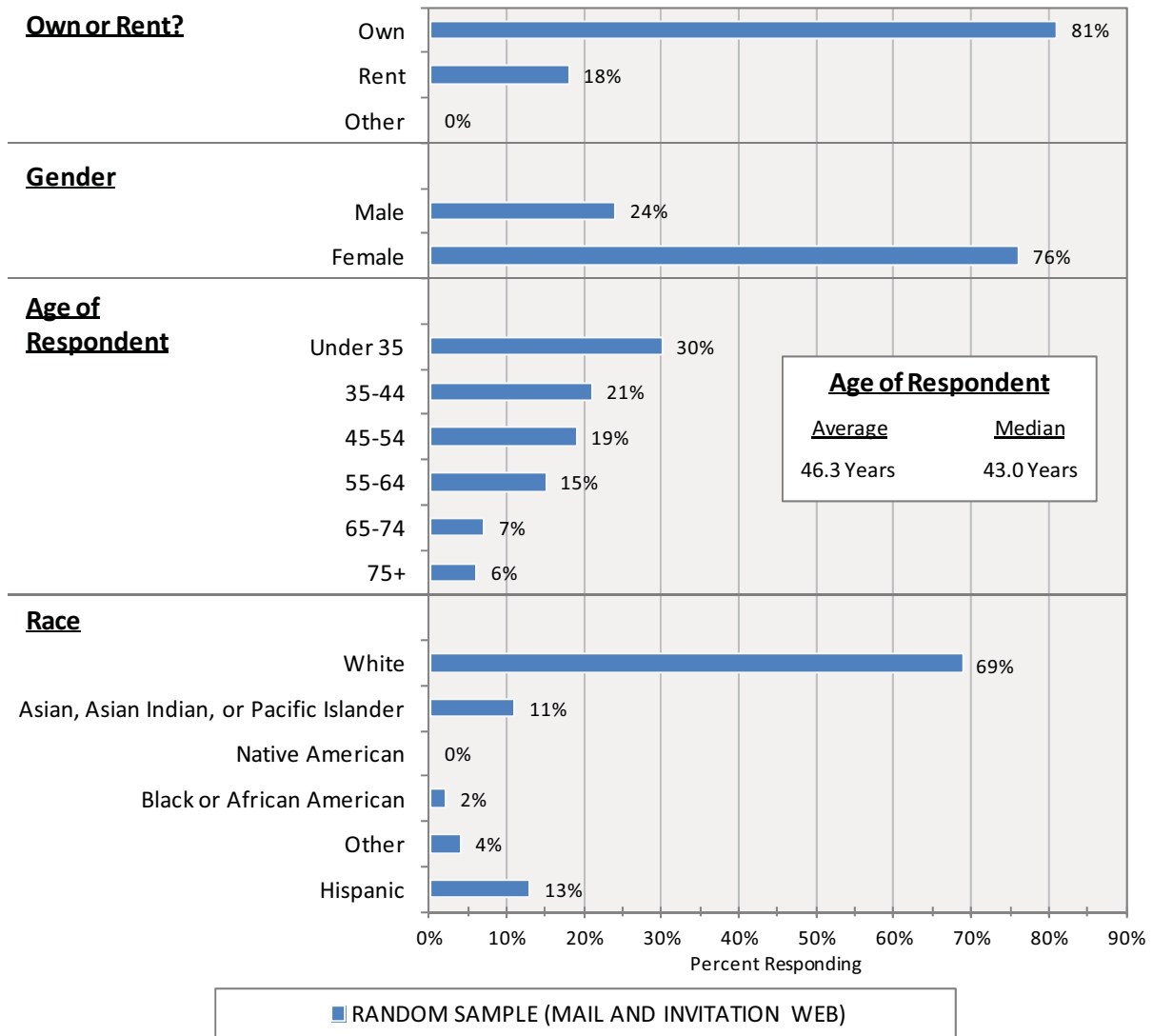
■ RANDOM SAMPLE (MAIL AND INVITATION WEB)



**Respondent Characteristics**

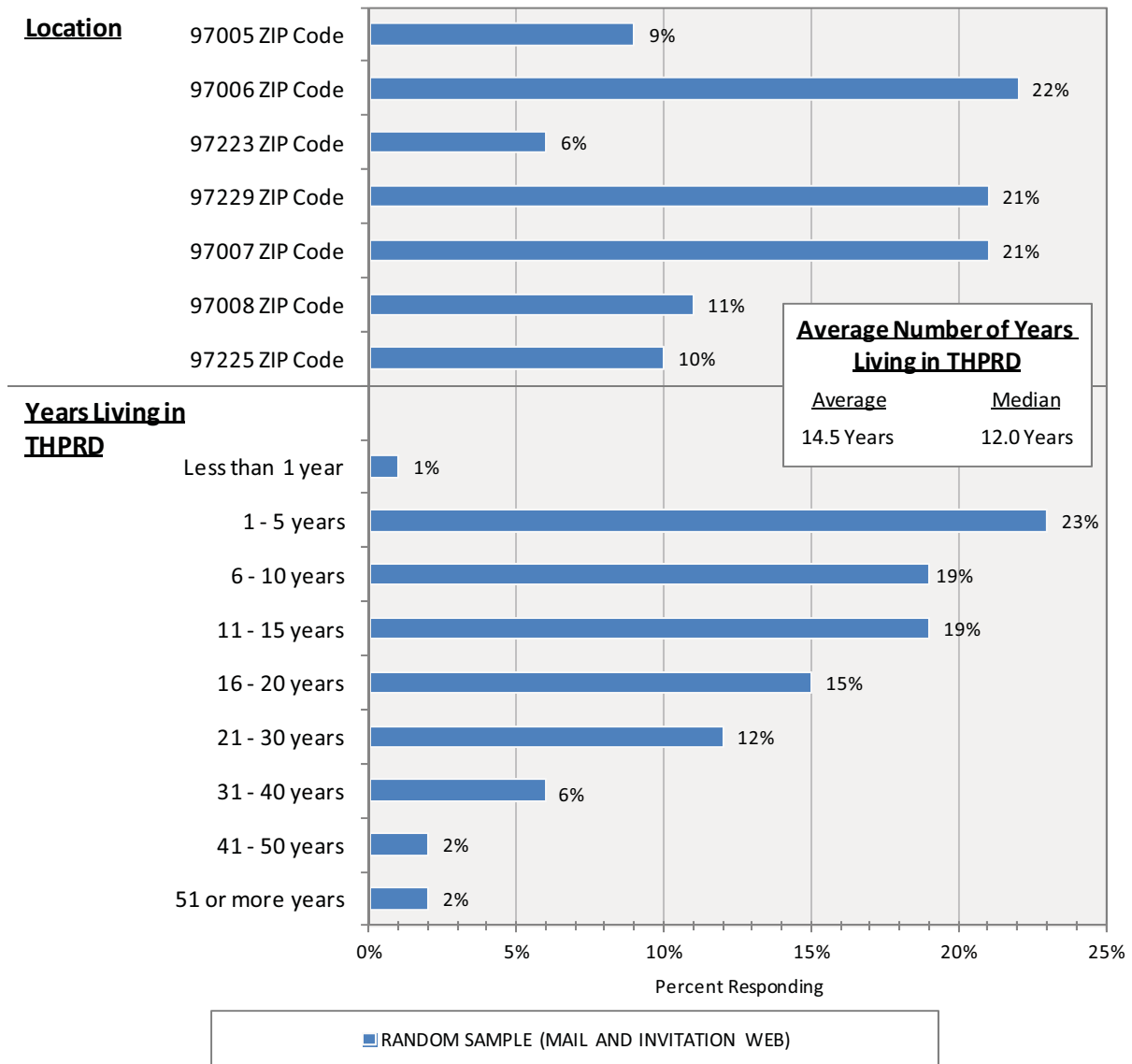
- 81% of respondents indicated they own their home while 18% rent.
- 76% of respondents were female; 24% were male.
- Average age of respondents was 46.3 years.
- With a 69% majority, white was the most frequently reported race.
- Asian, Asian Indian, or Pacific Islander accounted for 11% of the population.
- Hispanic, Latino or Spanish origin ethnicity made up 13% of the total population.

**Figure 3**  
**Respondent Characteristics (Part 1)**



- The average number of years respondents have been living in THPRD is 14.5.
- A large proportion of the THPRD population are new residents (24%), having lived in the area for five years or less.
- Nearly two-thirds of residents live in either ZIP code 97006, 97229, or 97007. About 10 percent each live in either ZIP code 97005, 97008, or 97225. The remaining 6% live in ZIP code 97223.

**Figure 4**  
**Respondent Characteristics (Part 2)**



## VALUES AND VISION

### Top Five Community Issues / Problems

When asked to rank the top five community issues/problems that respondents feel parks & recreation services should focus on positively impacting, healthy active lifestyles clearly topped the list with 68% of households.

Second tier of community issues/problems:

- Positive activities for youth (55% of households indicated this issue as one of the top five issues to address)
- Maintaining what we have (51%)
- Implementing planned parks and trails projects (51%)

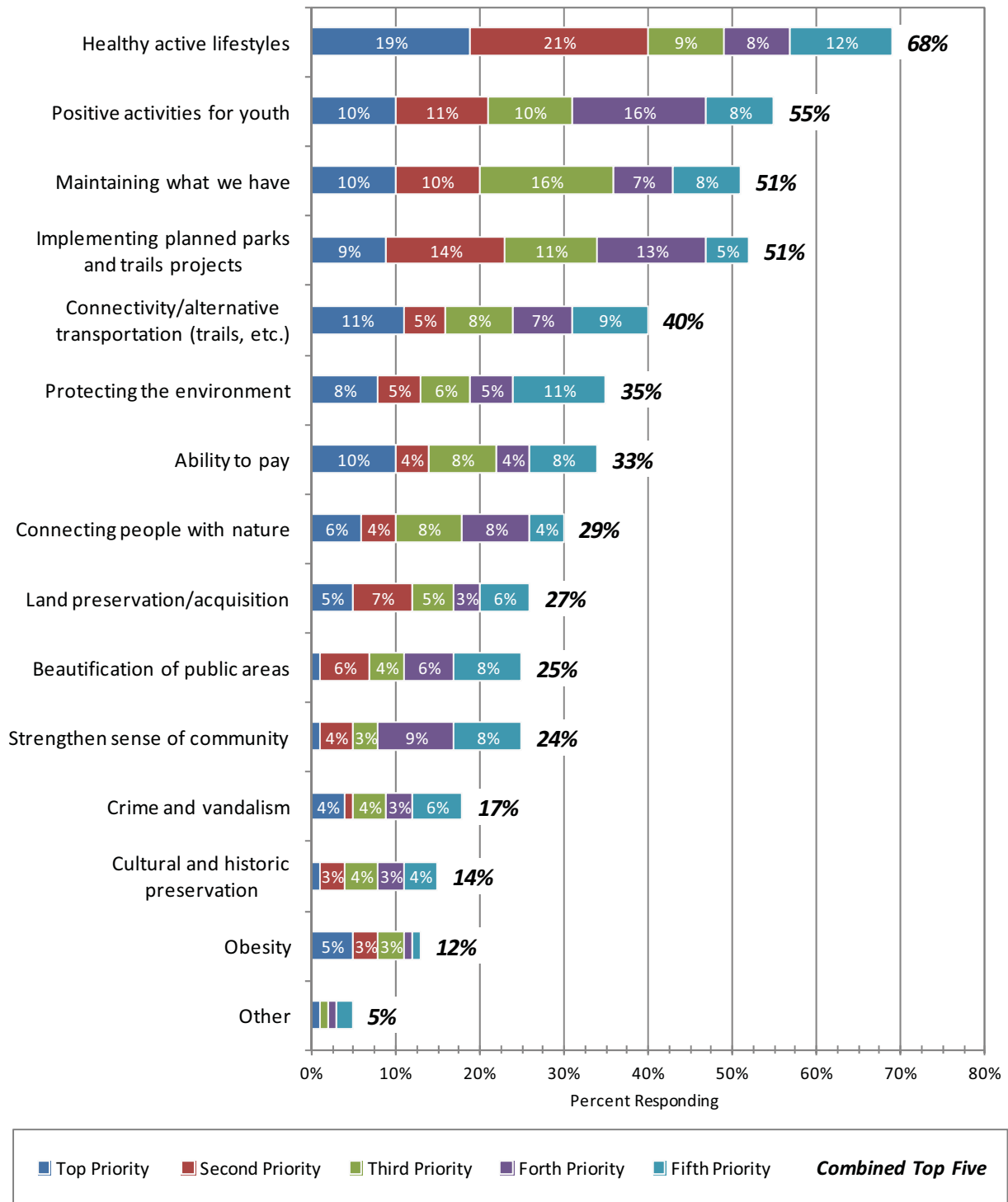
Third tier of community issues/problems:

- Connectivity/alternative transportation (trails, etc.) (40%)
- Protecting the environment (35%)
- Ability to pay (33%)
- Connecting people with nature (29%)

Although the fourth tier of issues/problems are lower on the list of priorities than the previous tiers, roughly 1 out of 4 respondents indicated the following as one of the top five most important to address:

- Land preservation/acquisition (27%)
- Beautification of public areas (25%)
- Strengthen sense of community (24%)

**Figure 5**  
**Most Important Community Issues THPRD Should Address**



## CURRENT SERVICE AND FACILITIES

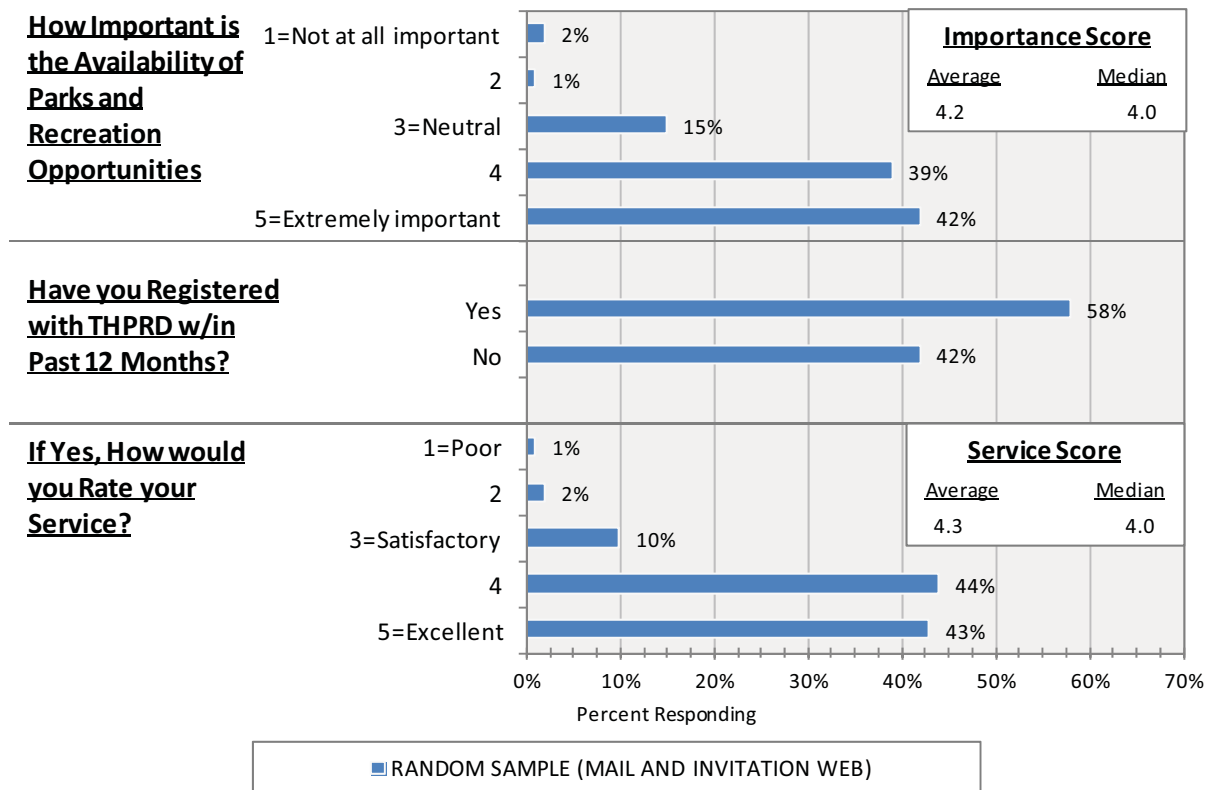
### Importance of Park and Recreation Opportunities

Respondents were asked to rank the importance of the availability of local parks & recreation opportunities in THPRD. The majority of households (81%) indicated a 4 or a 5 on a 5 point scale, where, 1=Not at All Important, and 5=Extremely Important. Correspondingly, the average rating was 4.2.

### Registration with THPRD and Ratings of Service

Respondents were also asked if they had registered with THPRD in the past year (58 percent had). Those that had done so, were asked to rate the service they received. Ratings were very favorable with an average rating of 4.3 on a 5 point scale where 5 means “excellent” and 87 percent gave service ratings of either 4 or 5.

**Figure 6**  
*Current Service and Facilities – Parks & Recreation Opportunities & Quality of Service Importance*



### Satisfaction with THPRD Facilities and Services

Respondents rated the following services and facilities with the highest satisfaction:

- Customer service (4.3 average rating on a 5 point scale where 1="Poor" and 5="Excellent")
- Quality, maintenance and safety of parks, trails and natural areas (4.3 rating)
- Parks & recreation providing a positive economic benefit to the community (4.3 rating)
- Quality and maintenance of recreation centers (4.2 rating)
- Accessibility of facilities (4.2 rating)
- Number of trails and natural areas (4.1 rating)

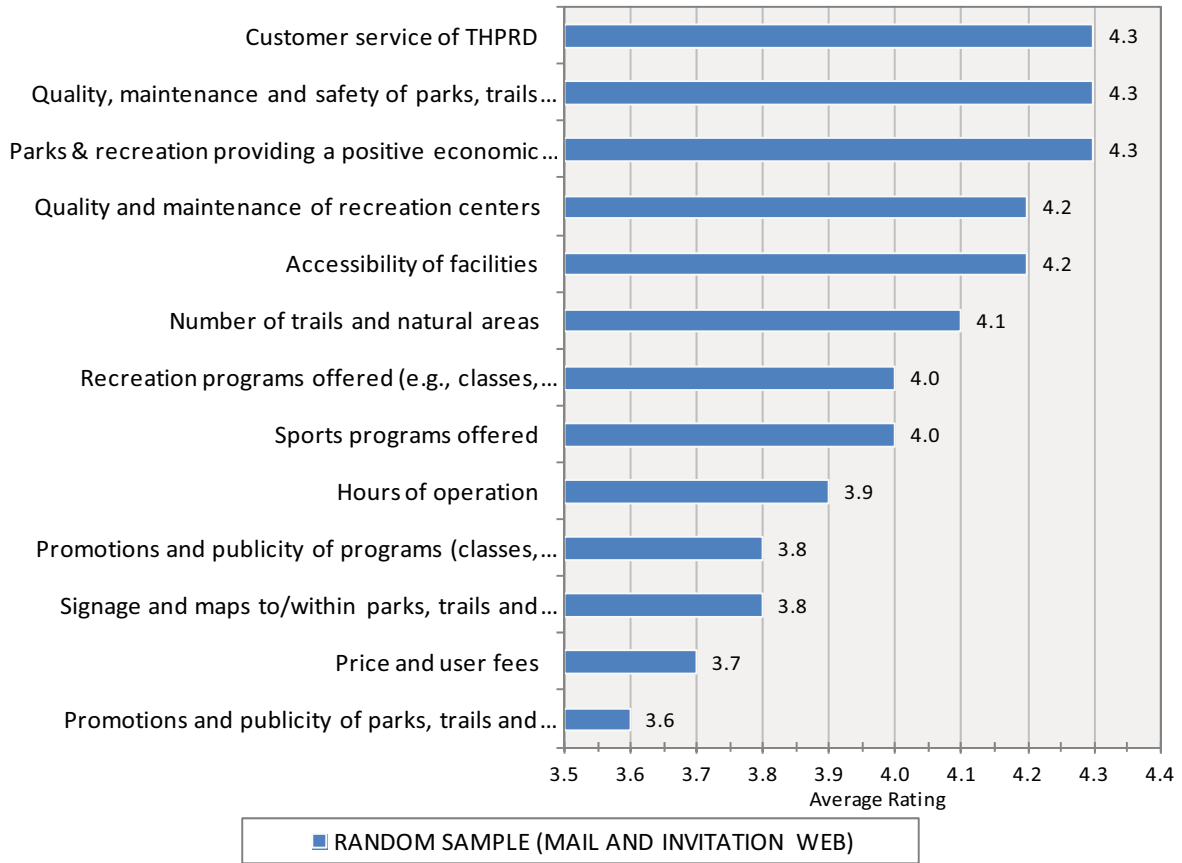
Second tier of services and facilities:

- Recreation programs offered (4.0 rating)
- Sports programs offered (4.0 rating)
- Hours of operation (3.9 rating)
- Promotions and publicity of programs (3.8 rating)
- Signage and maps to/within parks, trails and natural areas (3.8 rating)

Though all of the facilities and services listed averaged above a 3.0, or satisfactory, the lowest rated services included price and user fees (3.7 rating) and promotions and publicity of parks, trails, and natural areas (3.6 rating).

**Figure 7**

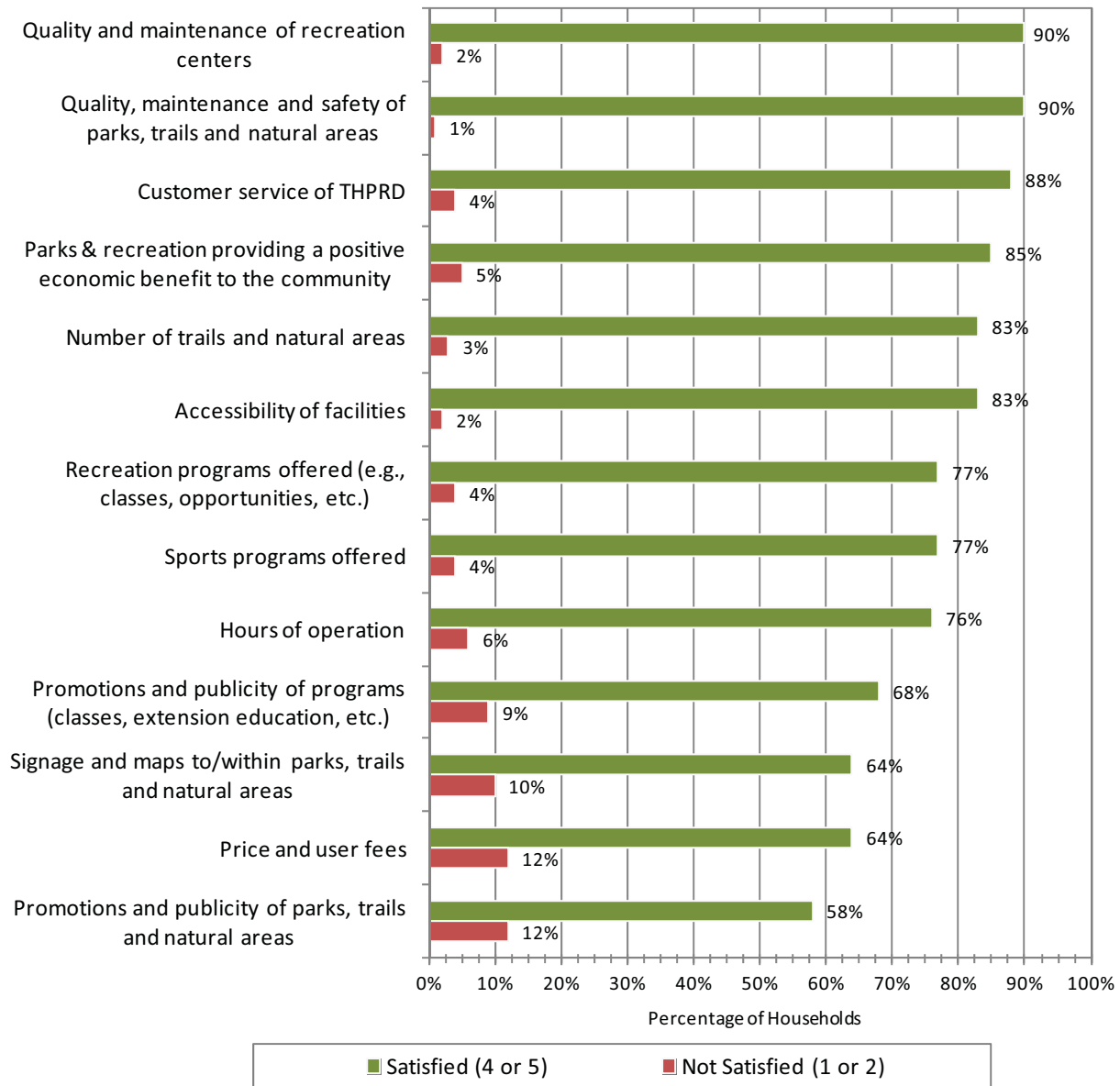
**Current Service and Facilities – Satisfaction of Current Facilities and Services – Average Rating**



Encouragingly, every listed service and facility was ranked as a 4 or 5 on a 5 point scale by a majority of respondents. At the same time, the “lowest” ranked facilities and services included promotions and publicity of parks, trails and natural areas; price and user fees; signage and maps to/within parks, trails and natural areas; and promotions and publicity of programs (all with about 10 percent ratings of 1 or 2).

**Figure 8**

**Current Service and Facilities – Satisfaction of Current Facilities and Services – Percent Satisfied vs. Not Satisfied**





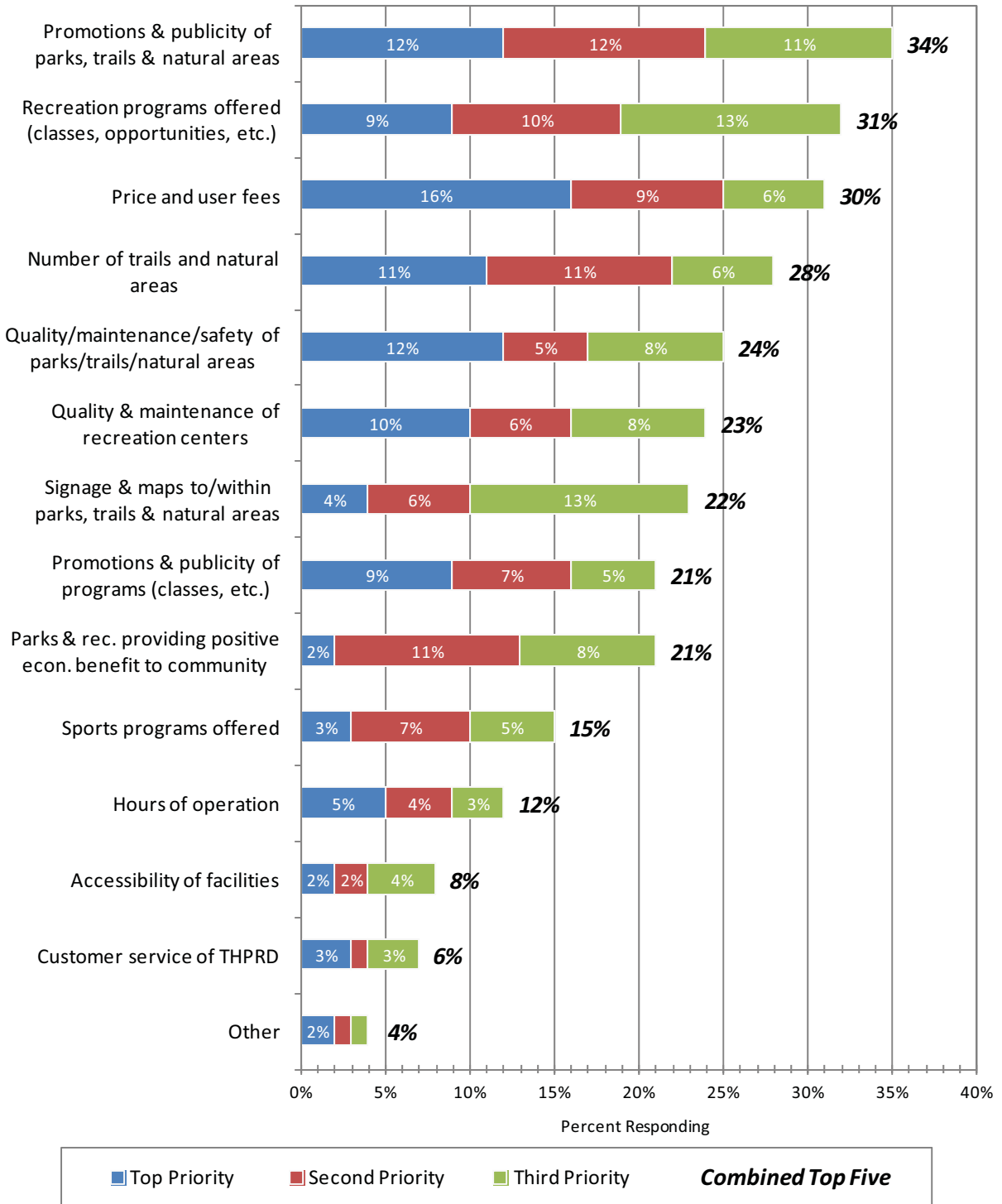
To further evaluate the priorities for improving satisfaction of THPRD facilities and services, respondents were asked to rank the top three facilities and services that need improvement. Promotions & publicity of parks, trails and natural areas topped the list of priorities at 34% of households. Thirty one percent of households indicated variety of recreation programs offered as one of the top three services that need improvement. Price and user fees followed at 30% of households.

Second tier of priorities for improvement:

- Number of trails and natural areas (28%)
- Quality, maintenance and safety of parks, trails and natural areas (24%)
- Quality and maintenance of recreation centers (23%)
- Signage and maps to/within parks, trails and natural areas (22%)
- Promotions & publicity of programs (21%)
- Parks & Recreation providing a positive economic benefit to the community (21%)

Figure 9

**Current Service and Facilities – Most Important Aspects of Services and Facilities to Improve**



## Usage Frequency

Of all facilities owned and/or operated by THPRD, residents have used parks and trails most frequently over the past year (approximately 2 to 3 times per month over the past 12 months). Natural areas, recreation centers and aquatic centers follow with at least once per month.

The following facilities were used at least once in the past year by the majority of households:

- Parks (85% of households used parks at least once over the past 12 months)
- Trails (65% of households)
- Natural areas (64% of households)

Second tier of percent of households that used facilities at least once within the past 12 months:

- Recreation Centers (46% of households)
- Aquatic Centers (45% of households)

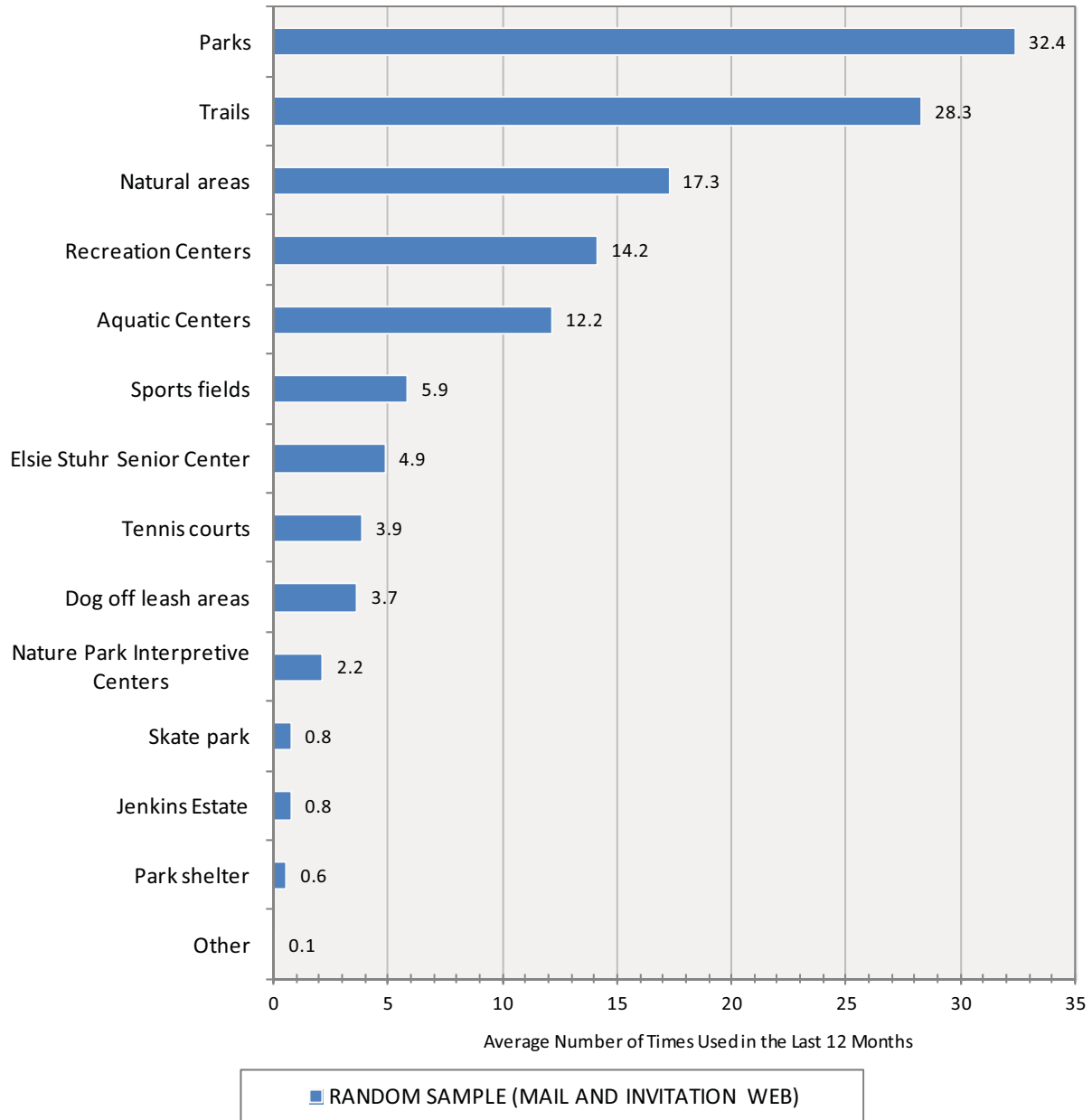
Third tier of households that used facilities:

- Nature park interpretive centers (29% of households)
- Sports fields (27% of households)
- Dog off-leash areas (22% of households)

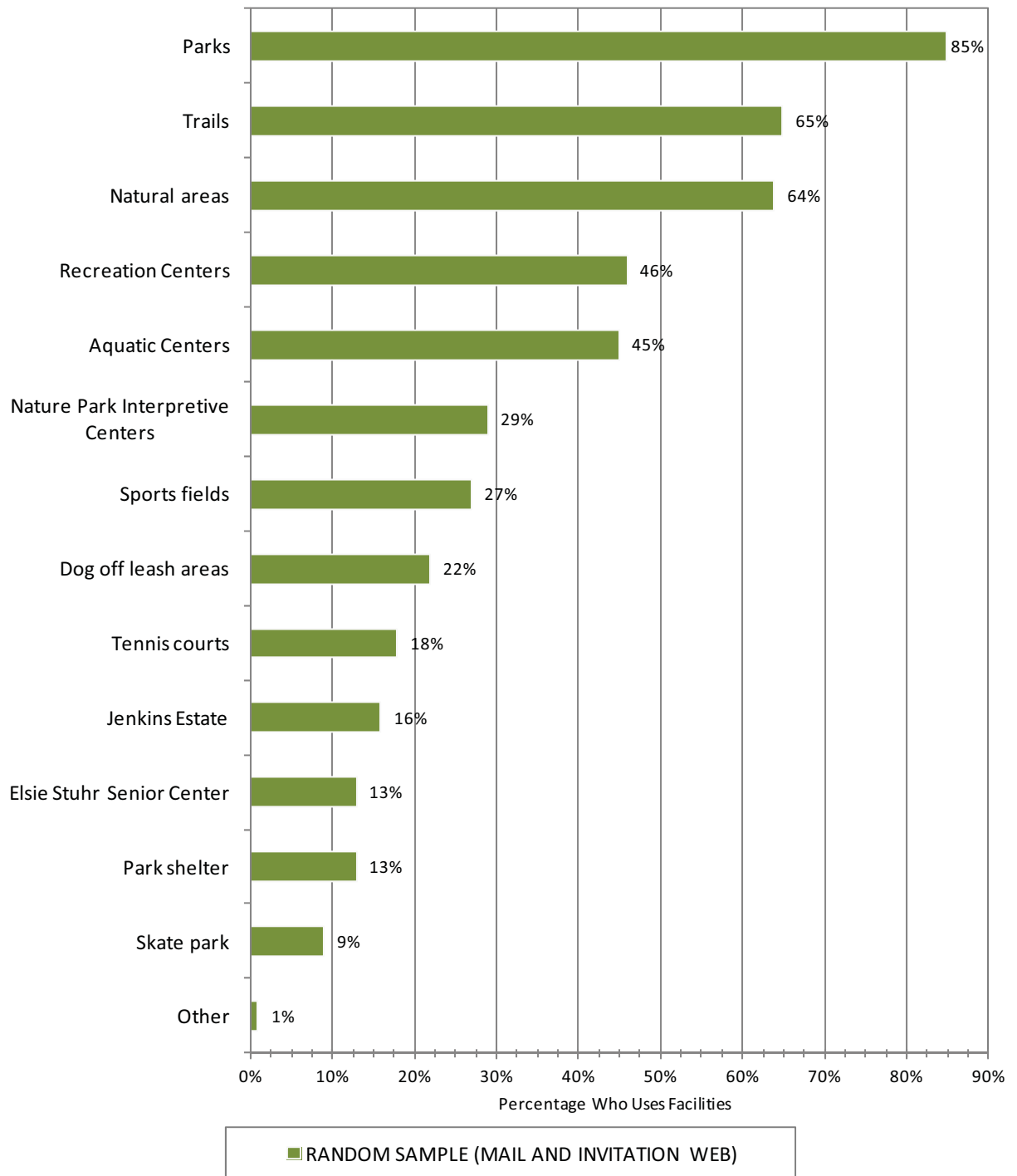
The following facilities were used by less than 1 out of every 5 households over the past 12 months:

- Tennis courts (18% of households)
- Jenkins Estate (16% of households)
- Elsie Stuhr Senior Center (13% of households)
- Park shelter (13% of households)
- Skate park (9% of households)

**Figure 10**  
**Current Service and Facilities - Frequency of Use in the Past 12 Months**



**Figure 11**  
**Current Service and Facilities – Percentage of Households Who Used Facilities in the Past 12 Months**



### Importance of Current Services and Facilities

Respondents rated the importance level of current facilities on a scale of 1 to 5, where 1=Not at All Important and 5=Very Important, and 3=Neutral.

The following facilities had the highest rated averages and were reported as a 4 or 5 by a majority of respondents:

- Parks (with an average rating of 4.6, 93% ratings of 4 or 5)
- Trails (average rating of 4.4; 88% rated 4 or 5)
- Natural areas (average rating of 4.3; 86% rated 4 or 5)
- Aquatic Centers (average rating of 4.2; 76% rated 4 or 5)
- Recreation Centers (average rating of 4.1; 79% rated 4 or 5)
- Sports fields (average rating of 3.8; 65% rated 4 or 5)
- Nature Park Interpretive Centers (average rating of 3.5; 57% rated 4 or 5)
- Dog off-leash areas (average rating of 3.2; 51% rated 4 or 5)

Second tier of important facilities include:

- Tennis courts (average rating of 3.2; 48% rated 4 or 5)
- Park shelter (average rating of 3.0; 38% rated 4 or 5)
- Jenkins Estate (average rating of 3.0; 37% rated 4 or 5)
- Elsie Stuhr Senior Center (average rating of 2.9; 38% rated 4 or 5)

The only facility that had a majority of households indicate as Not Important (1 or 2) was skate parks at 57%. Furthermore, only 24% indicated this facility as a 4 or 5.

**Figure 12**  
**Current Service and Facilities – Importance to Household – Average Rating**

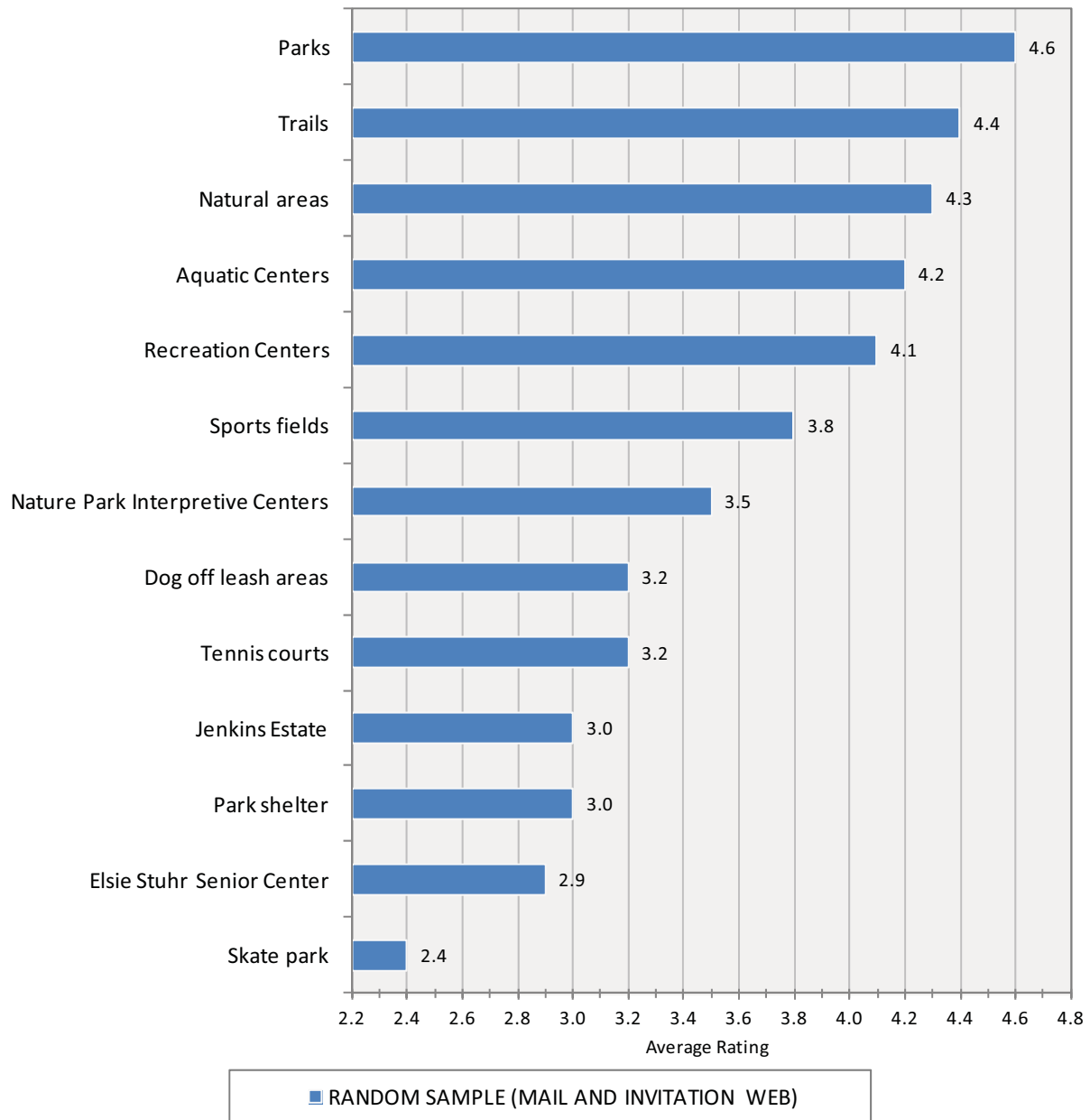
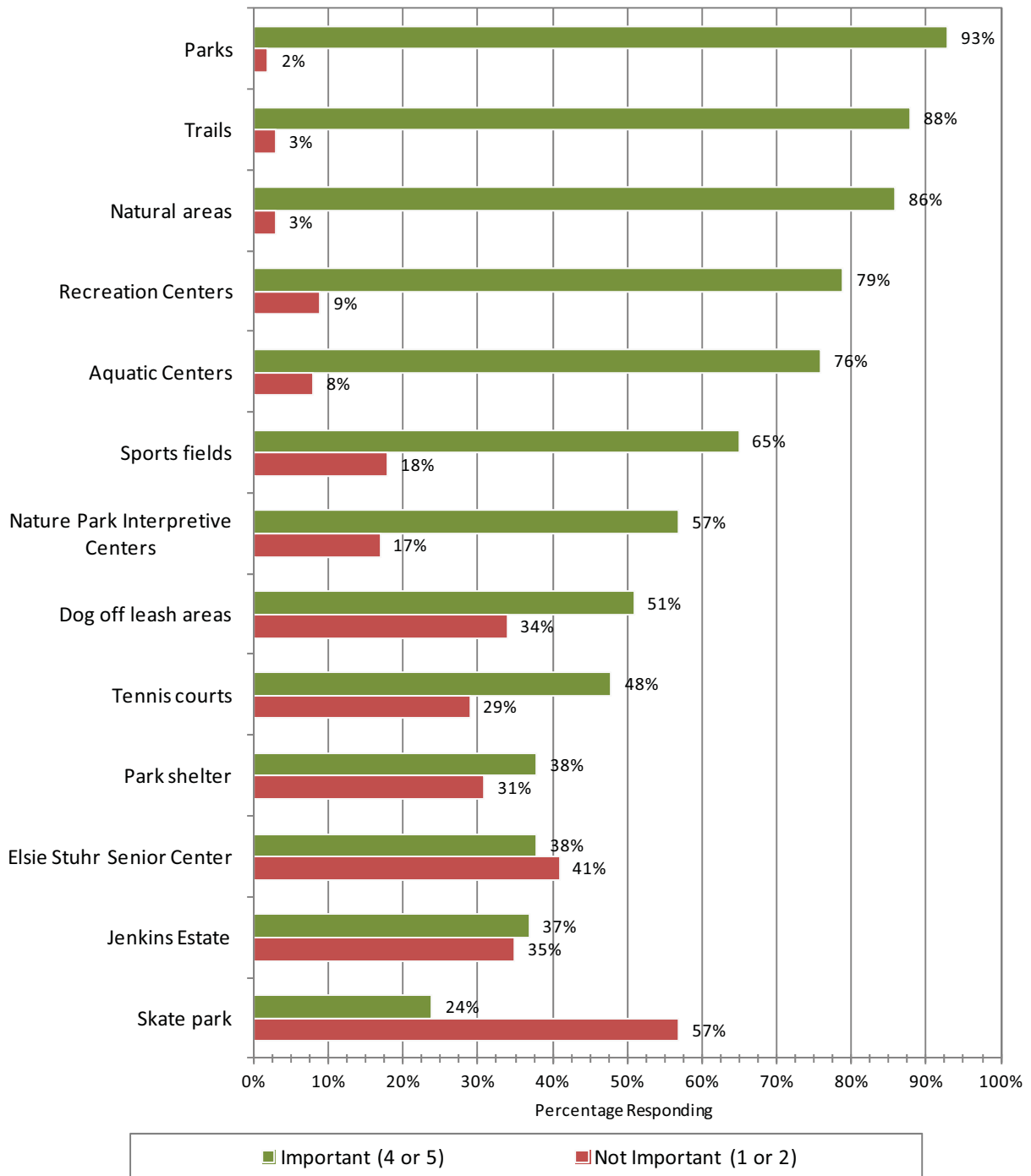


Figure 13

Current Service and Facilities – Importance to Household – Percentage of Important vs. Not Important





### Degree to Which Current Facilities are Meeting Household Needs

Respondents were then asked to rate the same list of facilities according to how well they are meeting the needs of their household. While every facility was considered to be meeting the needs of the majority of households, several facilities clearly ranked higher than others. On a scale of 1 to 5 where 1= Not at All Met and 5=Completely Met respondents indicated the following.

Facilities with the highest degree of needs being met included:

- Parks (with an average rating of 4.5, 93% of respondents rated parks a 4 or 5)
- Natural areas (average rating of 4.3; 88% rated 4 or 5)
- Trails (average rating of 4.3; 86% rated 4 or 5)
- Aquatic Centers (average rating of 4.1; 82% rated 4 or 5)

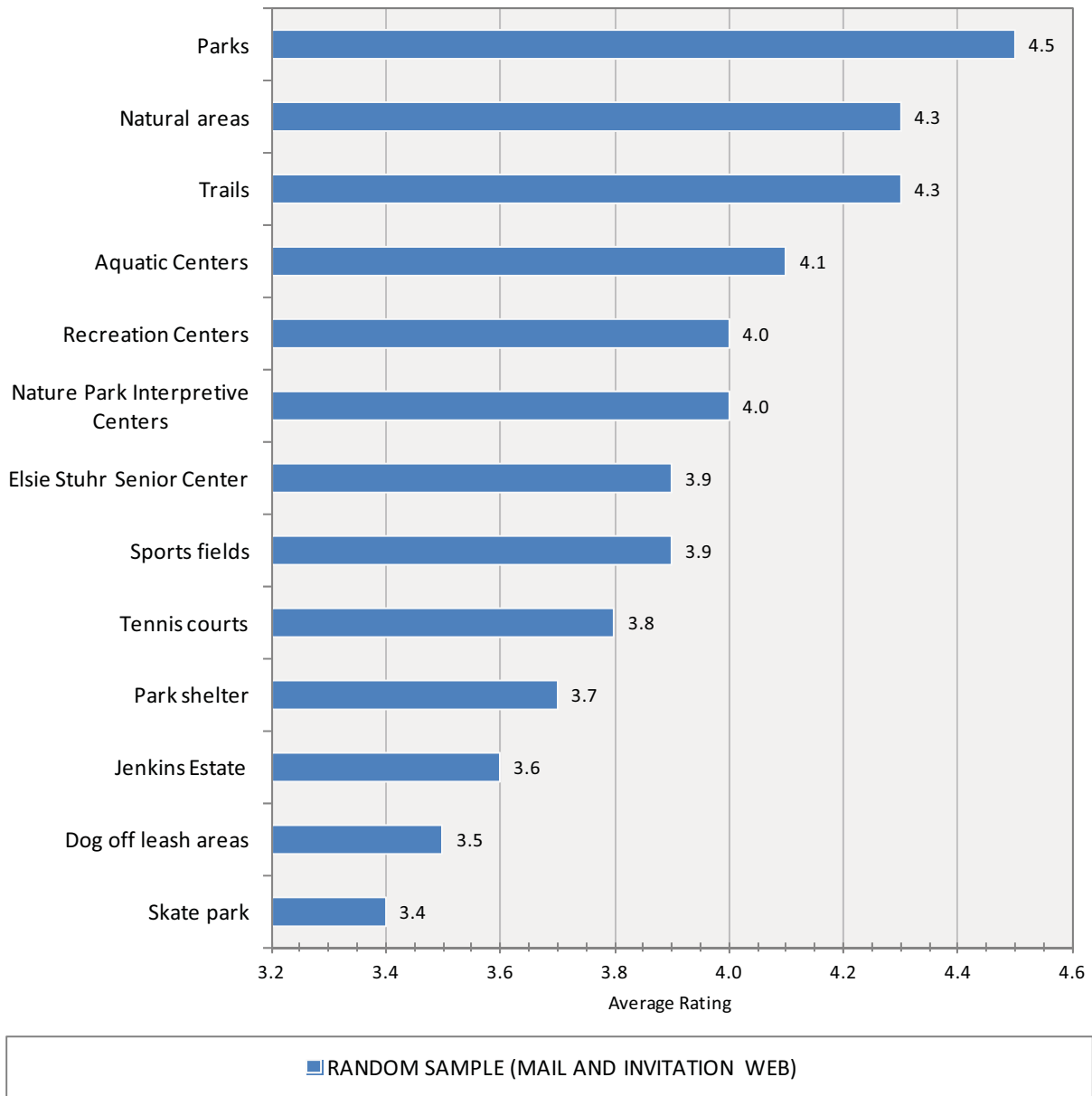
Second tier of facilities that are meeting household needs included:

- Recreation Centers (average rating of 4.0; 76% rated 4 or 5)
- Nature Park Interpretive Centers (average rating of 4.0; 73% rated 4 or 5)
- Sports fields (average rating of 3.9; 73% rated 4 or 5)
- Elsie Stuhr Senior Center (average rating of 3.9; 70% rated 4 or 5)

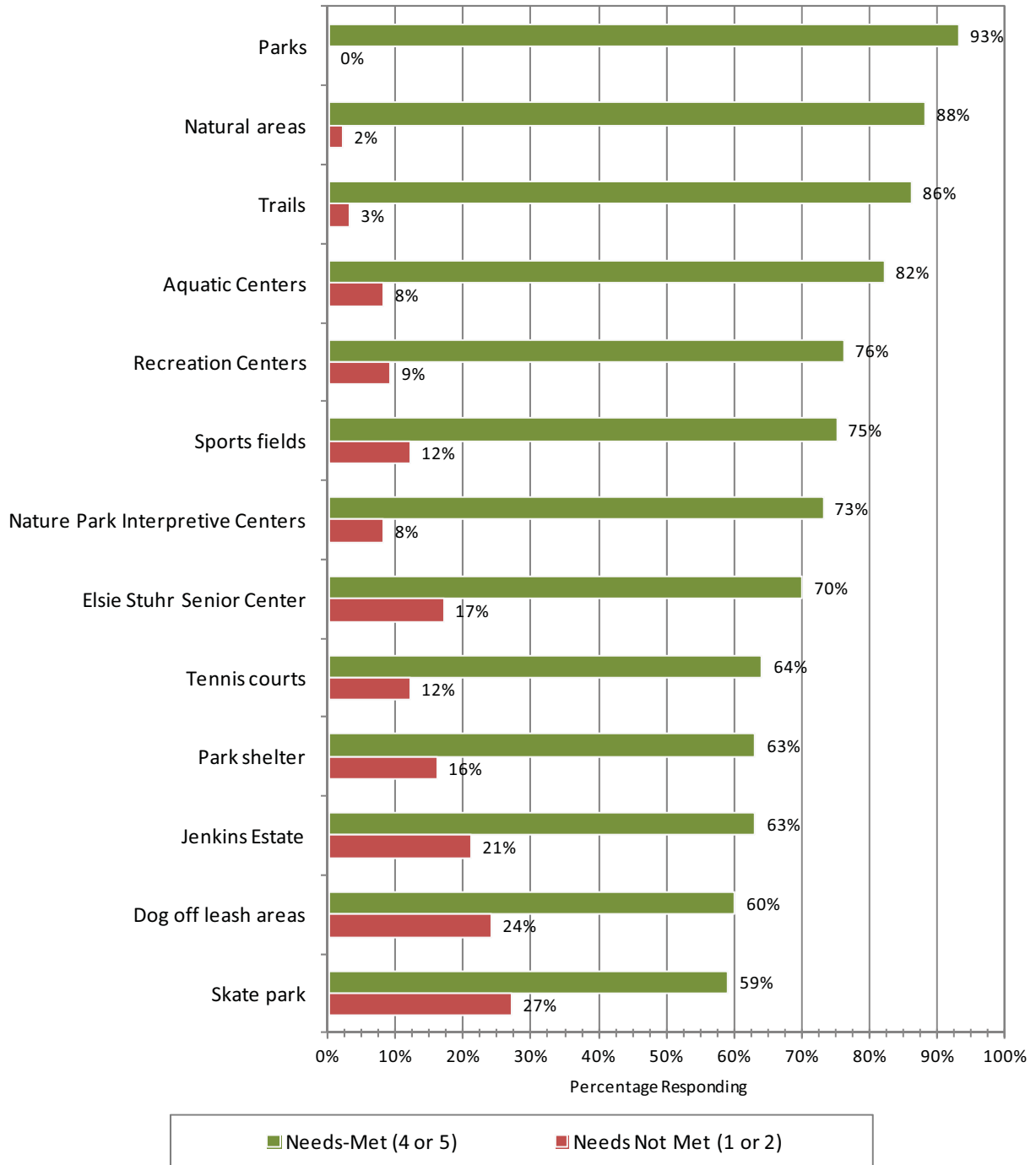
Third (bottom) tier of facilities that are meeting household needs included:

- Tennis courts (average rating of 3.8; 64% rated 4 or 5)
- Park shelter (average rating of 3.7; 63% rated 4 or 5)
- Jenkins Estate (average rating of 3.6; 63% rated 4 or 5)
- Dog off-leash areas (average rating of 3.5; 60% rated 4 or 5)
- Skate park (average rating of 3.4; 59% rated 4 or 5)

**Figure 14**  
**Current Service and Facilities – Degree to Which Needs are Being Met – Average Rating**



**Figure 15**  
**Current Programs and Facilities – Degree to Which Needs are Being Met – Percentage of Needs Met vs. Needs Not Met**



### Importance vs. Needs-Met Matrix – Current Service and Facilities

It is instructive to compare and plot the importance scores against the needs met scores in an “importance vs. needs-met” matrix. As illustrated below, performance scores (i.e. needs-met and importance scores) are displayed in a matrix using the mid-point rating of both questions to divide the graph into quadrants (ex. importance scale midpoint was 3.5; needs-met midpoint was 3.9). This allows us to determine a detailed ranking of each facility in comparison to each other.

Many of the top facilities listed previously as meeting household needs are also considered the most important to THPRD households. Maintaining these important assets is an indispensable function of THPRD. The following are facilities that are highly important and are meeting the household needs of the District.

- Parks
- Trails
- Natural areas
- Aquatic Centers
- Recreation Centers

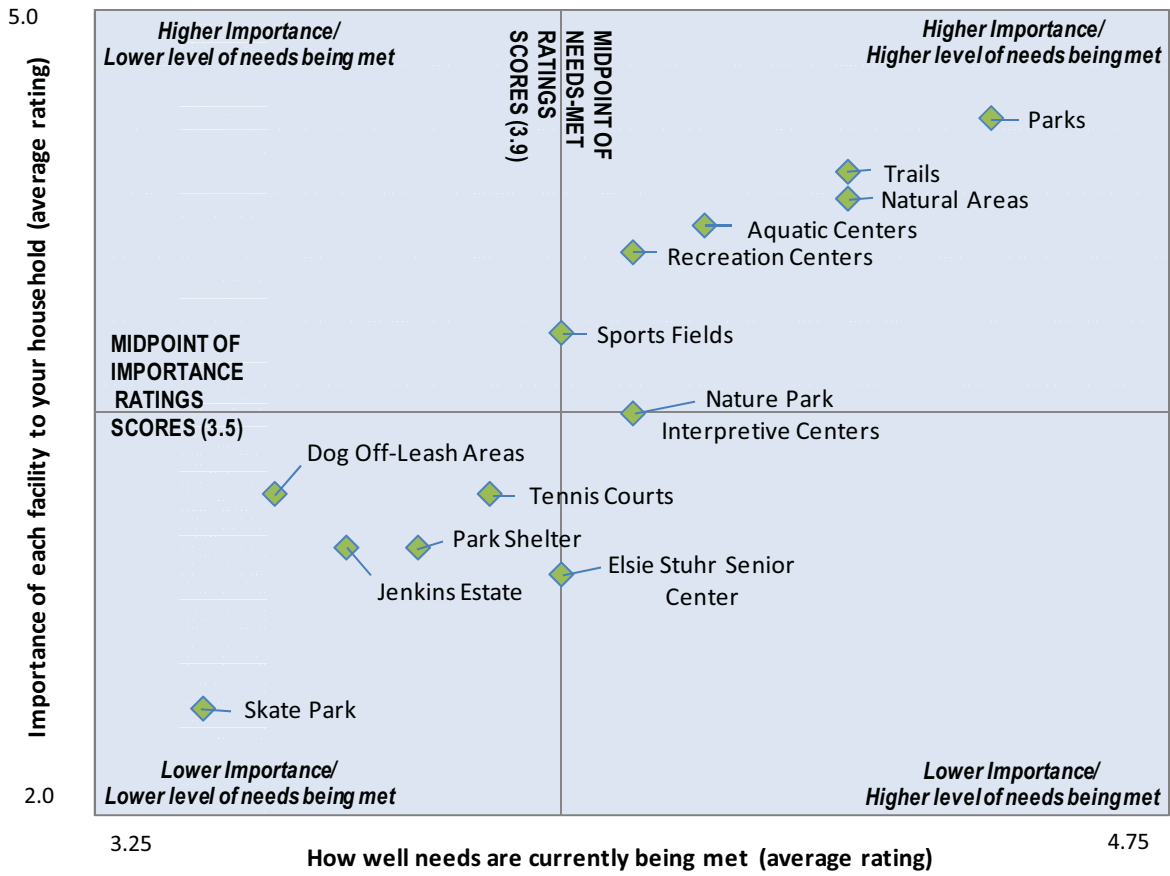
Given that no facility is truly within the upper left quadrant (which would be high importance and lower level of needs being met), it can be inferred that THPRD is performing very well in satisfying the needs of households that are also important to them. However, there are facilities that can be improved and serve THPRD households more effectively. Facilities located on or to the left of the needs-met midpoint and above or relatively closer to the importance midpoint indicate facilities that are relatively important to households yet not meeting the full potential of their needs. These facilities include:

- Sports fields
- Dog off-leash areas

Further below the importance midpoint and left of the needs-met midpoint, are facilities not meeting needs well, however, they are important to fewer households. These “niche facilities” are used by a small but passionate following; therefore, there is merit to measuring participation and planning for potential future enhancements accordingly. The following facilities should be evaluated periodically to make sure the needs of these specialty users are satisfied.

- Skate park
- Jenkins Estate
- Park shelter
- Tennis courts
- Elsie Stuhr Senior Center

**Figure 16**  
**Current Service and Facilities – Importance vs. Needs-Met Matrix - Random Sample Overall**



## Comments and Suggestions for Improvement

Respondents were given the opportunity to write in additional comments and suggestions about improving current services and facilities if they rated any as a 1, 2, or a 3. Many of the comments varied in approach to improve these facilities; however, some common themes were evident.

### Improve swimming pool hours and programming times...

- *I think that some swim centers having open swim time of less than 1 hour duration is a waste. Who wants to pay full price to swim for 30 min?*
- *Harman Pool - open lap at 5:00 AM please.*
- *Aquatic Centers limit open swim times too much.*
- *I would love to see more open/lap swim hours at all of our pools.*
- *More adult lap times at Sunset Pool.*

### Expand trail connectivity...

- *Continue increasing paths and trails.*
- *It would be nice to see the parks and natural areas become better connected for walking and cycling.*
- *Trails (foot) need to connect Bonny Slope and Cedar Mill. No-car safe alternative walk routes.*

### Improve dog parks...

- *We have 2 dogs and the dog parks around us are not very good.*
- *The dog off-leash areas are not conveniently located to actively use. If they were within walking distance, they would be used more.*
- *The dog parks are excellent but one of my dogs does not do well in enclosed spaces and needs some alternative safe places to exercise.*
- *More off-leash dog parks! In SW Beaverton.*

### Reduce taxes, become more transparent in use of tax money...

- *Don't think we need to build everything for everyone. We don't have the money and nor should spend more.*
- *Stop spending our money and give us a tax break.*

### Reduce user fees...

- *Class fees and user passes are too high and class minimums are not being met so they cancel - we have to go other places - we miss the book being mailed.*
- *Cost effective for the low income families.*
- *I joined a gym, your fees are too high.*
- *Lower price.*

**Why Programs and Facilities are Not Used / Where Improvements can be Made**

Respondents were asked why they do not use THPRD facilities and programs and where they felt improvements are needed.

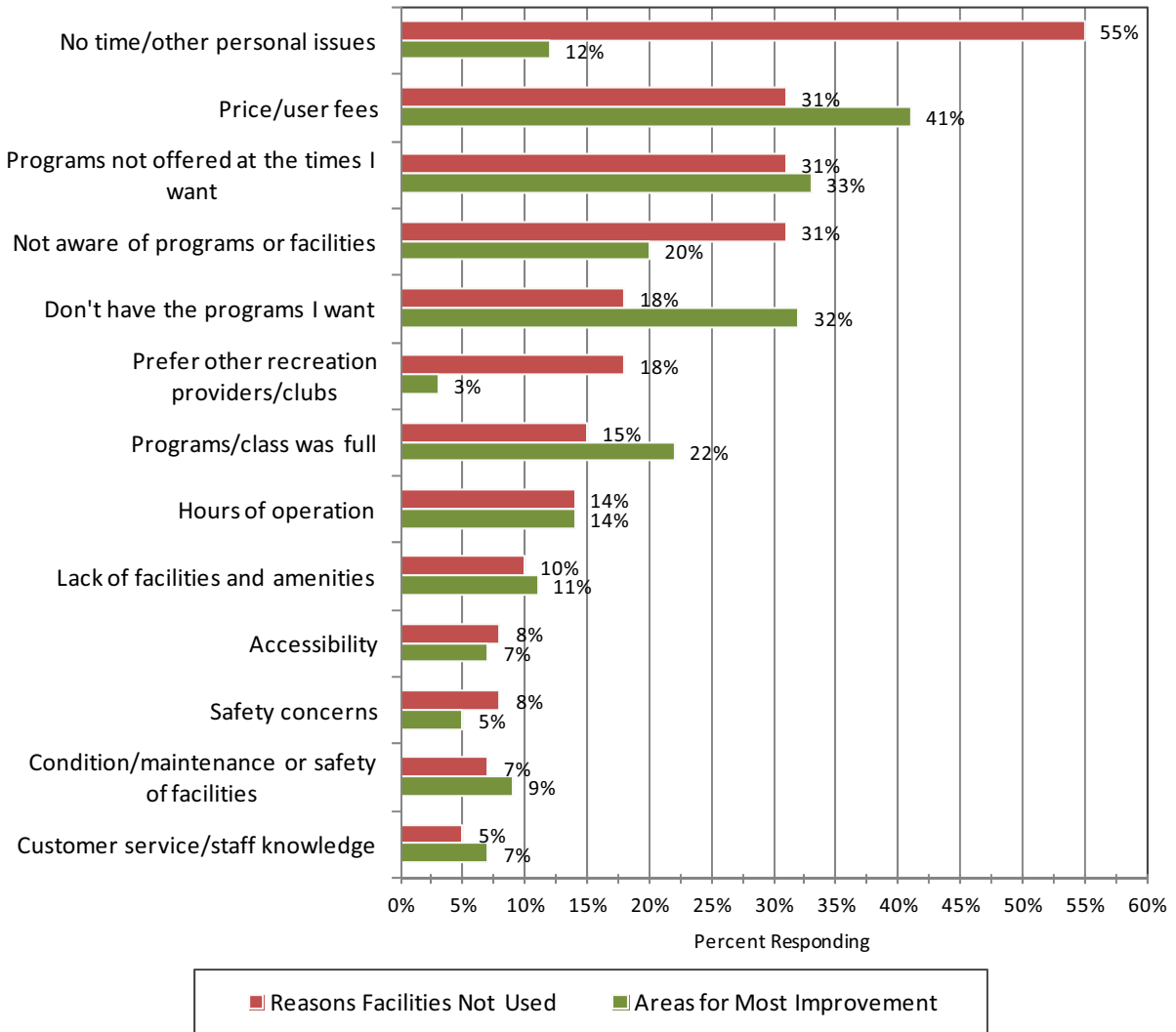
No time/other personal issues (55%) was by far the most frequently reported reason for not using THPRD recreation programs and facilities. After time constraints, next was price/user fees, times of program offerings, and awareness:

- Price/user fees (31% of households indicated this reason as a reason for not using THPRD recreation programs and facilities; 41% reported this as needing improvement)
- Programs not offered at the times I want (31% reason for not using; 41% needs improvement)
- Not aware of programs or facilities (31% reason for not using; 20% needs improvement)

Second tier of reasons and improvements:

- Don't have programs I want (18% reason for not using; 32% needs improvement)
- Prefer other recreation providers/clubs (18% reason for not using; 3% needs improvement)
- Program/class was full (15% reason for not using; 22% needs improvement)
- Hours of operation (14% reason for not using; 14% needs improvement)

**Figure 17**  
**Current Service and Facilities - Reasons Do Not Use / Improvements Needed**

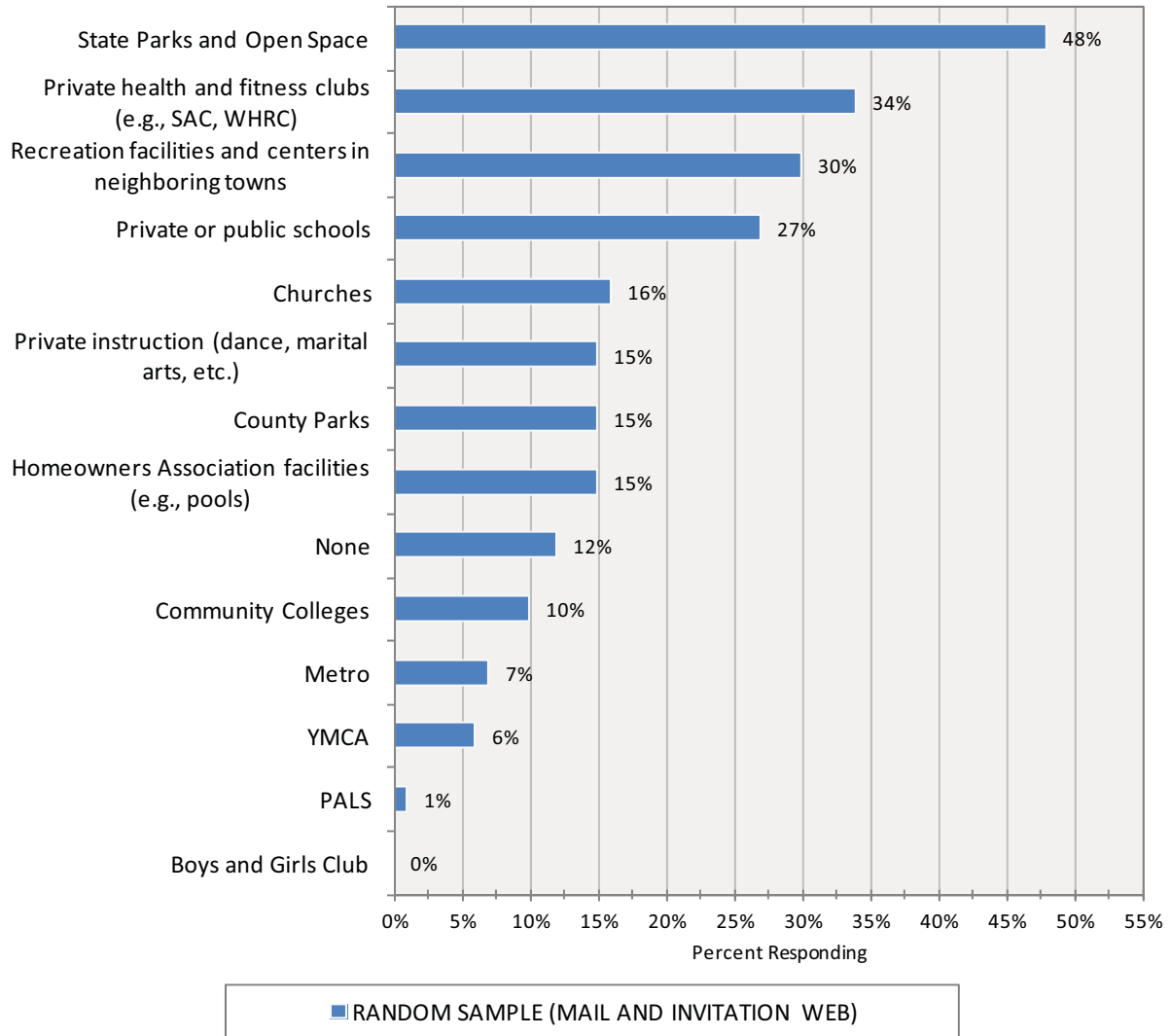




**Other Facilities and Providers Used by THPRD Households**

When asked what other service providers are utilized, THPRD households most often indicated State Parks and Open Spaces most frequently (48%). Private health and fitness clubs (34%), recreation facilities and centers in neighboring towns (30%), and private or public schools (27%) followed.

**Figure 18**  
**Current Service and Facilities – Other Facilities and Program Providers Used by Households**



**Open Ended Comments: Reason Do Not Use/ Needs Improvements and Other Providers Used**

Respondents were given the opportunity to write in additional information for the “reasons they do not use / needs improvement” question. Examples of responses are given below:

Don't have the programs I want, such as...

- *Adult sports/clubs (more options) – Childcare at aquatic centers during lap swim – More classes for teenagers needed!! – More teen/young adult classes – More toddler classes.*

Lack of facilities and amenities, such as...

- *Clean restrooms – Indoor running tracks/exercise equipment – Pool, completed and safe trails – More dog off leash areas.*

Programs not offered at the times I want...

- *After 5pm M-F – After 8pm on weekdays – After work – Classes for seniors after work hours – Evening activities – Evening offerings – Evening/night (after 6:30) – Lap swim times not convenient – Mainly the availability of lap swimming – More evening classes.*

Condition/ maintenance or safety of facilities...

- *Dog parks not sanitary and no shelter for owners – Something is always broken.*

Accessibility, explain...

- *Cedar Hills is hard to get around in a stroller – Cedar Hills Rec. Stairs (front) elevator – Handicapped access – More parking – Safe trails do not connect facilities (not sidewalks) – Takes forever to get there by bus – Too far from my home – Wheelchair.*

Program/class was full...

- *All preschool programs at Cedar Hills – Child's dance class; 1 program with a maximum of 10 children for the entire district – Gymnastics classes fill up quick for kids – Some popular classes fill up the day registration opens – Swimming classes filled up quickly – Tennis Classes – Too many swimmers in lanes.*

Prefer other recreation providers/clubs...

- *24 Hour Fitness – Bike group, ski club – Curves – Golf – Health club – Hillsboro Parks – LA Fitness – Multnomah Athletic Club, Mittlenar Jewish Comm. Ctr. – Portland Park & Rec. – Sunset Athletic Club (pool mainly) – West Hills Racquet and Fitness Club.*

Other:

- *Age related – Fees are too expensive – Just not enough locations for pet-friendly parks. Some could be maintained better – Lack of time; kids are older – Not close to my house – Registration time not set up well – Too kid/teen focused – We are also members of SAC.*

Other parks, recreation facilities, open space, trails, and programs used...

- *24 Hour Fitness – Beaverton HS swim pool – Golf course, private and public, Portland Rock Gym – Have gym at work – Home exercise equipment – Federal agencies – Personal Trainer – Schools – Yoga studio – Montavilla Sewing Ctr. – Hoyt Arboretum.*

## FUTURE FACILITIES, AMENITIES, AND SERVICES

### Greatest Facility Needs Over Next 5 to 10 Years – Facilities to be Added, Expanded, or Improved

Respondents were informed of the following statement.

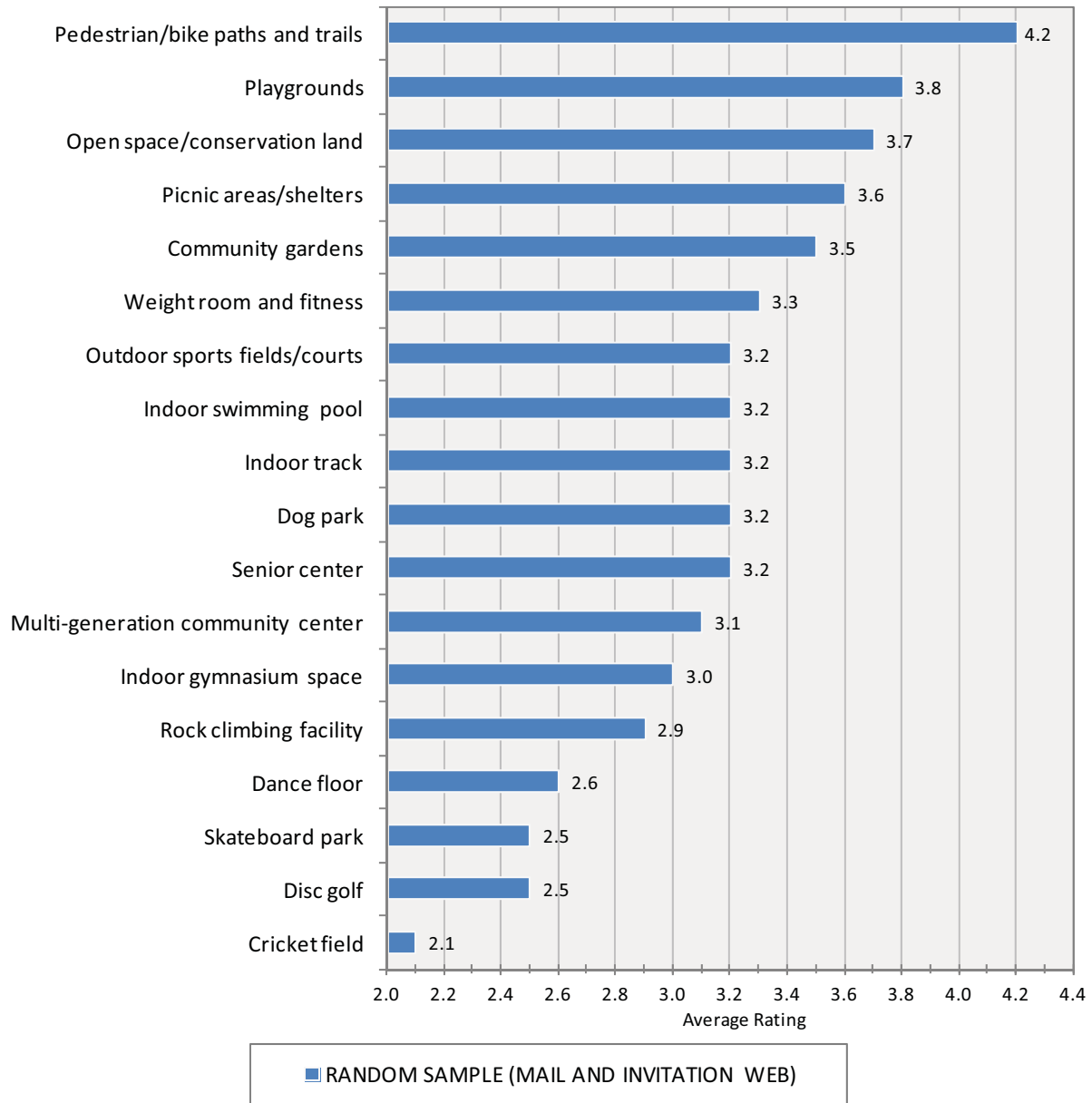
*“Tualatin Hills Park & Recreation District funds parks, recreation, and trail operations and maintenance with user fees and property tax dollars. As you answer the following questions, please keep in mind that additional funds would be required to build, operate, and maintain new parks, recreation, natural areas and trails.”*

Based on this information respondents rated the greatest needs of the district over the next 5 or 10 years on a 5 point scale where 1=“Not at All Important” and 5=“Very Important”. They also ranked their highest, second highest, and third highest priority facility needs over the next 5 to 10 years.

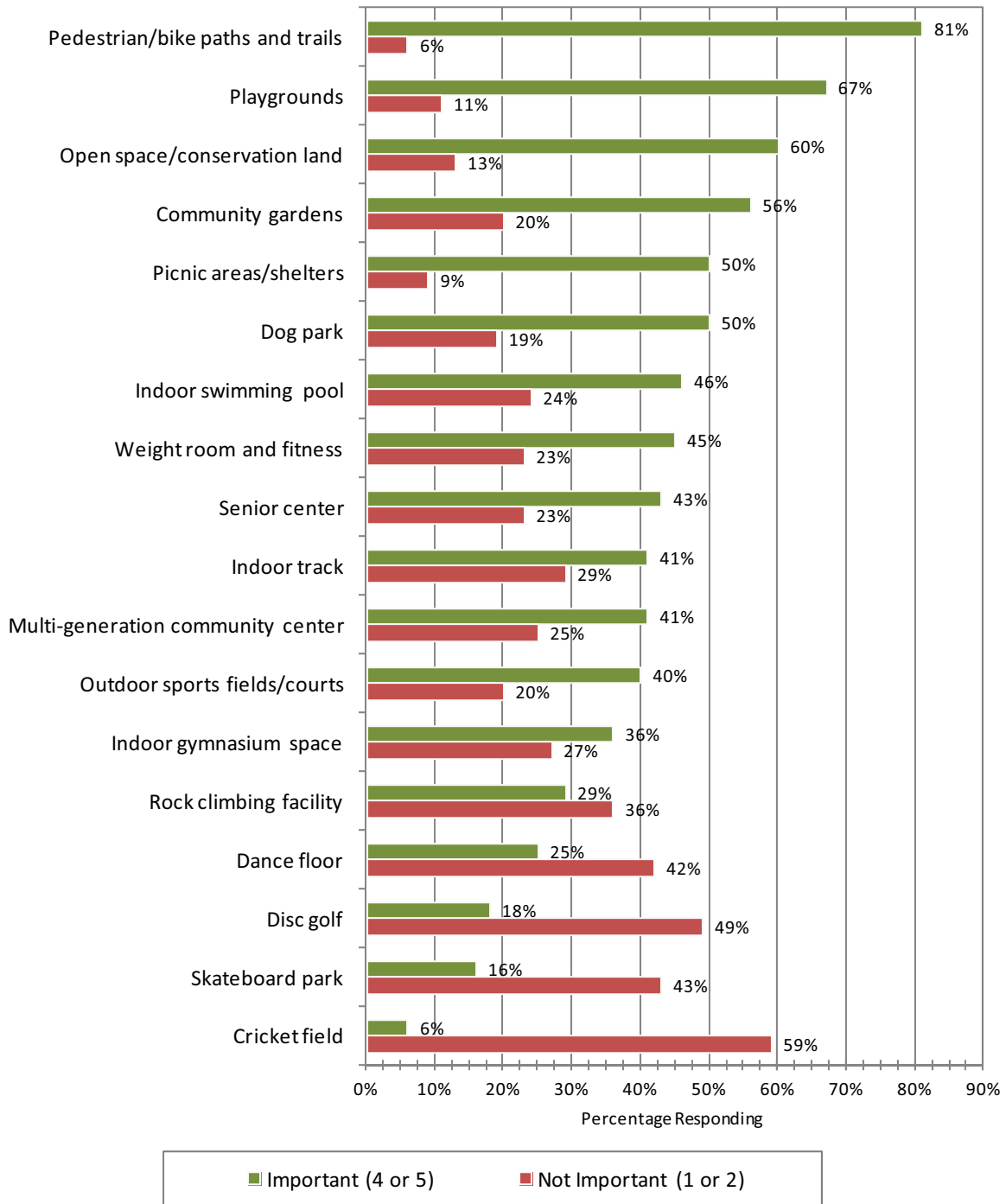
The future facilities that had the highest percentages of households indicate a 4 or 5 rating:

- Pedestrian/bike paths and trails (With an average rating of 4.2, 81% of respondents rated this future facility a 4 or 5)
- Playgrounds (3.8 rating; 67% rated 4 or 5)
- Open space/conservation land (3.7 rating; 60% rated 4 or 5)
- Community gardens (3.5 rating; 56% rated 4 or 5)
- Picnic areas/shelters (3.6 rating; 50% rated 4 or 5)
- Dog park (3.2 rating; 50% rated 4 or 5)

**Figure 19**  
**Future Facilities, Amenities, and Services - Greatest Needs Over the Next 5 to 10 Years – Average Rating**



**Figure 20**  
**Future Facilities, Amenities, and Services - Importance to Households – Percentage of Important vs. Not Important**

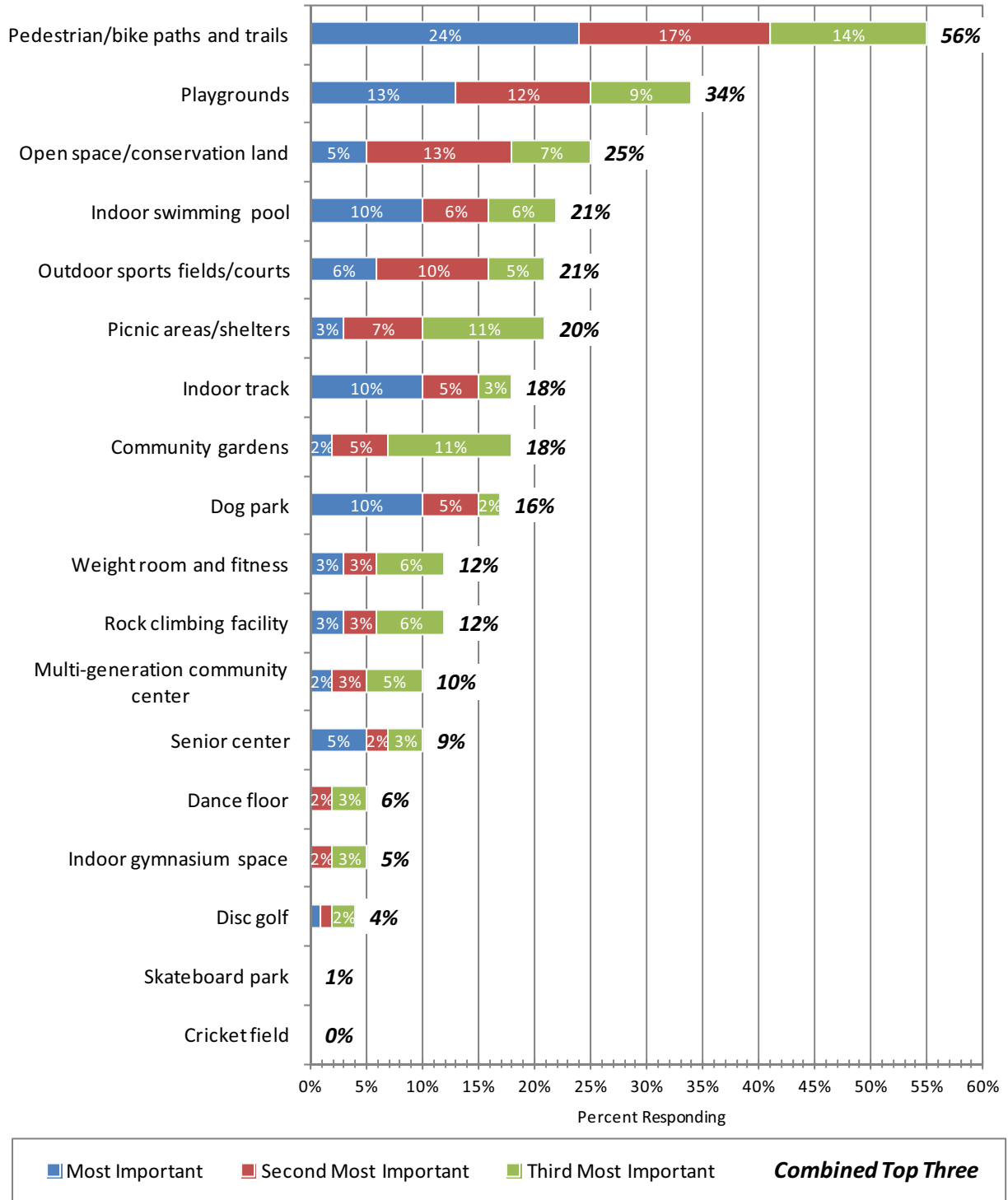


By combining the top three ranked facilities to be added, expanded, or improved over the next 5 to 10 years, pedestrian/bike paths and trails was clearly the facility respondents indicated as most important to their future needs (56% of households).

Second tier of most important facilities to be added, expanded, or improved include:

- Play grounds (34% of households rated this facility as one of the top three facilities to be added, expanded or improved over the next 5 to 10 years)
- Open space/conservation land (25% of households)
- Indoor swimming pool (21% of households)
- Outdoor sports fields/courts (21% of households)
- Picnic areas/shelter (20% of households)
- Indoor track (18% of households)
- Dog park (16% of households)

**Figure 21**  
**Future Facilities, Amenities, and Services – Highest Ranked Priorities to be Added, Expanded, or Improved**



## PROGRAMS, ACTIVITIES, AND SPECIAL EVENTS

### Usage Frequency

Similar to the evaluation of facilities, respondents were asked to state the number of times they used current programs, activities, and special events. Then respondents were asked to rate the importance of current programs to their household and how well needs are being met. By far, the most frequently attended program within THPRD was swimming programs at 14.4 times over the past 12 months (more than once per month on average). Fitness and wellness programs and senior programs followed with at least 5 times over the past 12 months. All other programs had an average attendance of less than twice over the past 12 months.

The percentage of households who actually use programs, activities, and special events differed slightly in ranking than the average frequency of use. The following programs were used at least once in the past year by the most households:

- Swimming programs (51% of households used swimming programs at least once over the past 12 months)
- Special events (35% of households)

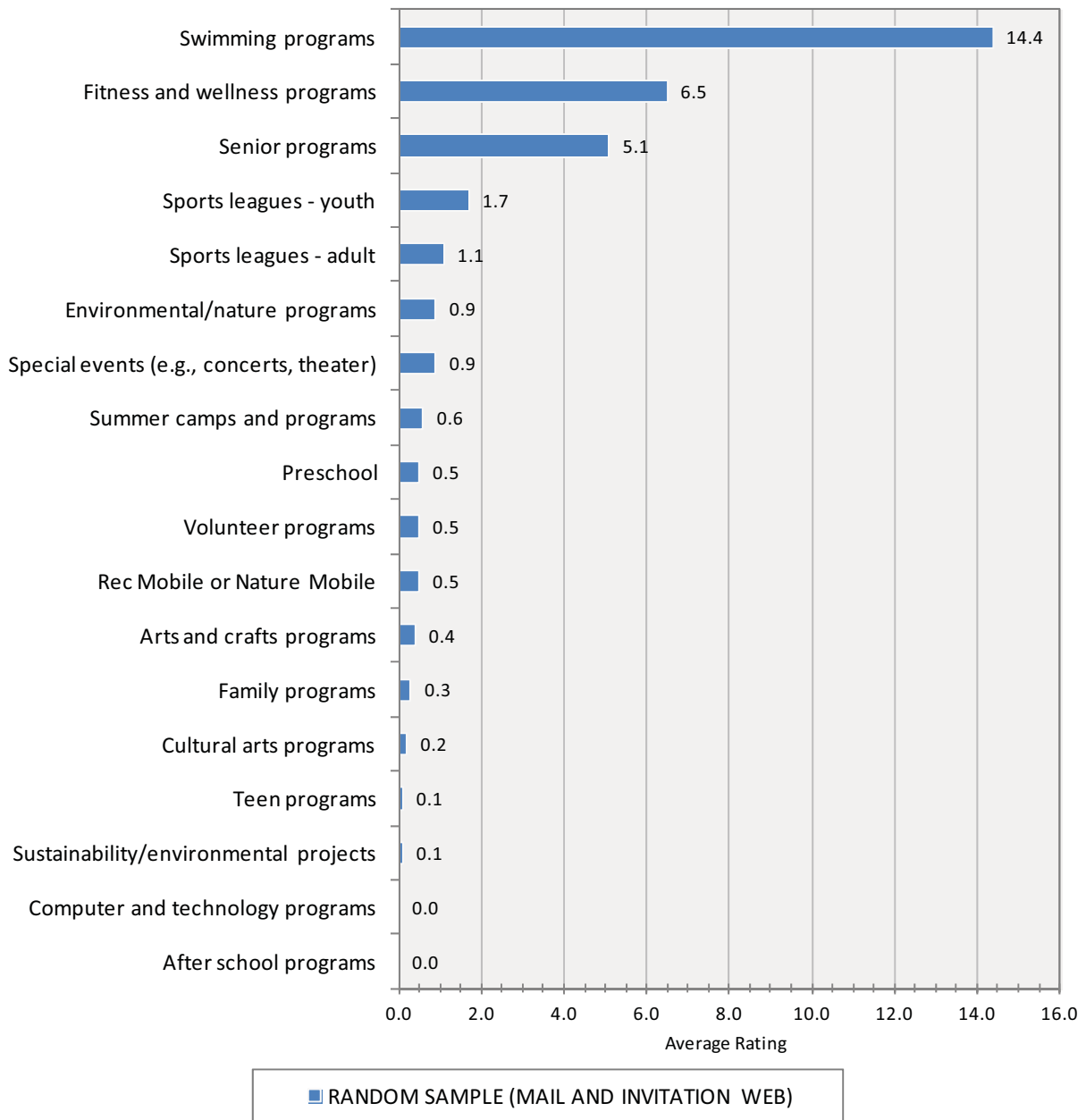
Second tier of percentage of households that used programs at least once within the past 12 months:

- Fitness and wellness programs (20% of households)
- Sports leagues - youth (17% of households)
- Environmental/nature programs (17% of households)
- Summer camps and programs (16% of households)

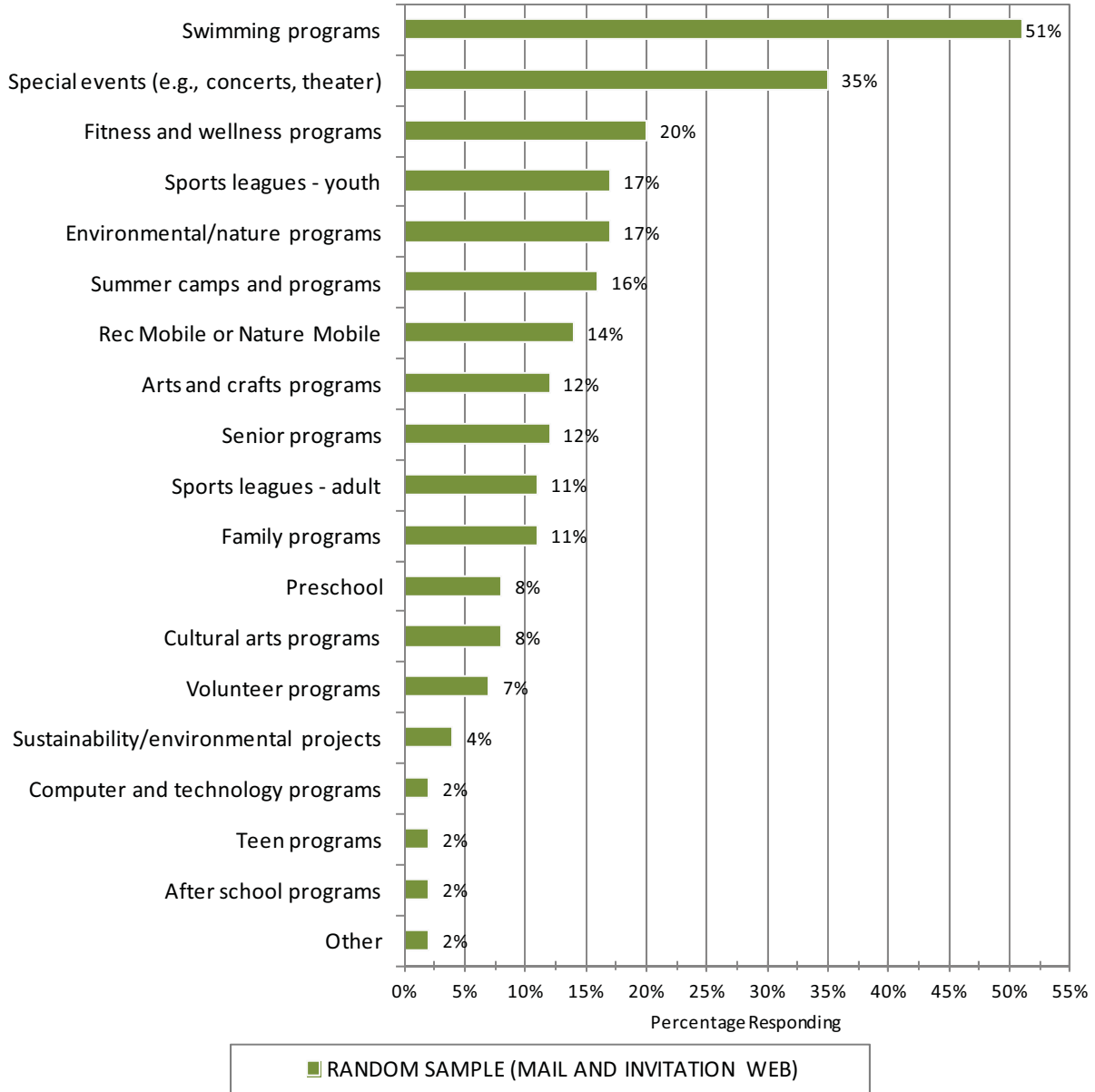
One interesting observation was that while senior programs had the third highest average of attendance over the past 12 months, only 12% of all households within THPRD actually used this service. By these figures it is evident that despite the low percentage of households who use this program, those who do take advantage of this program, use it very often. The opposite is true for special events. Although special events were attended less than one time within the past 12 months on average, 35% of all households take part.



**Figure 22**  
**Programs, Activities, and Special Events -- Frequency of Use in the Past 12 Months**



**Figure 23**  
**Programs, Activities, and Special Events— Percentage of Households Who Used Programs, Activities, and Special Events in the Past 12 Months**



### Importance of Current Programs, Activities and Special Events

Respondents indicated the importance level of current programs, activities and special events on a scale of 1 to 5, where 1="Not at All Important", 5="Very Important", and 3="Neutral".

The following programs rated the highest:

- Swimming programs (With an average rating of 4.2, 78% of respondents rated swimming programs a 4 or 5)
- Fitness and wellness programs (3.9 rating; 69% rated 4 or 5)

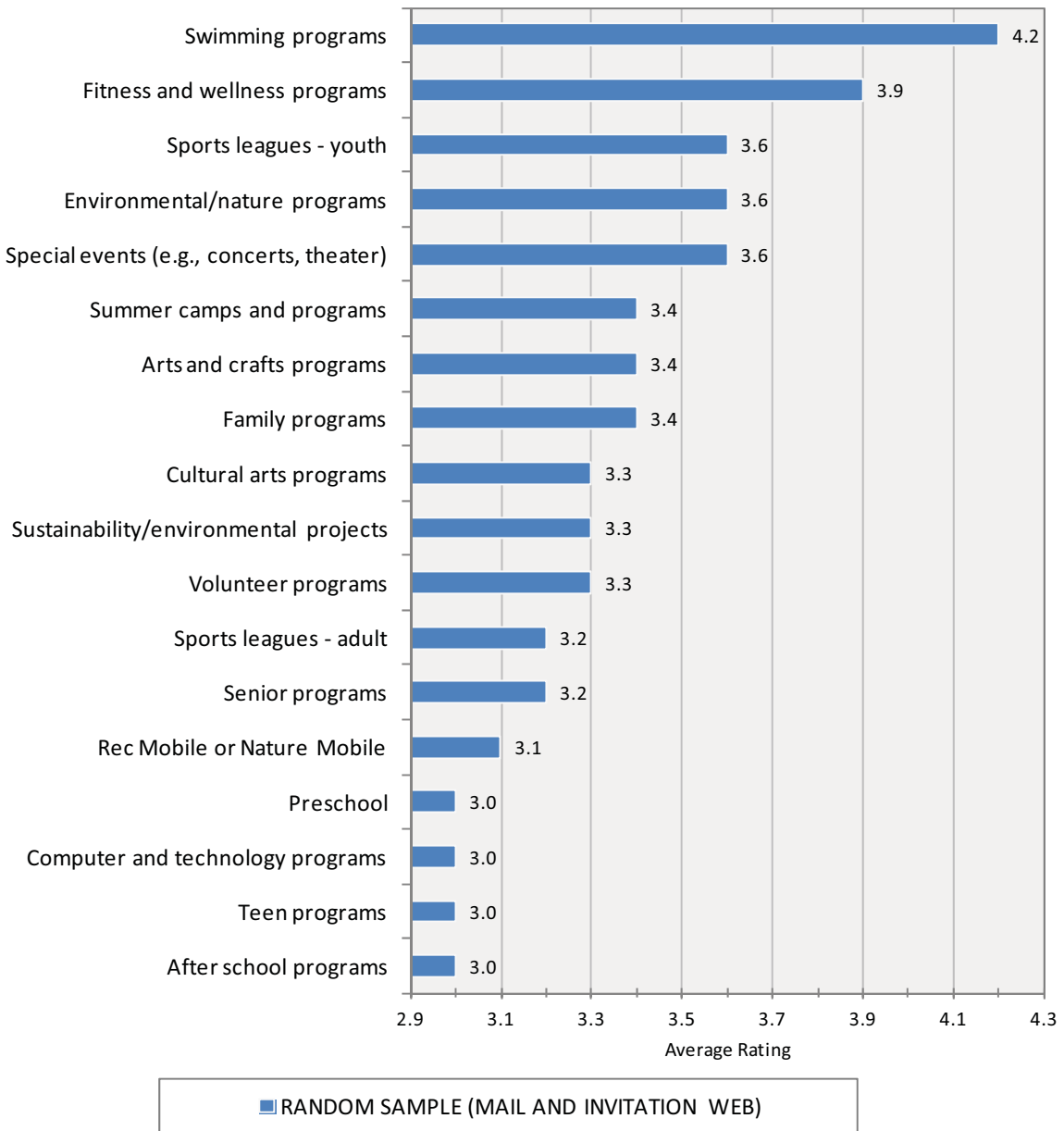
Second tier of important programs included:

- Special events (3.6 rating; 60% rated 4 or 5)
- Sports leagues - youth (3.6 rating; 59% rated 4 or 5)
- Environmental/nature programs (3.6 rating; 56% rated 4 or 5)

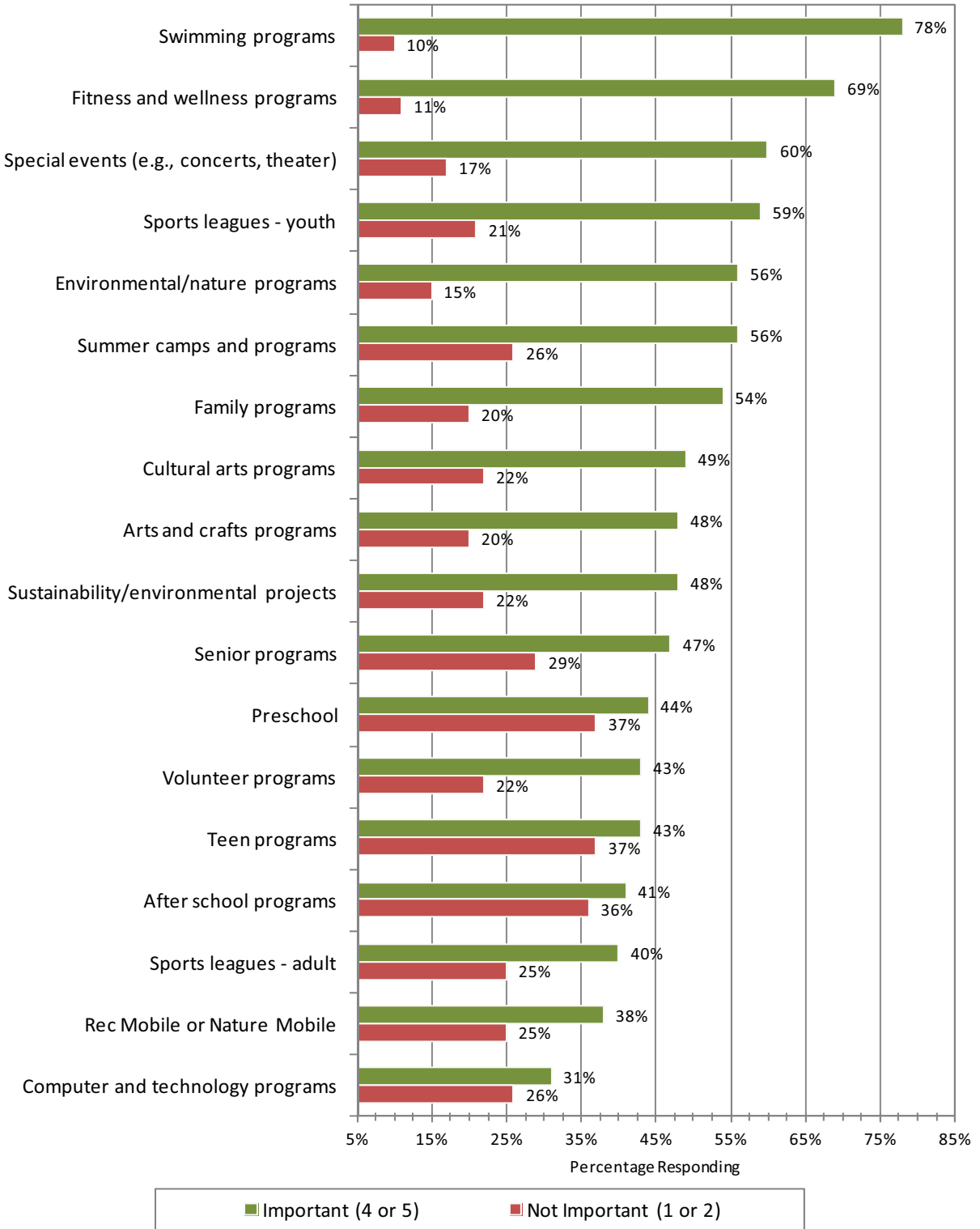
Third tier of important programs included:

- Summer camps and programs (3.4 rating; 56% rated 4 or 5)
- Family programs (3.4 rating; 54% rated 4 or 5)
- Arts and crafts programs (3.4 rating; 48% rated 4 or 5)
- Cultural arts and programs (3.3 rating; 49% rated 4 or 5)
- Sustainability/environmental projects (3.3 rating; 48% rated 4 or 5)
- Volunteer programs (3.3 rating; 43% rated 4 or 5)

**Figure 24**  
**Programs, Activities, and Special Events – Importance to Household – Average Rating**



**Figure 25**  
**Programs, Activities, and Special Events – Importance to Household –Percentage of Important vs. Not Important**



### Degree to Which Programs, Activities, and Special Events are Meeting Household Needs

The majority of households reported a 4 or 5 on a 5 point scale, where 1="Needs Not at All Met" and 5="Needs Completely Met", for each program, activity and special event. Despite this high level of performance, several programs had close to 1/3 of all households report a 1 or 2, indicating needs were not being met. Several more programs had roughly 1 out of every 4 households report a 1 or 2.

The following programs had about 1 out of every 3 households report their needs were not being met:

- Computer and technology programs (With an average rating of 3.2, 33% of respondents rated this program a 1 or 2)
- Teen programs (3.2 rating; 33% rated 1 or 2)
- After school programs (3.2 rating; 31% rated 1 or 2)

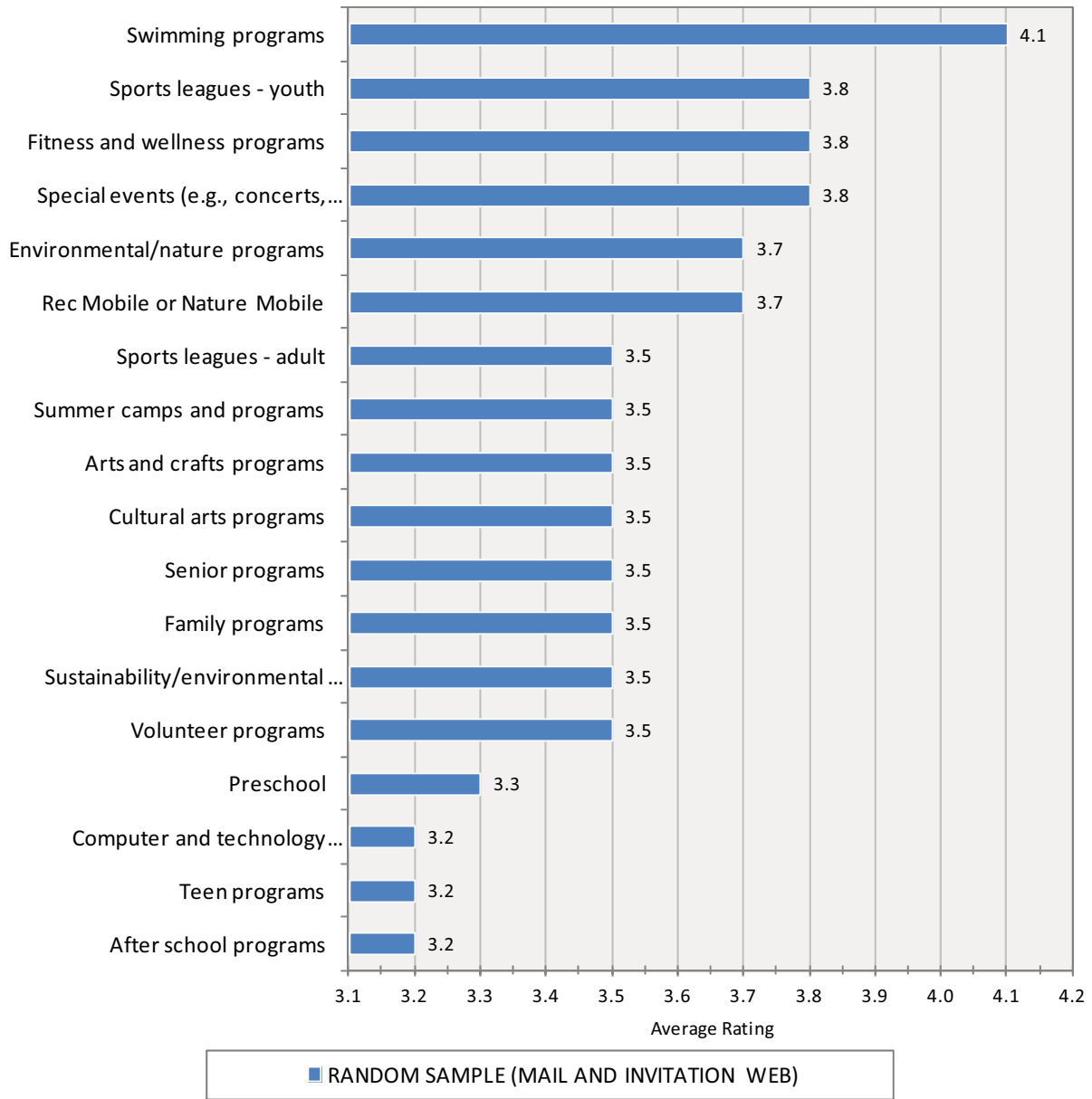
The following programs had roughly 1 out of every 4 households indicate needs were not being met:

- Preschool (3.3 rating; 27% rated 1 or 2)
- Senior programs (3.5 rating; 25% rated 1 or 2)
- Volunteer programs (3.5 rating; 25% rated 1 or 2)
- Sports leagues - adult (3.5 rating; 25% rated 1 or 2)
- Summer camps and programs (3.5 rating; 24% rated 1 or 2)
- Sustainability/environmental projects (3.5 rating; 23% rated 1 or 2)
- Cultural arts programs (3.5 rating; 23% rated 1 or 2)

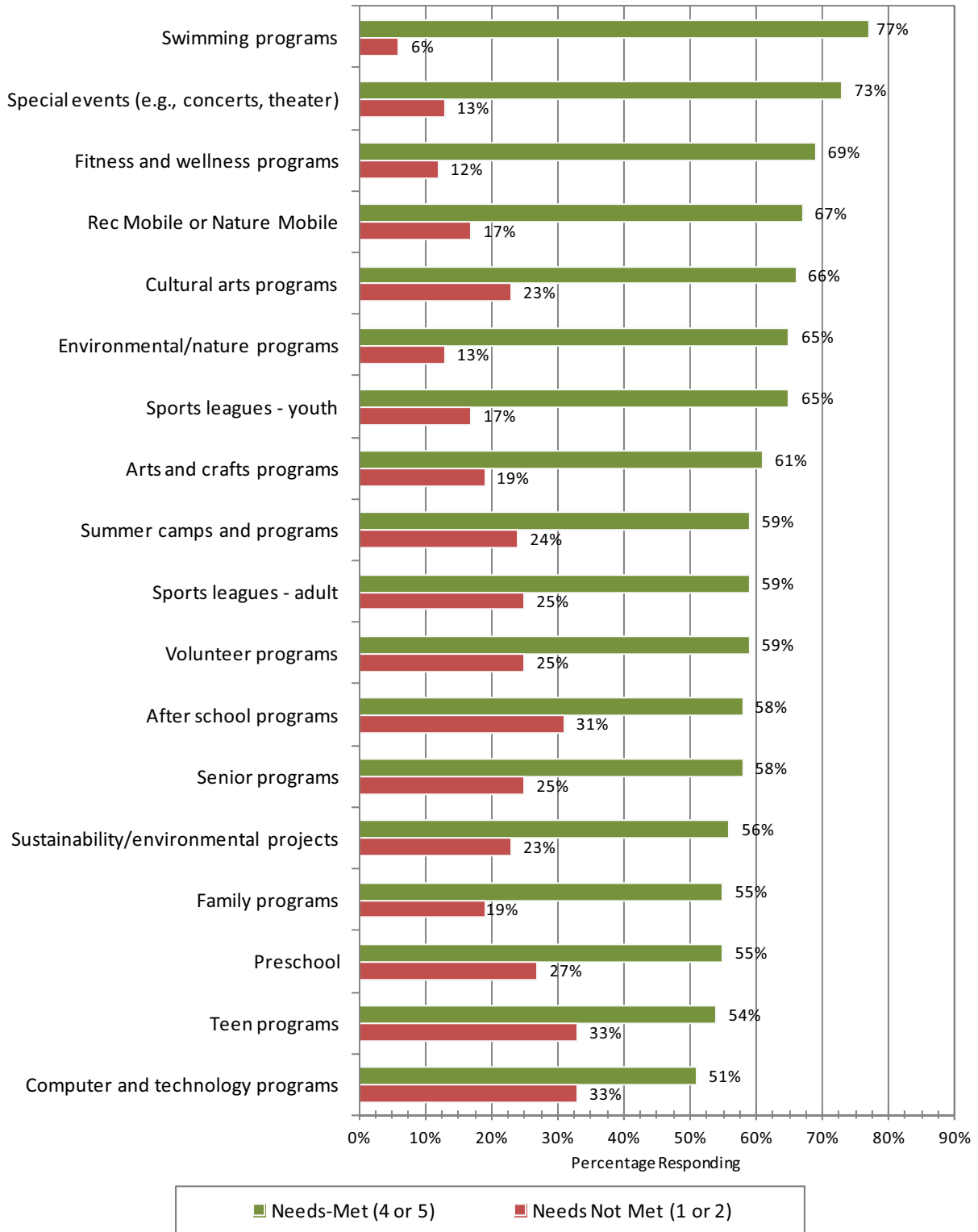
Referring back to the frequency of use and percentage of households who use programs, it is important to note that many of these programs, save for senior programs and summer camps, were not used very often or by more than 15% of all the households within THPRD.

Figure 26

**Programs, Activities, and Special Events – Degree to Which Needs are Being Met – Average Rating**



**Figure 27**  
**Programs, Activities, and Special Events– Degree to Which Needs are Being Met – Percentage Needs Met vs. Needs Not Met**





When asked to rank the most important, second most important, and third most important programs, activities, and special events to add, expand or improve, swimming programs were rated as the top program, by 36% of households.

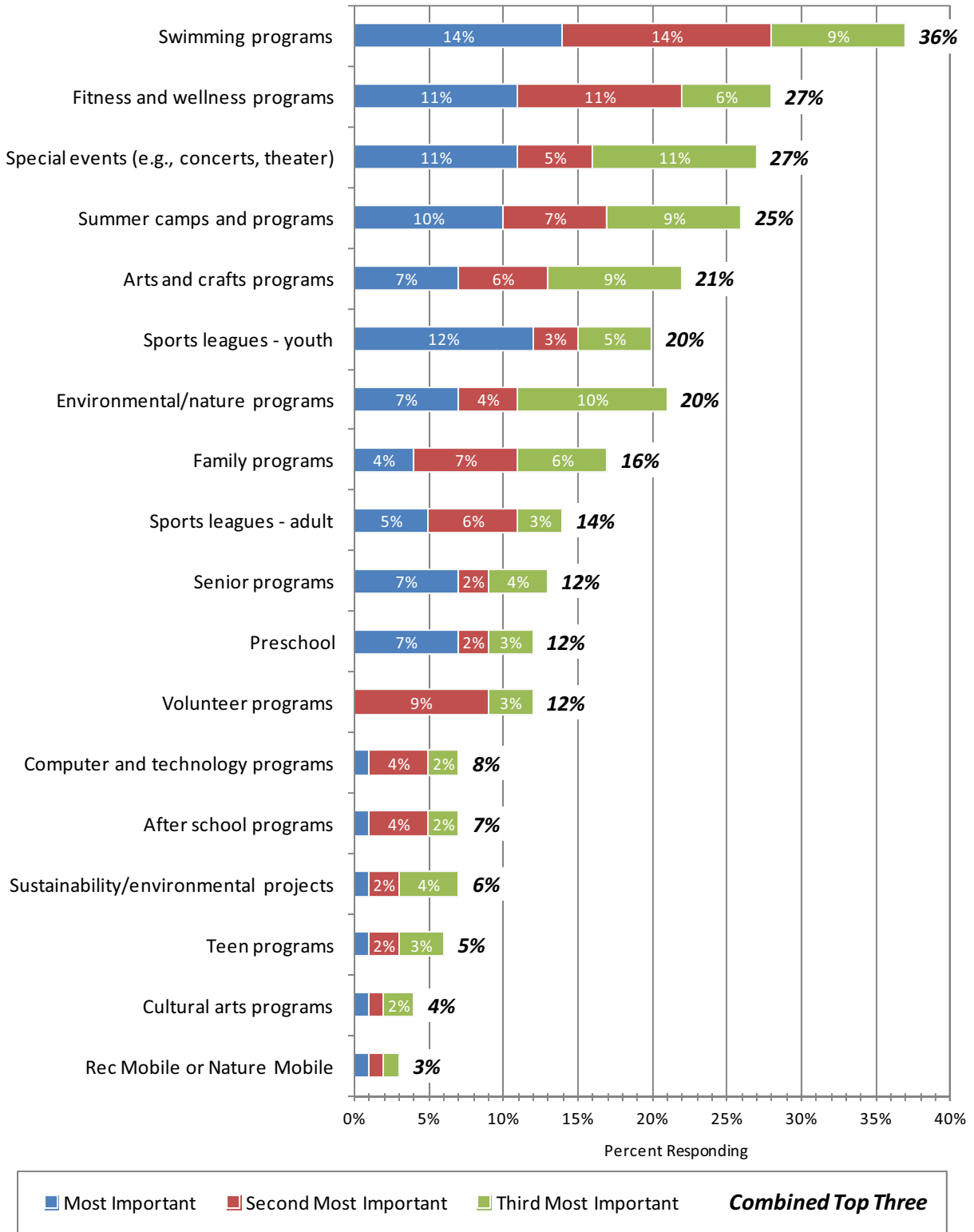
The second tier of programs included:

- Fitness and wellness programs (27% of households reported this program as one of the top three most important to their household to add, expand, or improve)
- Special events (27% of households)
- Summer camps and programs (25% of households)

Third tier of most important programs:

- Arts and crafts programs (21% of households)
- Environmental/nature programs (20% of households)
- Sports leagues - youth (20% of households)
- Family programs (16% of households)

**Figure 28**  
**Programs, Activities, and Special Events – Most Important to Add, Expand or Improve**



### Importance vs. Needs-Met Matrix – Current Programs, Activities, and Special Events

As with facilities, it is informative to plot and compare the programs, activities, and special event scores in an “Importance vs. Needs-Met” matrix. In Figure 29, scores are displayed in a matrix using the midpoint ratings for both questions to divide the graph into 4 quadrants (ex. the importance midpoint was 3.3; needs-met midpoint was 3.5). A positioning of each program in comparison to each other is detailed.

The upper right quadrant shows the programs, activities, and special events that had a high importance to households and needs for these programs were being well met. The following are programs that fit this category. Maintaining these programs is essential in servicing the highest priorities for THPRD households.

- Swimming programs
- Fitness and wellness programs
- Sports leagues – youth
- Special events
- Environmental/nature programs

Programs located in or near the upper left quadrant indicate programs with relatively high importance that could be improved. Improving these programs would have a strong impact on the degree to which needs are being met overall. Encouragingly, there are no programs truly within the upper left quadrant. However, several programs are close to this quadrant and have a good opportunity to move to the upper right quadrant. These programs include:

- Arts and crafts programs
- Summer camps and programs
- Family programs

Programs found in the lower left quadrant, further below the importance average and left of the needs-met average, are programs not meeting needs well; however, they are important to fewer members of the community. These “niche programs” serve a small but passionate following; therefore, there is merit to measuring participation and planning for potential future enhancements accordingly. These programs include:

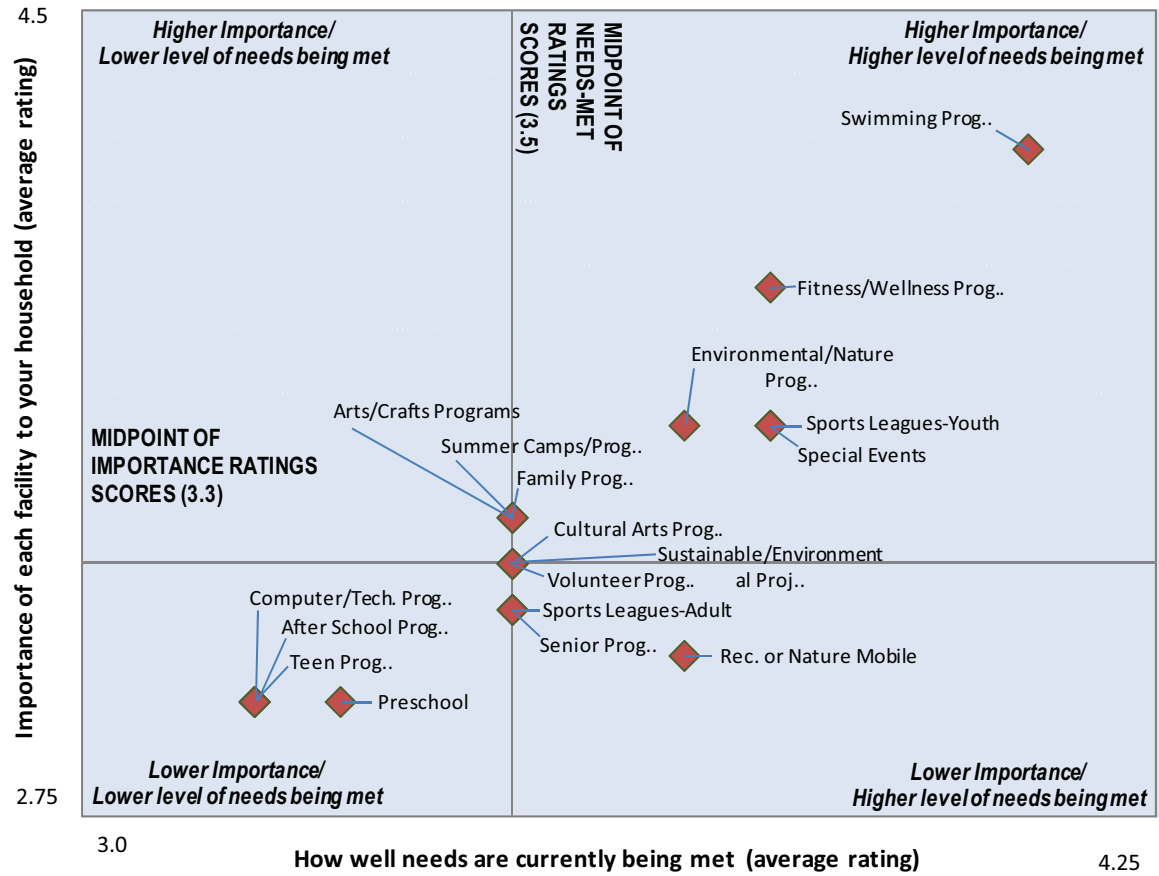
- Computer and technology programs
- After school programs
- Teen programs
- Preschool

As with the facilities matrix, the lower right quadrant shows program(s) that are not very important to households, yet are meeting needs very well. Despite this program meeting needs well, it would be beneficial to evaluate if the resources supporting these program(s) outweigh the benefits. If resources used to support these program(s) are exuberant, reallocating these resources to the programs in the upper left quadrant would be a more efficient use of time, finances and equipment. The one program in this quadrant is:

- Rec. Mobile or Nature Mobile

Figure 29

Programs, Activities, and Special Events – Importance vs. Needs-Met Matrix - Random Sample

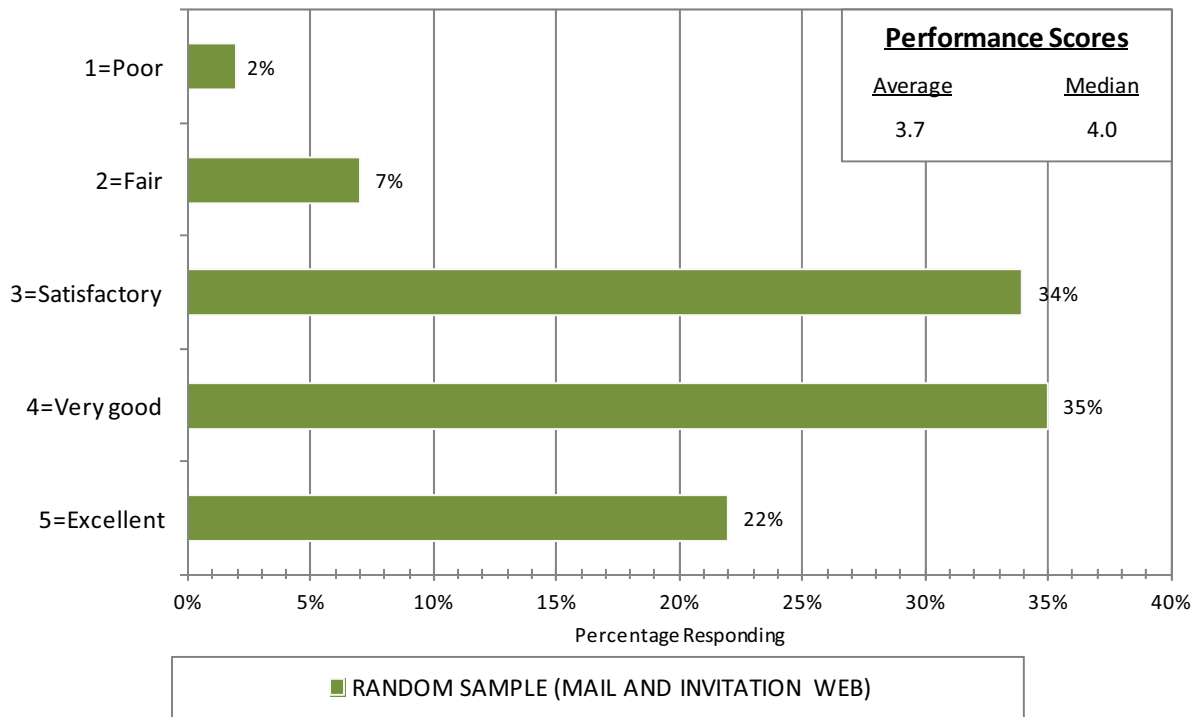


## COMMUNICATION AND FINANCIAL CHOICES

### Informing Public about Parks, Recreation Facilities, Open Space, Trails, and/or Programs

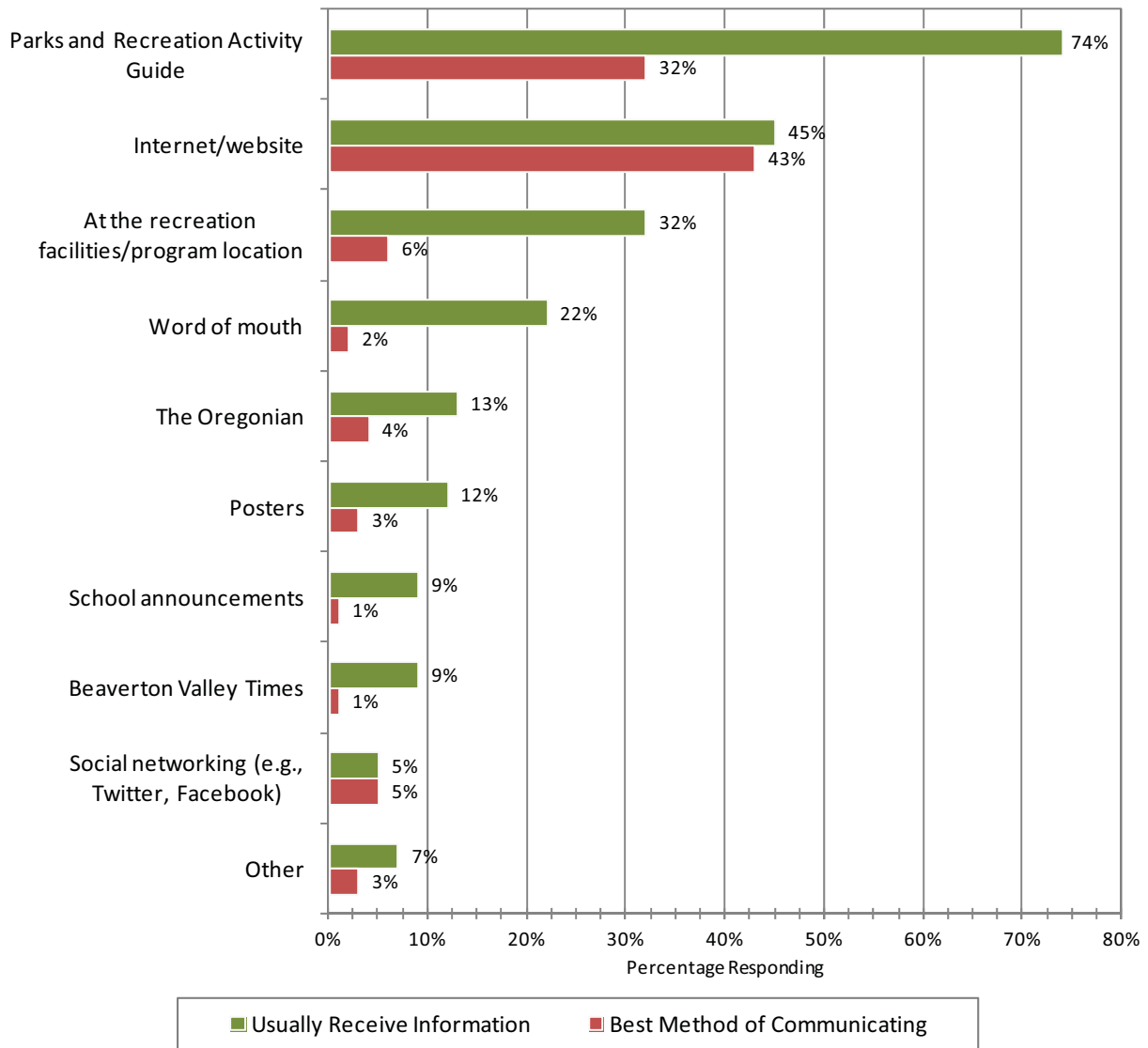
When asked to rate how well THPRD does in providing information about parks, recreation facilities, open space, trails, and/or programs, residents responded with an average score of 3.7 on a 5 point scale where 1="Poor", and 5="Excellent". A "Very good" rating (rating of 4) was the most frequently reported at 35% of respondents followed by "Satisfactory" (rating of 3) at 34%. The "Excellent" rating accounted for 22% of respondents and less than 9% combined indicated a "Fair" or "Poor" rating.

**Figure 30**  
*Communication – Performance on Informing Public About Park & Recreation Opportunities*



Overall, THPRD has done a fairly good job of matching the best method of communicating information about parks, recreation facilities, services, and programs with how households usually receive information. Both the internet/website and Parks and Recreation Activity Guide are clearly the best methods of communicating information, with the Activity Guide having widespread current usage.

**Figure 31**  
**Communication – How Park, Recreation Facilities, Services, and Program Information is Currently Being Received/ Best Method to Be Reached**

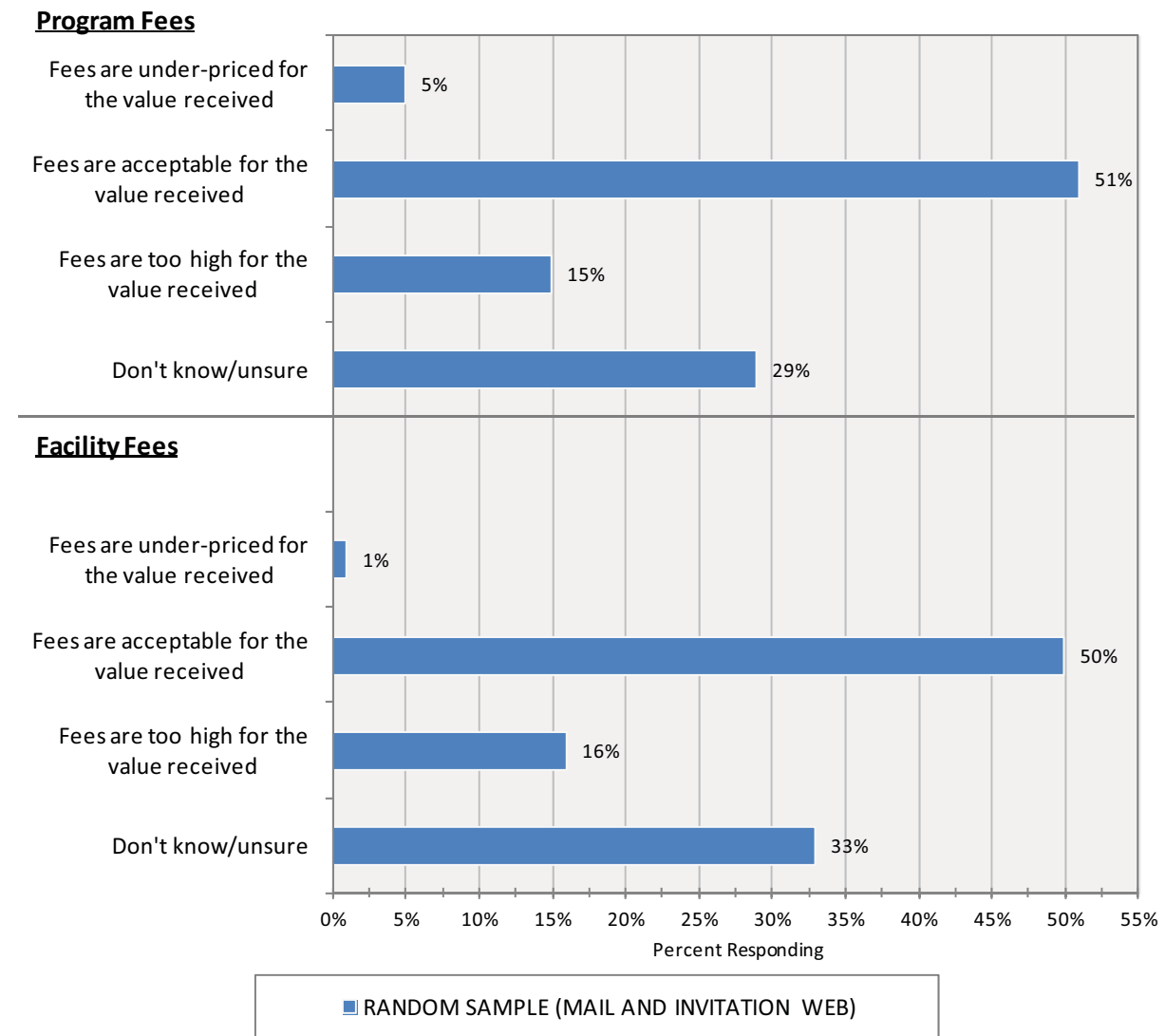


## FINANCIAL CHOICES

### Current Program and Facility Fees Directly Charged to Households

Respondents were then asked to indicate their opinions regarding current program and facility fees charged directly to them. About half of respondents feel that fees are acceptable for the value received for both facility and program charges. Less than 5% feel that the fees are too low while about 15% of households feel that fees are too high.

**Figure 32**  
*Financial Choices - Opinions Concerning Current Program and Facility Fees Directly Charged*

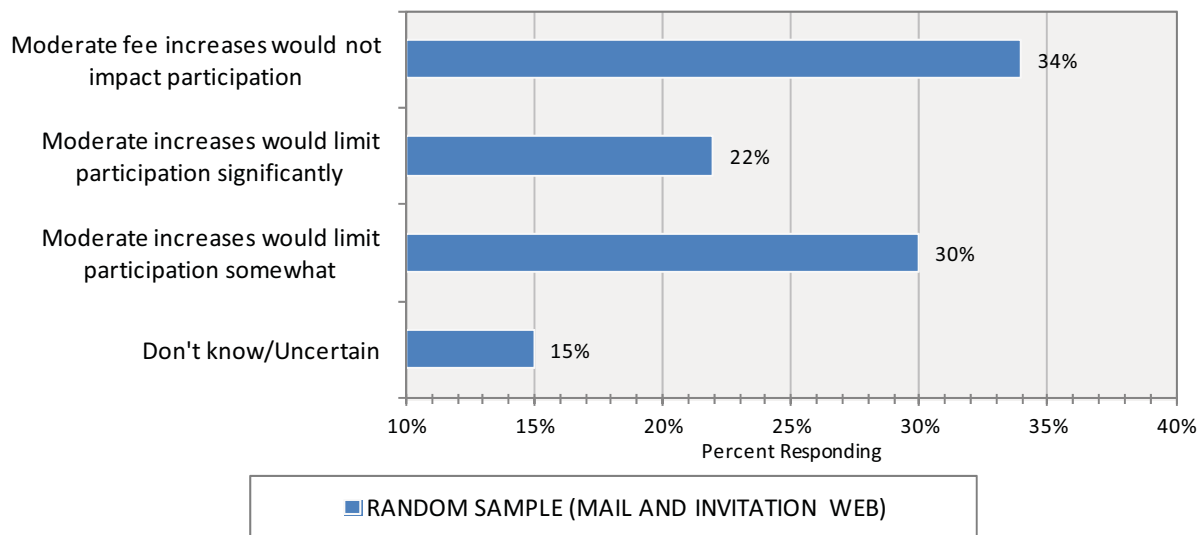


**Potential Impact on Participation Due to Fee Increases**

Respondents were asked what they could expect their level of participation would be if an increase in fees were issued due to increased costs to provide programs and services. Thirty four percent of households indicated that moderate increases would not impact their current level of participation. Thirty percent stated increases would somewhat limit participation and 22% indicated that increases would significantly impact their current level of participation. Fifteen percent were not sure how their level of participation would be affected.

*Figure 33*

*Financial Choices – Impact of Fee Increases on Level of Participation in Park and Recreation Programs and Facilities*



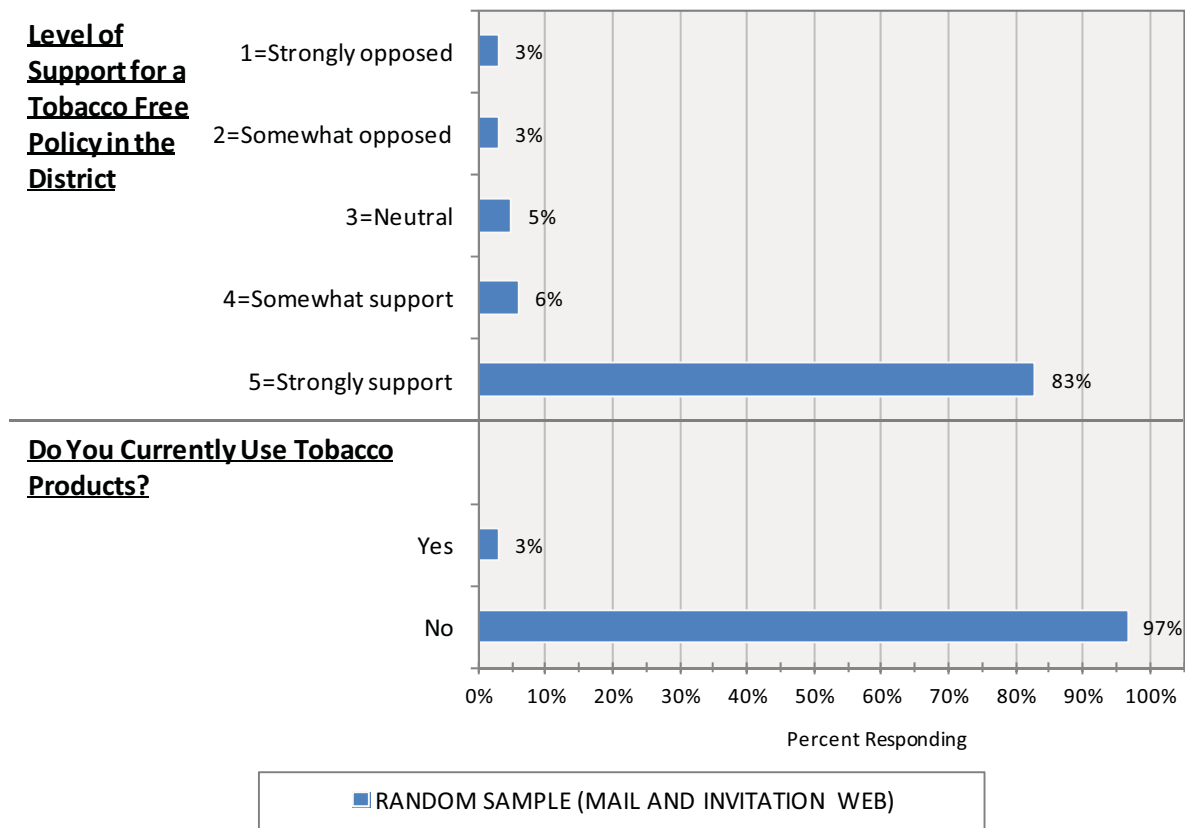


## OPINIONS ON TOBACCO ISSUES

Respondents were told that THPRD is considering adopting a policy banning tobacco products within parks and outdoor spaces. Respondents were then asked if they would support or oppose this tobacco free policy. The majority of respondents (89%) indicated that they would support the policy, while only 6% reported they were opposed. Five percent were neutral on the topic.

To evaluate further, 97% of respondents stated they do not use tobacco products. As such, it is clear that several non-tobacco users were either opposed or neutral on the topic of banning tobacco products within parks and outdoor spaces.

**Figure 34**  
*Level of Support for Tobacco Free Policy within THPRD / Percentage of Tobacco Product Usage*



## SUGGESTIONS / OPEN ENDED COMMENTS

Respondents were given the opportunity to list any additional comments or suggestions regarding parks, recreation facilities, natural areas, trails, and programs provided in THPRD. The resulting comments cover a wide variety of issues important to residents as well as a number of specific areas for potential improvements. The full set of comments, which can be found in the appendix, should be viewed in order to understand the extent of issues covered and the specific types and location of these issues.

Overall, there were some themes that emerged. One major theme was that there was much support of THPRD programs, facilities, and services, however other themes show need for improvement. These themes that demonstrated need for improvement included informing the public more often and more effectively about on-going programs and events; reducing taxes and other costs; and reevaluating the cost structure for in-district vs. out-of-district users.

### Example Comments

- *I would like to receive emails about classes that I have expressed an interest in...time date location cost....*
- *I would attend more THPRD events if I knew about them more, email maybe?*
- *I do not know much about your natural areas and trails. Mailing out a map or prominently displaying a brochure/map in rec. centers would be helpful.*
- *A good way to communicate might be a weekly or bi-weekly email with tips, events, classes highlighted, news, programs, links to your website, etc. Keep up the good work!*
- *More and better publicity*
- *I would like to have email communications that provide us with updates, but so far have not seen anything available? Also, the website information for aquatic centers, tennis courts, etc. could be improved to show more photos, details, etc.*
- *Cater to the tax payers, property owners that are keeping you alive. Benefits to those that can prove how much they have already paid in the last quarter of a century.*
- *Instead of increasing fees, cut some of your programs. In this day and age, cost cutting is necessary.*
- *Fee assessments for those living outside the service area needs to be reviewed.*
- *I suggest a decreased cost to out of district user for the use of indoor tennis courts, if they are using it in conjunction with an in district user. Doesn't make sense for me to pay for court use at an in district rate and my partner pay for same court time at an out of district rate. I can't play tennis alone and the high cost for out of district players limit playing time at THPRD - I end up going to their districts where the cost is less.*

## Appendix B – THPRD Summary of Outdoor and Indoor Inventory GRASP® Values

THPRD Owned and/or Maintained Property Sites by Category  
 GreenPlay Site Inventory List: Revised after Consultant Team site visits  
 FY 2012-2013

Yellow highlight indicates a site has been inventoried and scored.

Blue highlight indicates assumed scoring for non-visited site.

Property name	Owner	Neighborhood GRASP Score		Community GRASP Score	
		Actual	Assumed	Actual	Assumed
<b>Group 1: Small natural area, mostly surrounded by houses with no access, no amenities, no trails</b>					
Property name	Owner				
<b>Small &lt;3 Acres</b>					
114th Avenue Wetlands NA	THPRD		15		15
155th Avenue Wetlands NA	THPRD		15		15
Adams Wetlands NA	THPRD		15		15
Aspen Wetlands NA	THPRD		15		15
Bales Wetlands NA	THPRD		10		10
Beacon Hill Wetlands NA	THPRD	15.4		15.4	
Brookview Wetlands NA	THPRD		12		12
Burton Wetlands NA	THPRD		12		12
Cedar Mill Woods NA	THPRD		15		15
Cedars Wetlands NA	THPRD		12		12
Crowell Woods NA	THPRD		12		12
Deerfield Woods NA	THPRD		15		15
Deline Park	THPRD		15		15
Hartwood Hylands Woods NA	THPRD		15		15
Northridge Woods NA	THPRD		15		15
Ravine Woods NA	THPRD		15		15
Roxie Wetlands NA	THPRD		10		10
Scott Wetlands NA	THPRD		10		10
Shadow Creek Wetlands NA	THPRD		15		15
Steele Wetlands NA	THPRD		12		12
Taylors Creek Wetlands NA	THPRD		10		10
Wake Robin Wetlands NA	THPRD		15		15
White Fox Wetlands NA	THPRD		15		15
<b>Large &gt;3 Acres</b>					
Beaverton Creek Greenway	THPRD		11		11
Bethany Wetlands NA	THPRD	13.2		13.2	
Bronson Creek Greenway	THPRD	11		11	
C.E. Mason Wetlands NA	THPRD		9		9
Dauids Windsor Wetlands NA	THPRD		11		11
Hiteon Wetlands NA	THPRD		11		11
Hubert Lee Cain Wetlands NA	THPRD		9		9
Madrona Woods NA	THPRD	8.8		8.8	
Millikan Wetlands NA	THPRD		9		9

Property name	Owner	Neighborhood GRASP Score		Community GRASP Score	
		Actual	Assumed	Actual	Assumed
<b>Group 1: Small natural area, mostly surrounded by houses with no access, no amenities, no trails</b>					
Peppertree Wetlands NA	THPRD		9		9
Scholls Wetlands NA	THPRD		9		9
Shaughnessey Wetlands NA	THPRD	8.8		8.8	
<b>Group 2: Small natural area with access and possibly a trail</b>					
<b>Small &lt;3 Acres</b>					
Center Street Wetlands NA	THPRD	26.4		26.4	
Dwight S. Parr Woods NA	THPRD		18		18
Elizabeth Meadows Wetlands NA	THPRD		18		18
Forest Glen Woods NA	THPRD		18		18
Granada Woods NA	THPRD		18		18
Merritt Woods NA	THPRD		26		26
Quarry Woods NA	THPRD	17.6		17.6	
Schlottman Creek Greenway	THPRD		18		18
Tallac Terrace Park	THPRD		18		18
<b>Large &gt;3 Acres</b>					
Bauman Woods NA	THPRD		13		13
Beaverton Creek Wetlands NA	THPRD		15		15
Brookhaven Woods NA	THPRD		15		15
Koll Center Wetlands NA	THPRD		13		15
Lily K. Johnson Woods NA	THPRD	13.2		13.2	
Matrix Hill Woods NA	THPRD	15.4		15.4	
Moonshadow Woods NA	THPRD		15		15
Morrison Woods NA	THPRD		13		13
Raleighwood Wetlands NA	THPRD		13		13
Thornbrook Woods NA	THPRD		15		15
Vale Greenway	THPRD		13		13
Whispering Woods NA	THPRD		15		15
<b>Group 3: Natural area with higher level of access, a network of trails, may be paved or not, may have benches</b>					
Bannister Creek Greenway	THPRD	17.6		17.6	
Ben Graf Greenway	THPRD		19		19
Fanno Creek Greenway	CWS/ Metro	19.2		19.2	
Hyland Woods NA	THPRD	13.2		13.2	
Jordan Woods NA	THPRD		13		13
Kaiser Woods NA	THPRD	22		22	
Lowami Hart Woods NA	THPRD		13		13
Moshofsky Woods NA*	THPRD	16.5		16.5	
North Bethany Greenway*	THPRD		13		13
Stoller Creek Greenway*	THPRD		13		13
Willow Creek Greenway*	THPRD	29.7		29.7	
*These 4 sites are all connected					

Property name	Owner	Neighborhood GRASP Score		Community GRASP Score	
		Actual	Assumed	Actual	Assumed
<b>Group 4: Linear Park with trails, grassy areas, may or may not have visitor amenities (benches, play equipment)</b>					
John Marty Park	THPRD	19.2		19.2	
Murrayhill Park	THPRD	24.8		28.8	
Hart Meadows Park	THPRD		22		22
Waterhouse Park	THPRD		22		22
<b>Group 4A: Linear Park with trails, grassy areas, may or may not have visitor amenities (benches, play equipment) but less amenities than group 4</b>					
Barrows Park	THPRD	61.2		61.2	
Greenway Park	THPRD	110		115	
Commonwealth Lake Park	THPRD	90		90	
Evelyn M. Schiffler Memorial Park	THPRD	115		133	
Paul & Verna Winkelman Park	THPRD	93.6		115	
<b>Group 5: Linear Park with trails, grassy areas, no amenities</b>					
Waterhouse Linear Park	THPRD	19.2		19.2	
Westside Linear Park	THPRD	4.4		4.4	
Rock Creek Greenway	THPRD	16.8		16.8	
<b>Group 6: Short paths (connectors)</b>					
Barlow Square Path	THPRD		13.2		13.2
Downing Greenway	THPRD	13.2		13.2	
Willard Bike Path	THPRD		13.2		13.2
<b>Group 7: Sports Fields- elementary schools and churches, grass fields, non-irrigated</b>					
Beaver Acres School	BSD		17.6		17.6
Bethany Elementary School	BSD		17.6		17.6
Cedar Mill Elementary School	BSD	13.2		13.2	
Chehalem Elementary School	BSD		17.6		17.6
Errol Hassel Elementary School	BSD		17.6		17.6
Findley Elementary School	BSD		17.6		17.6
Hazeldale Elementary School	BSD	8.8		8.8	
Kinnaman Elementary School	BSD		3.3		3.3
McKay Elementary School	BSD		17.6		17.6
Montclair Elementary School	BSD		17.6		17.6
Oak Hills Elementary School	BSD		17.6		17.6
Raleigh Hills Elementary School	BSD		17.6		17.6
Raleigh Park Elementary School	BSD		17.6		17.6
Rock Creek 4 Square Church	Church		11		11
Rock Creek Community Church	Church	11		11	
Terra Linda Elementary School	BSD	17.6		17.6	
Vose Elementary School	BSD		17.6		17.6
West Tualatin View Elementary School	BSD		13.2		13.2
William Walker Elementary School	BSD	3.3		3.3	

Property name	Owner	Neighborhood GRASP Score		Community GRASP Score	
		Actual	Assumed	Actual	Assumed
<b>Group 8: Sports Fields – mostly elementary &amp; middle schools, irrigated turf</b>					
Barnes Elementary School	BSD		13.2		13.2
Bonny Slope School	BSD		13.2		13.2
Cedar Park Middle School	BSD	26.4		52.8	
Conestoga Middle School	BSD		26.4		44
Cooper Mountain School	BSD		13.2		17.6
Elmonica Elementary School	BSD		13.2		17.6
Fir Grove Elementary School	BSD		21.6		21.6
Five Oaks Middle School	BSD		26.4		44
Greenway Elementary School	BSD		13.2		17.6
Highland Park Middle School	BSD		26.4		44
Hiteon Elementary School	BSD	21.6		21.6	
International School of Beaverton	BSD		26.4		44
Jacob Wismer School	BSD	13.2		17.6	
Meadow Park Middle School	BSD	26.4		44	
Mountain View Middle School	BSD		26.4		44
Nancy Ryles Elementary School	BSD		13.2		17.6
Ridgewood Elementary School	BSD		21.6		21.6
Rock Creek North Soccer Fields	BSD	13.2		13.2	
Scholls Heights Elementary School	BSD		13.2		13.2
Sexton Mountain Elementary School	BSD		21.6		21.6
Stoller School	BSD		21.6		21.6
Valley Catholic School	SSM		26.4		44
Whitford Middle School	BSD		26.4		44
<b>Group 9: High school synthetic turf fields</b>					
Aloha High School	BSD		11		11
Beaverton High School	BSD		11		11
Southridge High School	BSD	11		11	
Sunset High School	BSD	11		11	
Westview High School	BSD		11		11
<b>Group 10: Outdoor tennis courts</b>					
Cedar Park Middle School	BSD		28.6		41.8
Conestoga Middle School	BSD	28.6		41.8	
Five Oaks Middle School	BSD		28.6		41.8
Highland Park Middle School	BSD		22		37.4
Meadow Park Middle School	BSD		28.6		41.8
Mountain View Middle School	BSD	22		37.4	
Westview High School	BSD	8.8		39.6	
<b>Group 11: A Park- no parking, no sports courts or fields, may have visitor amenities (i.e. play equipment, picnic tables, drinking fountain, pathway), may or may not be irrigated</b>					
<b>Small Park ~.5 Acres or less</b>					
Fifth Street Park	THPRD		9.6		9.6
Holland Park	THPRD	9.6		9.6	
Satterberg Heights Park	THPRD		9.6		9.6

Property name	Owner	Neighborhood GRASP Score		Community GRASP Score	
		Actual	Assumed	Actual	Assumed
<b>Group 11: A Park- no parking, no sports courts or fields, may have visitor amenities (i.e. play equipment, picnic tables, drinking fountain, pathway), may or may not be irrigated</b>					
Skyview Park	THPRD	14.4		14.4	
Wildhorse Park	THPRD		9.6		9.6
Willow Park	THPRD		9.6		9.6
<b>Medium Park ~.5 Acres to 5 Acres</b>					
Bronson Creek Park	THPRD		14.4		14.4
Buckskin Park	THPRD		14.4		14.4
Burnsridge Park	THPRD		14.4		14.4
Burntwood Park	THPRD	4.4		4.4	
Butternut Park	THPRD		14.4		14.4
Fir Grove Park	THPRD	19.2		19.2	
Florence Pointe Park	THPRD		14.4		14.4
Foothills Park	THPRD	26.4		26.4	
Griffith Park	THPRD	28.8		28.8	
Hideaway Park	THPRD		14.4		14.4
Hiteon Park	BSD		26.4		26.4
Kaiser Woods South Park	THPRD		26.4		26.4
Lawndale Park	THPRD		14.4		14.4
Little Peoples Park	COB		19.2		19.2
McMillan Park	THPRD	31.2		33.6	
NW Park	THPRD		26.4		26.4
Pioneer Park	THPRD		26.4		26.4
Ridgewood Park	THPRD		26.4		26.4
The Bluffs Park	THPRD		21.6		21.6
Taliesen Park	THPRD		4.4		4.4
Thornbrook Park	THPRD		4.4		4.4
Veterans Memorial Park	COB	21.6		21.6	
Wanda L. Peck Memorial Park	THPRD		28.8		28.8
West Slope Park	THPRD		14.4		14.4
Wildwood Park	COB	14.4		14.4	
Wonderland Park	COB		14.4		14.4
<b>Large Park &gt; 5 Acres</b>					
Foege Park	THPRD	22		22	
Kaiser Woods Park	THPRD	21.6		21.6	
<b>Group 11A: A Park- no parking, no sports courts or fields, not many visitor amenities (i.e. play equipment, picnic tables, drinking fountain, pathway), may or may not be irrigated</b>					
Valley Park	THPRD	3.3		3.3	
Valley West Park	THPRD	3.3		3.3	
Reservoir Park	THPRD	2.2		2.2	

Property name	Owner	Neighborhood GRASP Score		Community GRASP Score	
		Actual	Assumed	Actual	Assumed
<b>Group 12: A Park- no parking, has sports courts or fields and may have other visitor amenities (i.e. play equipment, picnic tables, drinking fountain, pathway), may or may not be irrigated</b>					
<b>Medium Park &lt;5 Acres</b>					
Arnold Park	THPRD		16.8		16.8
Carolwood Park	COB/ THPRD		16.8		16.8
Center Street Park	THPRD		30.8		37.4
Channing Heights Park	THPRD		21.6		21.6
Cooper Park	THPRD	16.8		16.8	
Eichler Park	THPRD	28.8		28.8	
Forest Hills Park	THPRD		30.8		37.4
George W. Otten Park	THPRD	28.8		28.8	
Lost Park	THPRD	19.8		24.2	
Meadow Way Park	THPRD	26.4		26.4	
Raleigh Scholls Park	THPRD		13.2		17.6
Ridgecrest Park	THPRD		26.4		34.8
Rock Creek Landing Park	THPRD		19.8		24.2
Roxbury Park	THPRD		30.8		37.4
Somerset Meadows Park	THPRD	26.4		34.8	
Summercrest Woods NA	THPRD		19.8		24.2
Terra Linda Park	THPRD	30.8		37.4	
West Sylvan Park	THPRD	13.2		17.6	
<b>Large Park &gt;5 Acres</b>					
Autumn Ridge Park	THPRD	36		38.4	
Mitchell Park	THPRD		30.8		37.4
Rock Creek Park	THPRD	21.6		24	
Sexton Mountain Park	THPRD	28.8		28.8	
Summercrest Park	THPRD		19.8		24.2
TVWD Athletic Fields- Merlo	TVWD	12.1		17.6	
<b>Group 13: A Park- has parking, no sports courts or fields, may have visitor amenities (i.e. play equipment, picnic tables, drinking fountain, pathway), may or may not be irrigated</b>					
Bethany Lake Park	THPRD	36		36	
Ridgewood View Park	THPRD		36		36
<b>Group 14: A Park- has parking, has sports courts or fields, may have visitor amenities (i.e. play equipment, picnic tables, drinking fountain, pathway), may or may not be irrigated</b>					
AM Kennedy Park	THPRD		33.6		33.6
Bonny Slope Park	THPRD		33.6		33.6
Camille Park	THPRD	82.8		104	
Cedar Hills Park	THPRD	45.6		67.2	
Cedar Mill Park	THPRD		43.2		52.8
Garden Home Park	THPRD	43.2		52.8	
Hazeldale Park	THPRD		45.6		67.2
Melilah Park	THPRD	33.6		28.4	
Vista Brook Park	THPRD		45.6		67.2
Rock Creek Powerlines Soccer Fields	THPRD	13.2		13.2	
Jackie Husen Park	THPRD	64.4		64.4	



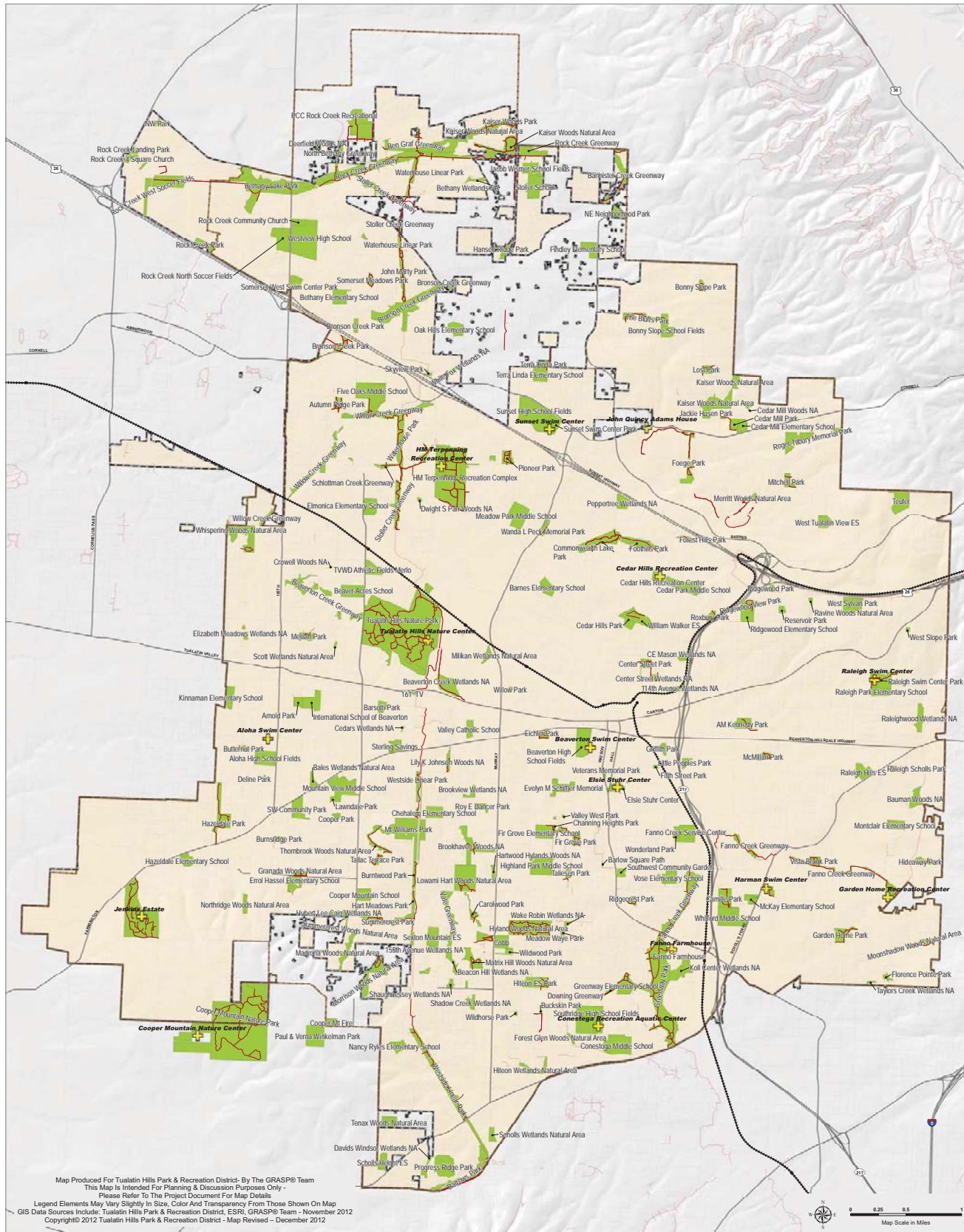
Property name	Owner	Neighborhood GRASP Score		Community GRASP Score	
		Actual	Assumed	Actual	Assumed
<b>Group 15: Land for future park or natural area development (currently undeveloped)</b>					
Roger Tilbury Memorial Park*	THPRD		7.9		7.9
Barsotti Park*	THPRD		7.9		7.9
Cobb*	THPRD	4.4		4.4	
Hansen Ridge Park*	THPRD		7.9		7.9
Mt. Williams Park*	THPRD	8.8		8.8	
NE Neighborhood Park*	THPRD	4.4		4.4	
Roy E. Dancer Park*	THPRD		7.9		7.9
Sterling Savings*	THPRD		7.9		7.9
SW Community Park*	THPRD	8.8		8.8	
Tenax Woods NA*	THPRD		7.9		7.9
Teufel*	THPRD	13.2		13.2	
*Land for future Neighborhood Park					
<b>Group 16: Indoor Recreation Facilities</b>					
Aloha Swim Center	BSD	12		12	
Beaverton Swim Center	THPRD	19.2		19.2	
Cedar Hills Recreation Center	THPRD	44.4		44.4	
Conestoga Recreation & Aquatic Center	THPRD	76.8		76.8	
Elsie Stuhr Center	COB/ THPRD	70.2		70.2	
Garden Home Recreation Center	THPRD	62.4		62.4	
H.M. Terpenning Recreation Complex (scoring includes both indoor and outdoor amenities)	THPRD	339.6		450	
Harman Swim Center	THPRD	14.4		14.4	
PCC Rock Creek Recreational Facility (outdoor amenities only)	PCC/ THPRD	148.2		273	
Raleigh Swim Center	THPRD	4.4		4.4	
Somerset West Swim Center (outdoor amenities only)	THPRD	19.8		23.4	
Sunset Swim Center	THPRD	9.6		9.6	
<b>Group 17: Historical</b>					
Jenkins Estate	THPRD	85.8		113	
Fanno Farmhouse	THPRD	25.2		25.2	
John Quincy Adams Young House	THPRD	17.6		17.6	
<b>Group 18: Nature Parks</b>					
Cooper Mountain Nature Park	Metro	90		90	
Tualatin Hills Nature Park	THPRD	101		109	
<b>Group 19: Other properties maintained but not owned by THPRD</b>					
125 Extension	COB		4.4		4.4
161 & T.V.	COB		4.4		4.4
Beard Road	COB		4.4		4.4
Cooper Mountain Fire	TVF&R	4.4		4.4	
Cooper Mountain H2O Tank	COB		4.4		4.4

Property name	Owner	Neighborhood GRASP Score		Community GRASP Score	
		Actual	Assumed	Actual	Assumed
Southwest Community Garden	SPC		4.4		4.4
W.L. Peck Fire Station	TVF&R	4.4		4.4	
<b>Group 20: Service Center</b>					
Fanno Creek Service Center	THPRD	14.3		14.3	
<b>Group 21: Urban Plaza or Other Special Use Facility</b>					
Progress Lake Park	THPRD	30.8		37.4	

# Appendix C – GRASP® Resource Maps and Perspectives

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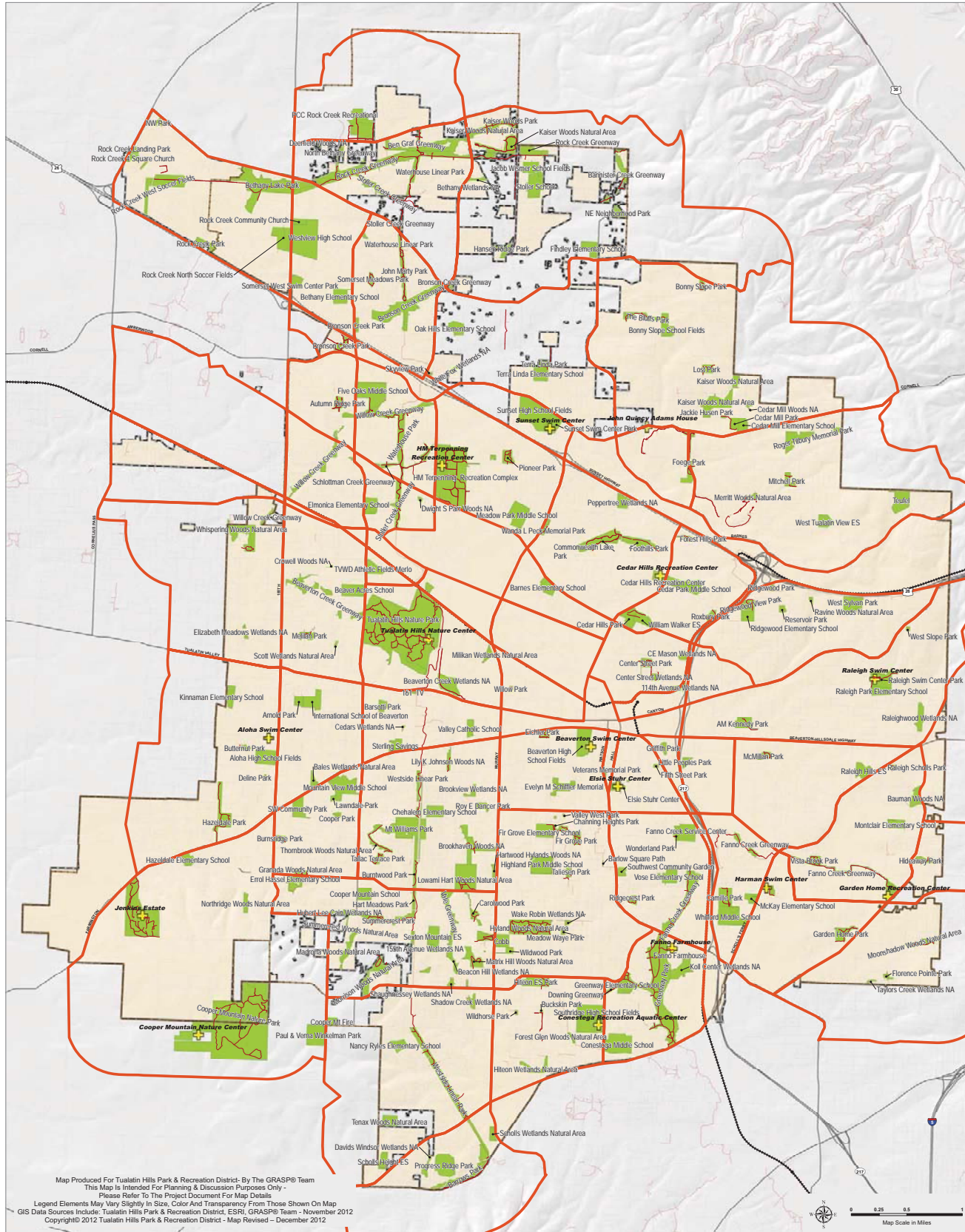
# Tualatin Hills Park & Recreation District Resource Map A: System Map



- Legend**
- THPRD Trail
  - Other Trails
  - Major Roads
  - Local Roads
  - Lightrail Line
  - Outdoor Facility
  - Indoor Facility
  - Lightrail Stop
  - THPRD Boundary
  - THPRD Future Boundary



# Resource Map B: System Map & Pedestrian Barriers



**Legend**

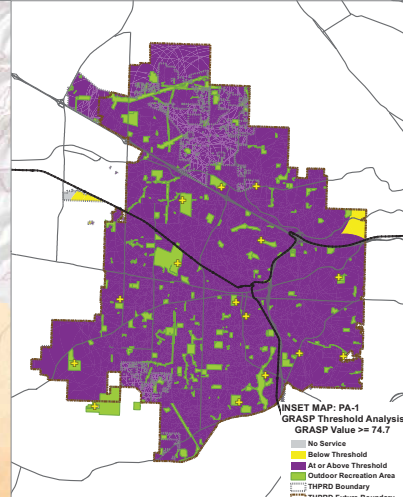
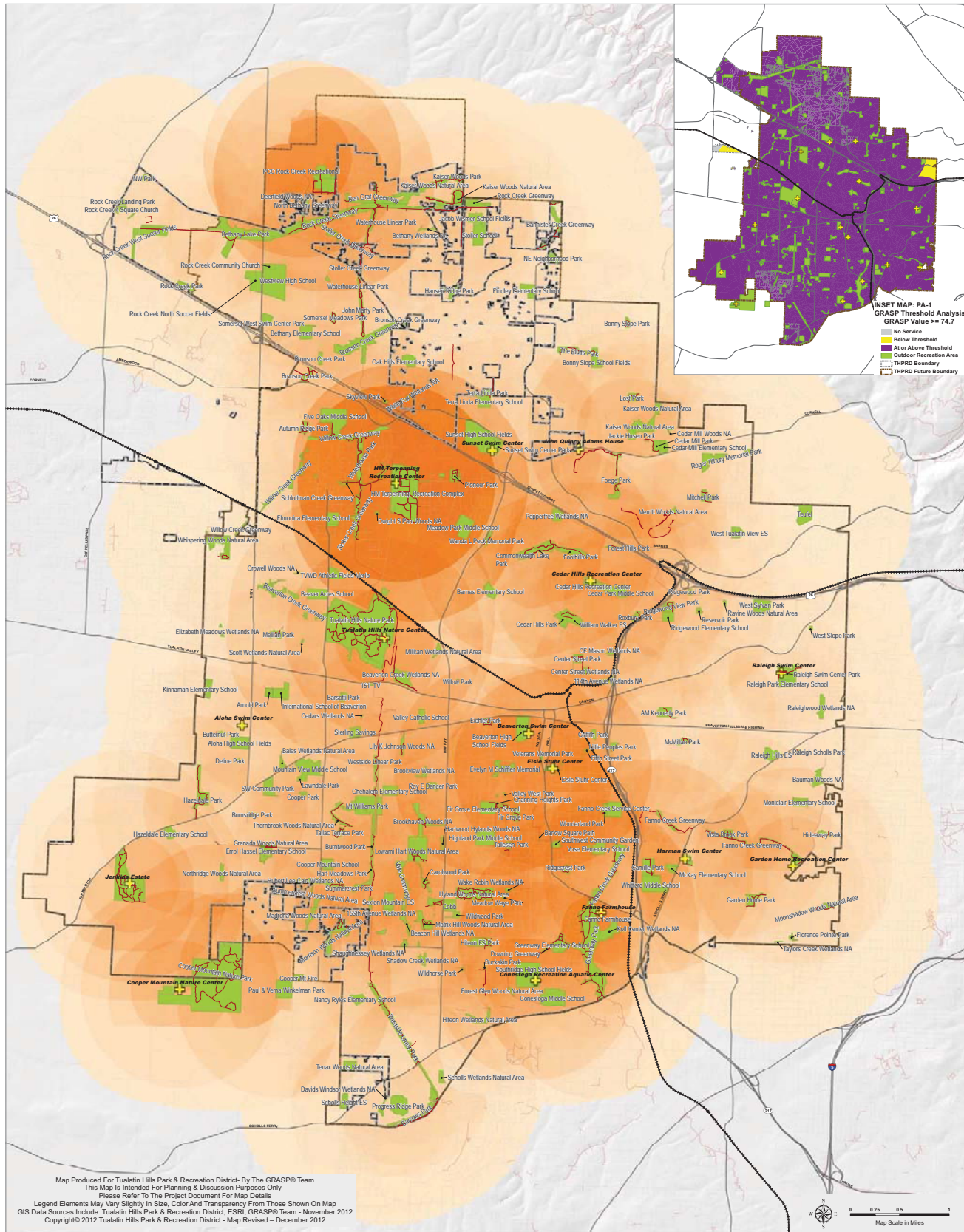
- ▬ Barrier to Pedestrian Access
- ▬ THPRD Trail
- ▬ Other Trails
- ▬ Major Roads
- ▬ Local Roads
- ▬ Lightrail Line
- Outdoor Facility
- Indoor Facility
- Lightrail Stop
- ▬ THPRD Boundary
- ▬ THPRD Future Boundary







# Perspective Map A: Neighborhood Access to All Recreation



**Legend**

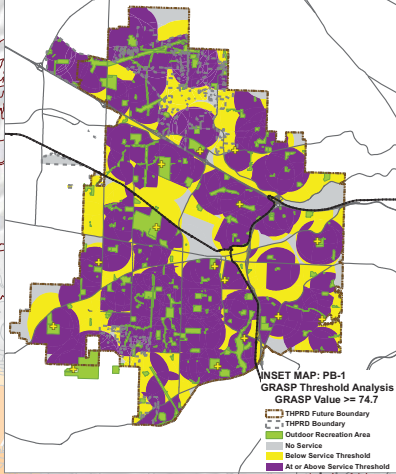
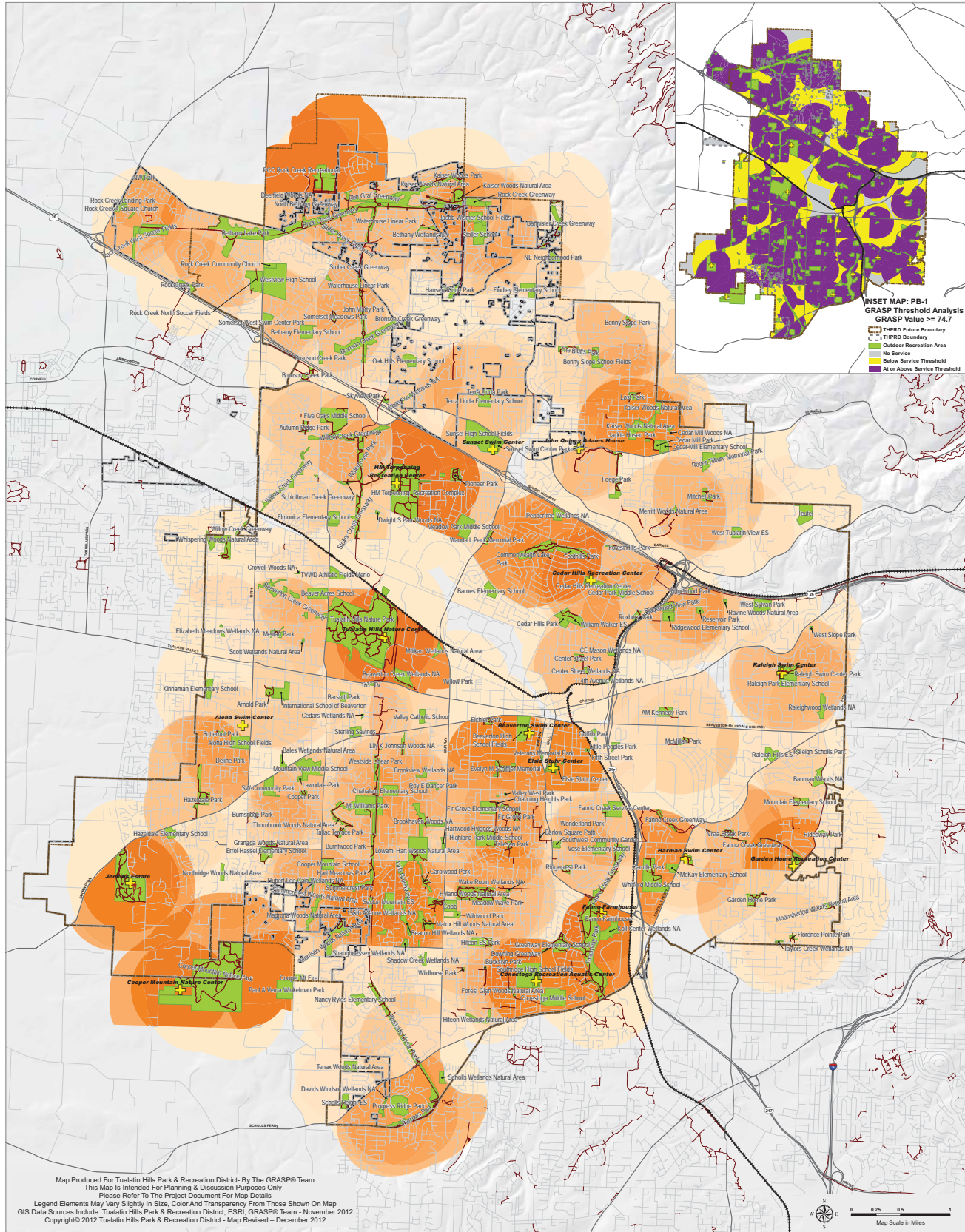
- THPRD Boundary
- Outdoor Facility
- Indoor Facility
- THPRD Trail
- Major Roads
- Local Roads
- Lightrail Line
- Lightrail Stop
- Recreation Access\***
- Less Accessible
- More Accessible

\*GRASP Values Scoring Range: 3.3-1610.4





# Perspective Map B: Walkable Access to All Recreation



**Legend**

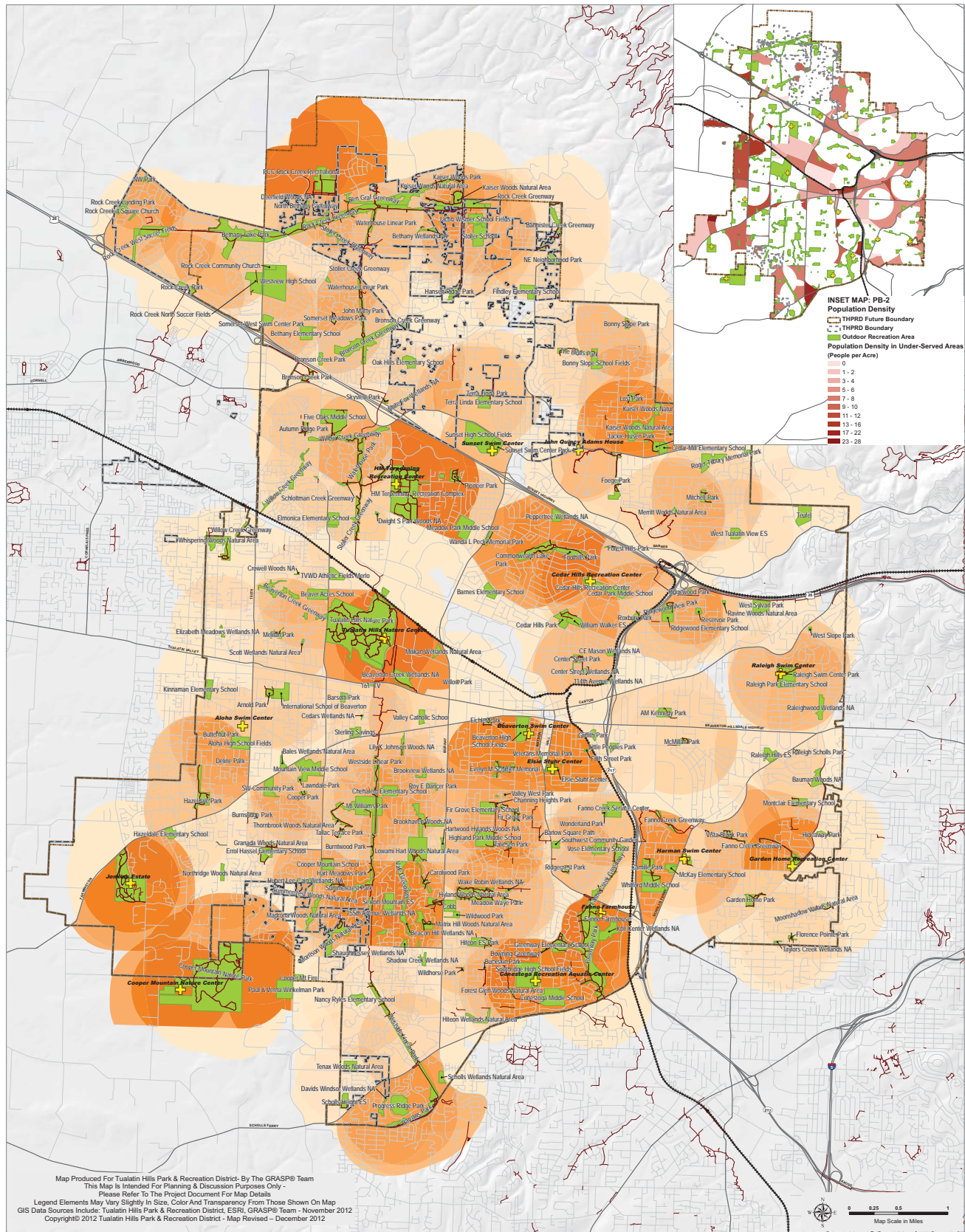
- Outdoor Recreation Area
- Indoor Facility
- THPRD Trail
- Trails Outside THPRD
- Major Roads
- Local Roads
- Lightrail Line
- Lightrail Stop
- THPRD Future Boundary
- THPRD Boundary
- Recreation Values\*
- Less Accessibility
- Greater Accessibility

\*GRASP Values Scoring Range: 3.3-1610.4





# Perspective Map B: Walkable Access to All Recreation



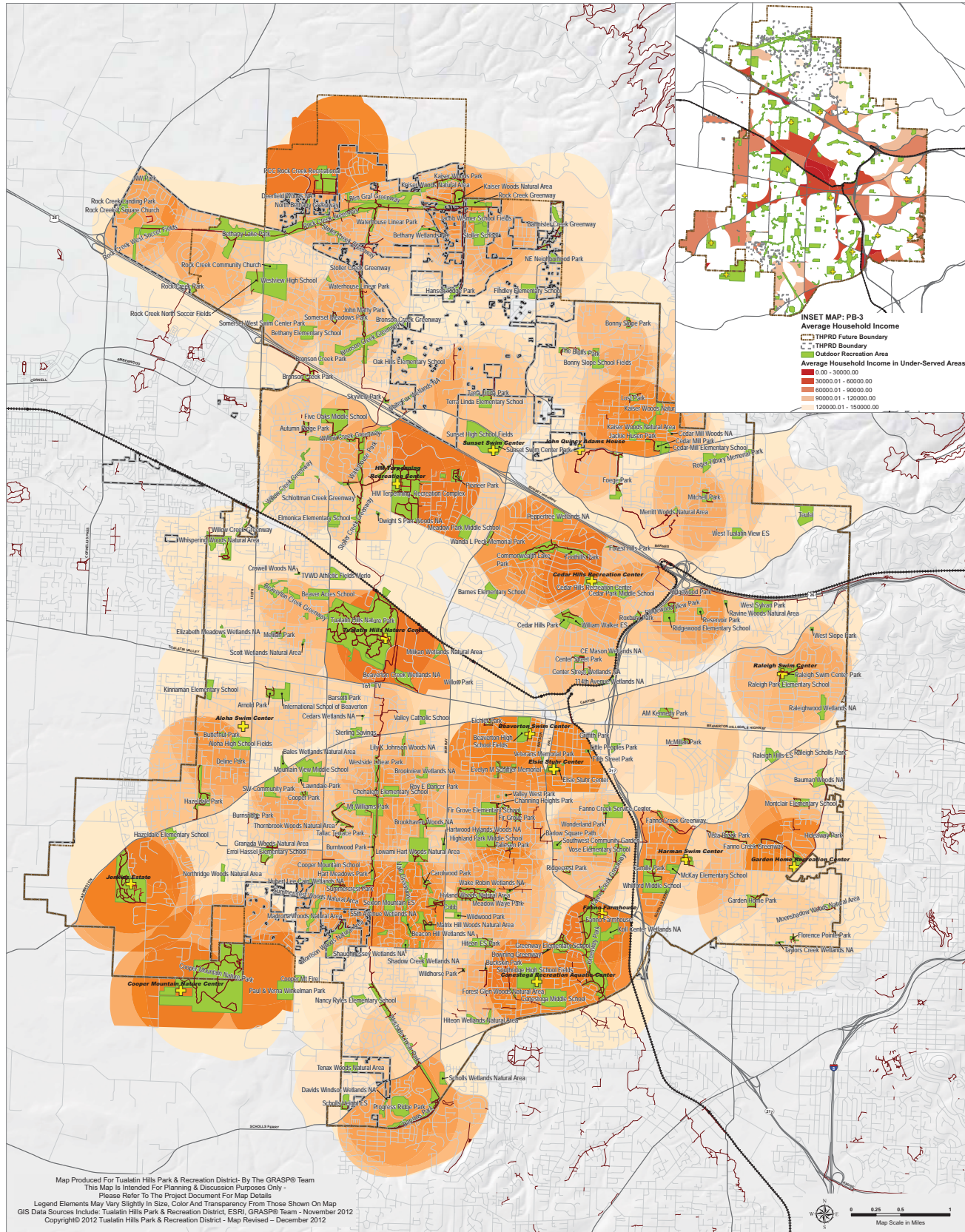
- Legend**
- Outdoor Recreation Area
  - Indoor Facility
  - THPRD Trail
  - Trails Outside THPRD
  - Major Roads
  - Local Roads
  - Lightrail Line
  - Lightrail Stop
  - THPRD Boundary
  - THPRD Future Boundary
  - Recreation Values\*
  - Less Accessibility
  - Greater Accessibility

\*GRASP Values Scoring Range: 3.3-1610.4





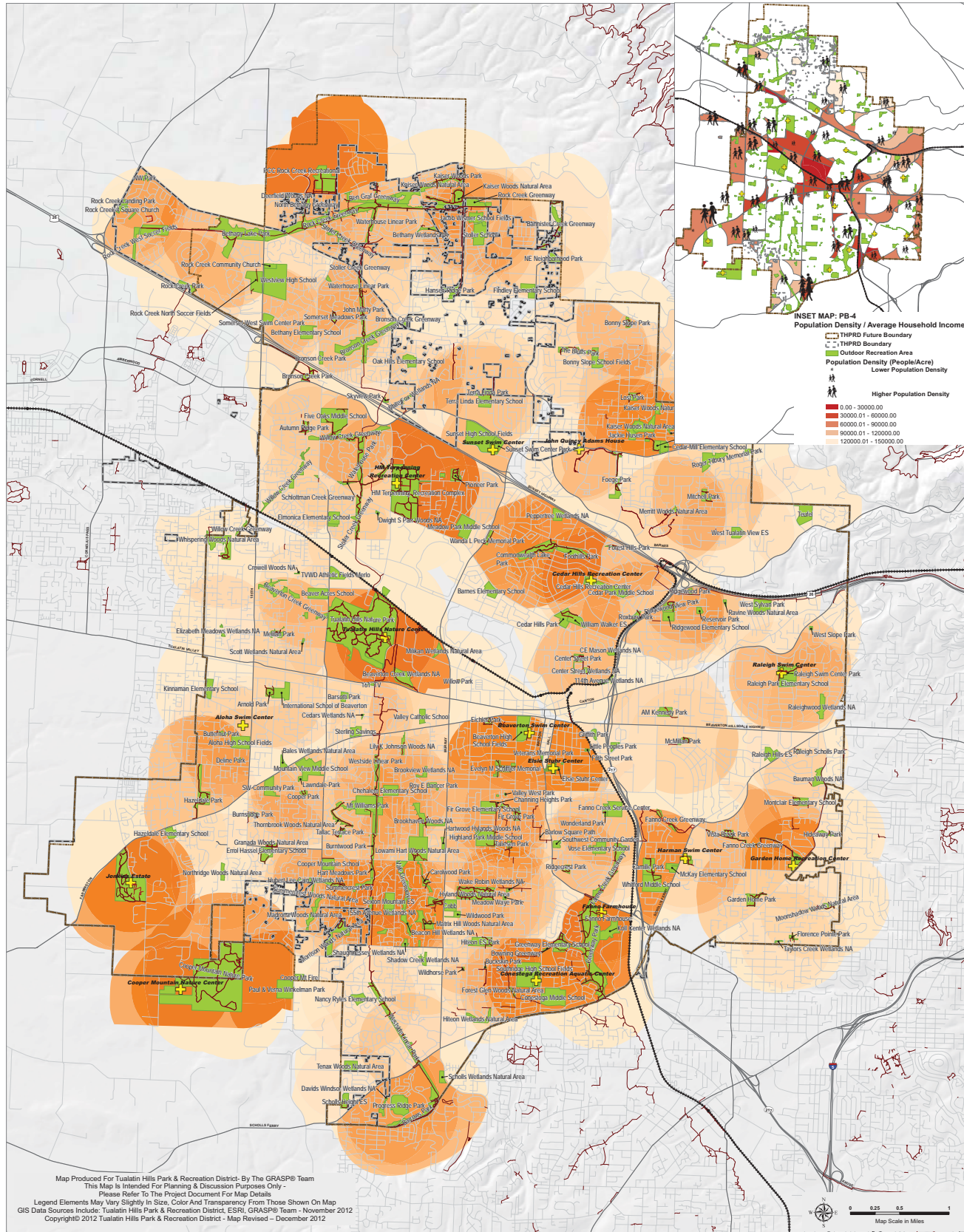
# Perspective Map B: Walkable Access to All Recreation





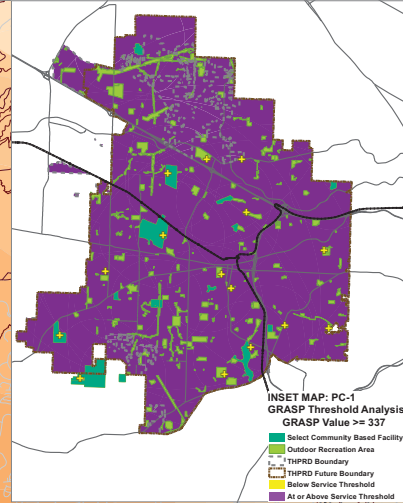
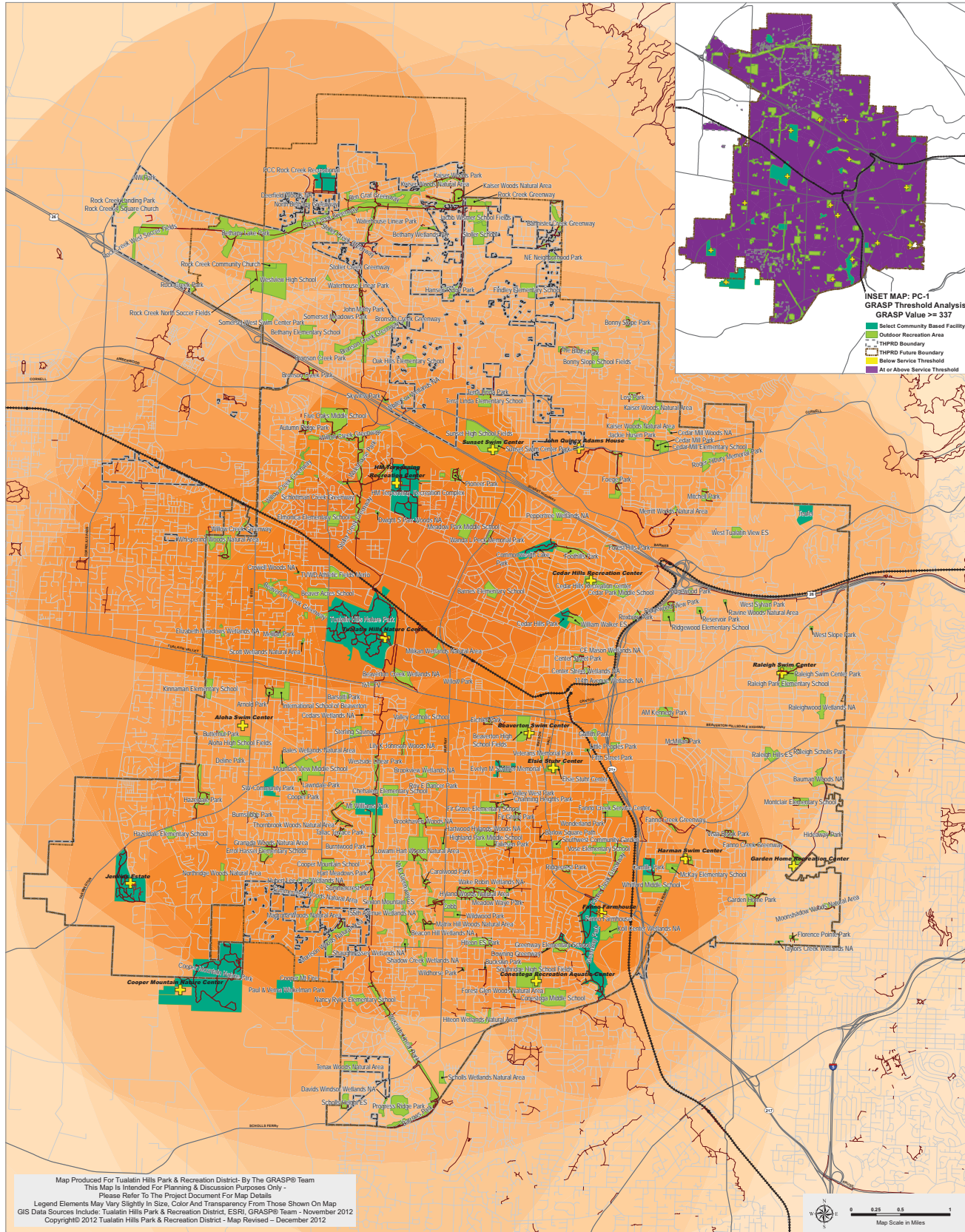


# Perspective Map B: Walkable Access to All Recreation





# Perspective Map C: Community Access to Selected Facilities



**Legend**

- Select Community Based Facility
- Outdoor Recreation Area
- Indoor Facility
- THPRD Trail
- Major Roads
- Local Roads
- Lightrail Line
- Lightrail Stop
- THPRD Boundary
- THPRD Future Boundary

**Recreation Values\***

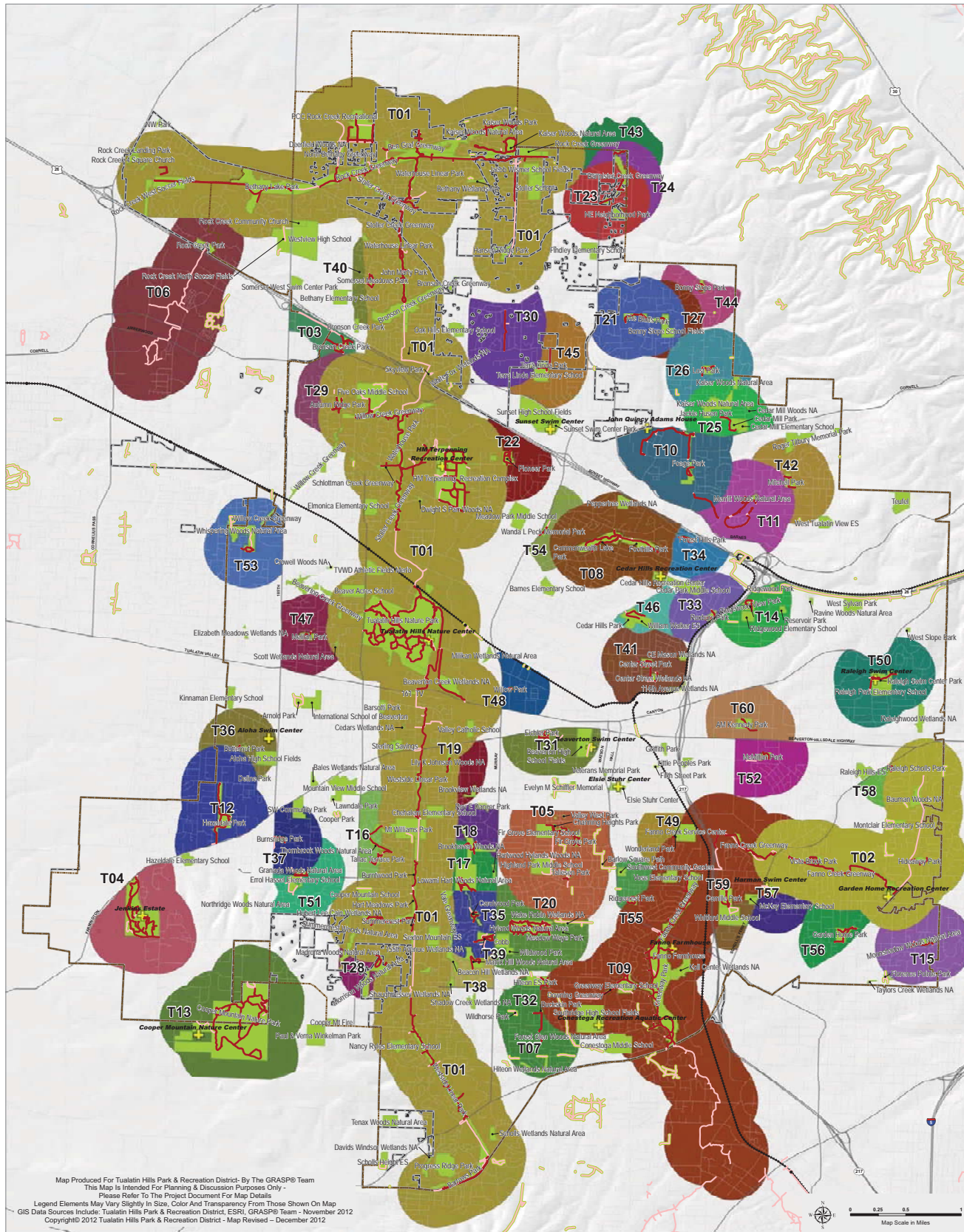
- Less Accessibility
- Greater Accessibility

\*GRASP Values Scoring Range: 3.3-1610.4





# Tualatin Hills Park & Recreation District Perspective Map D: Trailshed Analysis



- Legend**
- THPRD Trail
  - Other Trail
  - Outdoor Facility
  - Indoor Facility
  - Major Roads
  - Local Roads
  - Lightrail Line
  - Lightrail Stop
  - THPRD Boundary
  - THPRD Future Boundary



## Appendix D – GRASP® History and Methodology

### GRASP® (Geo-Referenced Amenities Standards Program) *Composite-Values Level of Service Analysis Methodology*

Analysis of existing parks, open space, trails, and recreation systems are often conducted in order to determine how systems are serving the public. Level of Service (LOS) has typically been defined in parks and recreation master plans as the capacity of the various components and facilities that make up the system to meet the needs of the public. This is often expressed in terms of the size or quantity of a given facility per unit of population.

#### **Brief History of Level of Service Analysis**

In order to help standardize parks and recreation planning, universities, agencies, and parks and recreation professionals have long been looking for ways to benchmark and provide “national standards” for how much acreage, how many ballfields, pools, playgrounds, etc., a community *should* have. In 1906, the fledgling “Playground Association of America” called for playground space equal to 30 square feet per child. In the 1970s and early 1980s, the first detailed published works on these topics began emerging (Gold, 1973, Lancaster, 1983). In time “rule of thumb” ratios emerged with 10 acres of parklands per thousand population becoming the most widely accepted norm. Other normative guides have also been cited as “traditional standards,” but have been less widely accepted. In 1983, Roger Lancaster compiled a book called Recreation, Park and Open Space Standards and Guidelines that was published by the National Recreation and Park Association (NRPA). In this publication, Mr. Lancaster centered on a recommendation, “that a park system, at minimum, be composed of a core system of parklands, with a total of 6.25 to 10.5 acres of developed open space per 1,000 population.” (Lancaster, 1983, p. 56) The guidelines went further to make recommendations regarding an appropriate mix of park types, sizes, service areas and acreages, and standards regarding the number of available recreational facilities per thousand population. While the book was published by NRPA and the table of standards became widely known as “the NRPA standards,” **these standards were never formally adopted for use by NRPA.**

Since that time, various publications have updated and expanded upon possible “standards,” several of which have been published by NRPA. Many of these publications did benchmarking and other normative research to try and determine what an “average LOS” should be. It is important to note that NRPA and the prestigious American Academy for Park and Recreation Administration, as organizations, have focused in recent years on accreditation standards for agencies, which are less directed toward outputs, outcomes and performance, and more on planning, organizational structure, and management processes. **In essence, the popularly referred to “NRPA standards” for LOS, as such, do not exist.** The following table gives some of the more commonly used capacity “standards” today.

**Commonly Referenced LOS Capacity “Standards”**

<b>Activity/ Facility</b>	<b>Recommended Space Requirements</b>	<b>Service Radius and Location Notes</b>	<b>Number of Units per Population</b>
<b>Baseball</b> Official	3.0 to 3.85 acre minimum	¼ to ½ mile Unlighted part of neighborhood complex; lighted fields part of community complex	1 per 5,000; lighted 1 per 30,000
Little League	1.2 acre minimum		
<b>Basketball</b> Youth	2,400 – 3,036 vs.	¼ to ½ mile Usually in school, recreation center or church facility; safe walking or bike access; outdoor courts in neighborhood and community parks, plus active recreation areas in other park settings	1 per 5,000
High school	5,040 – 7,280 s.f.		
<b>Football</b>	Minimum 1.5 acres	15 – 30 minute travel time Usually part of sports complex in community park or adjacent to school	1 per 20,000
<b>Soccer</b>	1.7 to 2.1 acres	1 to 2 miles Youth soccer on smaller fields adjacent to larger soccer fields or neighborhood parks	1 per 10,000
<b>Softball</b>	1.5 to 2.0 acres	¼ to ½ mile May also be used for youth baseball	1 per 5,000 (if also used for youth baseball)
<b>Swimming Pools</b>	Varies on size of pool & amenities; usually ½ to 2- acre site	15 – 30 minutes travel time Pools for general community use should be planned for teaching, competitive & recreational purposes with enough depth (3.4m) to accommodate 1m to 3m diving boards; located in community park or school site	1 per 20,000 (pools should accommodate 3% to 5% of total population at a time)
<b>Tennis</b>	Minimum of 7,200 s.f. single court area (2 acres per complex)	¼ to ½ mile Best in groups of 2 to 4 courts; located in neighborhood community park or near school site	1 court per 2,000
<b>Volleyball</b>	Minimum 4,000 s.f.	½ to 1 mile Usually in school, recreation center or church facility; safe walking or bike access; outdoor courts in neighborhood and community parks, plus active recreation areas in other park settings	1 court per 5,000
<b>Total land Acreage</b>		Various types of parks - mini, neighborhood, community, regional, conservation, etc.	10 acres per 1,000



### Sources:

David N. Ammons, *Municipal Benchmarks - Assessing Local Performance and Establishing Community Standards*, 2<sup>nd</sup> Ed., 2002

Roger A. Lancaster (Ed.), *Recreation, Park and Open Space Standards and Guidelines* (Alexandria, VA: National Recreation and Park Association, 1983), pp. 56-57.

James D. Mertes and James R. Hall, *Park, Recreation, Open Space and Greenways Guidelines*, (Alexandria, VA: National Recreation and Park Association, 1996), pp. 94-103.

In conducting planning work, it is key to realize that the above standards can be valuable when referenced as “norms” for capacity, but not necessarily as the target standards for which a community should strive. Each community is different and there are many varying factors which are not addressed by the standards above. For example:

- Does “developed acreage” include golf courses? What about indoor and passive facilities?
- What are the standards for skateparks? Ice Arenas? Public Art? Etc.?
- What if it is an urban land-locked community? What if it is a small town surrounded by open Federal lands?
- What about quality and condition? What if there are several ballfields, but they have not been maintained in the last 10 years?
- And many other questions.

### GRASP<sup>®</sup>

In order to address these and other relevant questions, a new methodology for determining Level of Service was developed. It is called a **composite-values methodology** and has been applied in communities across the nation in recent years to provide a better way of measuring and portraying the service provided by parks and recreation systems. Primary research and development on this methodology was funded jointly by GreenPlay, LLC, a management consulting firm for parks, open space, and related agencies; Design Concepts, a landscape architecture and planning firm; and Geowest, a spatial information management firm. The trademarked name for the composite-values methodology process that these three firms use is called **GRASP<sup>®</sup> (Geo-Referenced Amenities Standards Program)**. For this methodology, capacity is only part of the LOS equation. Other factors are brought into consideration, including *quality, condition, location, comfort, convenience, and ambience*.

To do this, parks, trails, recreation, and open space are looked at as part of an overall infrastructure for a community made up of various components, such as playgrounds, multi-purpose fields, passive areas, etc. The ways in which the characteristics listed above affect the amount of service provided by the components of the system are explained in the following text.

**Quality** – The service provided by anything, whether it is a playground, soccer field, or swimming pool is determined in part by its quality. A playground with a variety of features, such as climbers, slides, and swings provides a higher degree of service than one with nothing but an old teeter-totter and some “monkey-bars.”

**Condition** – The condition of a component within the park system also affects the amount of service it provides. A playground in disrepair with unsafe equipment does not offer the same service as one in good condition. Similarly, a soccer field with a smooth surface of well-maintained grass certainly offers a higher degree of service than one that is full of weeds, ruts, and other hazards.

**Location** – To be served by something, it needs to be accessible. The typical park playground is of more service to people who live within easy reach of it than it is to someone living all the way across town. Therefore, service is dependent upon proximity and access.

**Comfort** – The service provided by a component, such as a playground, is increased by having amenities such as shade, seating, and a restroom nearby. Comfort enhances the experience of using a component.

**Convenience** – Convenience encourages people to use a component, which increases the amount of service that it offers. Easy access and the availability of trash receptacles, bike rack, or nearby parking are examples of conveniences that enhance the service provided by a component.

**Ambience** – Simple observation will prove that people are drawn to places that “feel” good. This includes a sense of safety and security, as well as pleasant surroundings, attractive views, and a sense of place. A well-designed park is preferable to a poorly-designed one, and this enhances the degree of service provided by the components within it.

In this methodology, the geographic location of the component is also recorded. Capacity is still part of the LOS analysis (described below), and the quantity of each component is recorded as well.

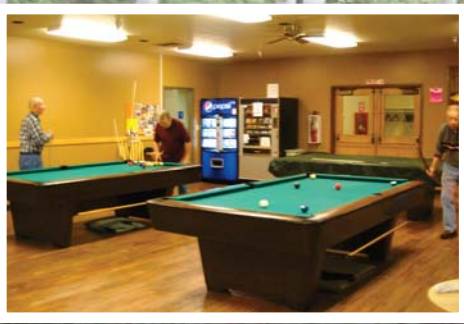
The methodology uses comfort, convenience, and ambience as characteristics that are part of the context and setting of a component. They are not characteristics of the component itself, but when they exist in proximity to a component they enhance the value of the component.

By combining and analyzing the composite values of each component, it is possible to measure the service provided by a parks and recreation system from a variety of perspectives and for any given location. Typically, this begins with a decision on “**relevant components**” for the analysis, followed by collection of an accurate inventory and analysis of those components, and then the results are presented in a series of maps and tables that make up the **GRASP**<sup>®</sup> analysis of the study area.

### **Making Justifiable Decisions**

All of the data generated from the GRASP<sup>®</sup> evaluation is compiled into an electronic database that is then available and owned by the agency for use in a variety of ways. The database can help keep track of facilities and programs, and can be used to schedule services, maintenance, and the replacement of components. In addition to determining LOS, it can be used to project long-term capital and life-cycle costing needs. All portions of the information are in a standard available software and can be produced in a variety of ways for future planning or sharing with the public.

It is important to note that the GRASP<sup>®</sup> methodology not only provides accurate LOS and facility inventory information, but also works with and integrates with other tools to help agencies make decisions. It is relatively easy to maintain, updatable, and creates easily understood graphic depictions of issues. Combined with a needs assessment, public and staff involvement, program and financial assessment, GRASP<sup>®</sup> allows an agency to defensibly make recommendations on priorities for ongoing resource allocations along with capital and operational funding.



# Tualatin Hills Park & Recreation District Service and Financial Sustainability Analysis

Resource Allocation, Cost Recovery Philosophy, Model and Policy  
Service Assessment and Service Portfolio

July 2013





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## ***Acknowledgements***

The Tualatin Hills Park & Recreation District gratefully acknowledges the contributions of the Board of Directors, staff, and individuals who offered their ideas, concerns, and creative ideas. This input has helped shape the comprehensive plan update, and has made a lasting impact on future recreational opportunities in the District.

### ***Tualatin Hills Park & Recreation District Board of Directors***

**Joe Blowers**, President

**Larry Pelatt**, Secretary

**Bob Scott**, Secretary Pro-Tempore (and Board liaison for this project)

**John Griffiths**, Director

**Bill Kanable**, Director

**Doug Menke** – THPRD General Manager

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**Bruce Barbarasch** – Superintendent of Natural Resources & Trail Management

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**Cathy Brucker** – Finance Manager

**Scott Brucker** – Superintendent of Sports

**Jon Campbell** – Program Management Supervisor

**Dave Chrisman** – Superintendent of Maintenance Operations

**Sharon Hoffmeister** – Superintendent of Aquatics

**Jim Klee** – Building Maintenance Coordinator

**Gery Keck** – Bond Planning Manager

**Brian Leahy** – Center Supervisor, Tennis Center

**Ann Mackiernan** – Operation Analysis Manager

**Lisa Novak** – Superintendent of Programs & Special Activities

**Eric Owens** – Superintendent of Recreation

**Brian Powers** – Center Supervisor, Sunset Swim Center

**Deb Schoen** – Center Supervisor, Conestoga Recreation & Aquatic Center

**Katherine Stokke** – Operations Analyst

**Sabrina Taylor Schmitt** – Center Supervisor, Aloha Swim Center

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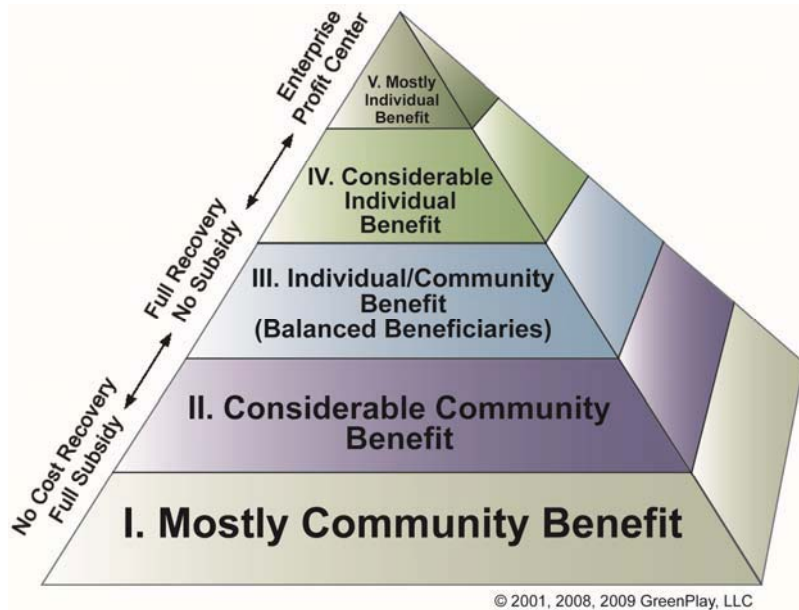
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# I. Executive Summary

The primary goal of the Tualatin Hills Park & Recreation District's (THPRD) Service and Financial Sustainability Analysis was to establish resource allocation and cost recovery priorities, identify core services, and establish organizational sustainability through a logical and thoughtful philosophy that supports the core values, vision, and mission of the District and its community. Due to shrinking tax support, it was critical that THPRD conduct this study to ensure the sustainability and the future of the District.

THPRD selected GreenPlay LLC to conduct the study because of the proven methodologies and tools developed by the firm. GreenPlay has established the **Pyramid Methodology** as a model and philosophical approach to allocating the limited taxpayer funds for partial or wholly subsidized services, setting fees, determining partnership or developer contributions, and pursuing alternative funding sources, depending on the beneficiary of the service.



Many agencies across the nation are using this methodology, and recognize its benefit and application for all county, municipal, and special district services. In **Oregon**, the **City of Corvallis** and the **North Clackamas Parks & Recreation District** have incorporated the Pyramid Methodology into their master planning process. The Pyramid Methodology is currently being used in public park and recreation agencies of all sizes and structures across the nation, and is being taught in universities. **Arizona State Parks**; the **Cities of Arlington and Coppell in Texas**; **South Jordan, Utah**; **Bismarck, North Dakota**; and many others are successfully using this innovative methodology to align taxpayer funding with services.

GreenPlay developed the **Public Sector Service Assessment** as a tool to evaluate an agency's market strength or weakness for each service within the target market service area. This tool points out duplication of services and where alternate provision strategies may be available. In Utah, **Salt Lake County** conducted an **Organizational Audit in 2009**, which included a detailed look at their service portfolio using this tool. In addition **Spokane, Washington** was one of the first to use this tool. The **Oakland County Park and Recreation Commission in Michigan** is currently developing their **Service Portfolio** using these tools to create its philosophy and model. Both the **Maryland National Capital Parks Planning Commission (M-NCPPC)** **Montgomery County Department of Parks** and the **Montgomery County Department of Recreation** recently used these tools in the creation of their **Vision 2030**. This plan included a **Financial and Service Sustainability Plan** for each agency using both the **Pyramid Methodology** and the **Public Sector Service Assessment**. Recently, **San Diego County** developed its **Cost Recovery, Resource Allocation, and Revenue Enhancement Study** using these tools.

This study reviewed and assessed all of THPRD's services including programs and facilities, confirmed THPRD's overall mission, refined the agency vision, created categories of services based upon the level of community versus individual benefit, defined direct and indirect costs, and evaluated current pricing methods.

All of the components of this study directly influence cost recovery and subsidy allocation levels, the establishment of future cost recovery and subsidy allocation targets, and future pricing strategies and methods. This comprehensive review and analysis will assist THPRD in refining its service delivery and financial management philosophy as they move forward in efforts to sustain services over both the short and long-term.

Having a Service and Financial Sustainability Analysis can help THPRD answer challenging questions from its stakeholders and governing body. Such questions include:

- Does THPRD provide services that align with the community's values, the vision, and the mission of the organization?
- Does THPRD use its resources responsibly, attempt to collaborate with other entities with similar missions, and make efforts to minimize duplication of services when appropriate?
- How will THPRD fund services with possible budget constraints in the future?
- Is THPRD using funding in a responsible manner and maintaining a high level of governmental accountability?
- Are THPRD's services priced to allow for reasonable public access while competing fairly in the market?

## ***A. Values, Vision, Mission, and Desired Outcomes***

The current THPRD mission was reviewed in relation to the desired outcomes, and the vision was refined as part of the Comprehensive Plan Update process, which was conducted concurrently. Having a focused parks and recreation vision statement informs both the staff and the public. These fundamental principles guide and direct service provision and resource allocation decision-making. For this reason, the following desired outcomes were identified:

- Lay the foundation for the development of a philosophy to determine and implement fees.
- Develop a mechanism and consistent language for communicating how we use taxpayer funding.
- Lessen the dependence on tax funds through ambitious long-term financial goals by approaching, or even exceeding cost recovery targets to be determined through this process and improve our financial sustainability forecast.

## ***B. Resource Allocation and Cost Recovery***

An extensive analysis of current cost recovery and subsidy allocation was conducted by the District using the **Pyramid Methodology**. Cost Recovery is the degree to which the operational and maintenance costs of a service are financially supported by user fees and/or applicable funding mechanisms such as grants, partnerships, donations, sponsorships, volunteers, or other alternative funding sources.

In contrast, subsidy (taxpayer investment resources) includes designated parks and recreation or General Fund sources such as property taxes (in Oregon), sales taxes, other taxing mechanisms, or mandatory fees in other parts of the country. Subsidy dollars are the community's investment that provide for the cost of parks and recreation services that are not recovered by either user fees or other forms of alternative funding.

Currently, THPRD is projected to operate at 37 percent cost recovery, which translates to 63 percent of operations being subsidized by the General Fund property tax subsidies (and federal tax monies supporting selected services).

Due to current economic conditions, reduction in available tax funding, challenges to find capital and maintenance funding, and several major maintenance issues, THPRD must find ways to increase its sustainability. A philosophical shift is required to keep pace with current and increasing demands for service and the decreasing subsidy support.

THPRD held several public forums where citizen representatives, along with various stakeholders/user groups representing the community, were engaged for service sorting workshops. The staff used the resulting information to develop the consensus pyramid model.

The Pyramid Methodology, a current best practice approach, assists agencies in identifying a financial management philosophy, which details the level to which all District services should be subsidized, if at all. Staff and public participants were asked to rank, in order of the degree of community or individual benefit, taking into account the District mission, all categorized services for varying populations with varying interests. (THPRD's Pyramid Model is included at the end of this Executive Summary.)

The resulting pyramid model identified minimum target cost recovery percentages for each level intended to account for all direct expenses while working toward increasing the overall cost recovery of many services. Services which benefit the community as a whole are intended to be covered predominately by taxpayer investment. The intent is to help THPRD adjust to the current economic climate and budget reductions, while not decreasing services. Therefore, a heavy reliance on alternative funding sources, as well as aligning pricing strategies, will be warranted.

### ***C. Service Assessment***

After completion of the resource allocation philosophy, model and policy development, the Service Assessment was conducted. It is an intensive review of all services which led to the development of THPRD's Service Portfolio. The service matrix tool identified those services that are (as well as those that are not) "core" to the values, vision, and mission of THPRD.

The underlying philosophy of the **Public Sector Service Assessment** is based on the assumption that duplication of existing comparable services (unnecessary competition) among public and non-profit organizations can fragment limited resources available, leaving all providers unable to increase the quality and cost-effectiveness of customer services. The Assessment also included identifying management strategies intended to assist THPRD in its provision of these services in the future.

The resulting provision strategies for THPRD recommend:

- Services to advance or affirm the THPRD market
- Services to pursue collaboration
- Services for complementary development
- Services to invest in to change the market position
- Services to divest

### **Service Pricing**

As a last step in developing the Service and Financial Sustainability Analysis plan, the consultant team provided strategies for service pricing intended to create a consistent, fair, and equitable approach to the development of service fees and charges based upon established cost recovery goals.

The Service Portfolio, the last appendix in the document due to length (**Appendix G**), details each service, its category, recommended provision strategy, cost recovery goal, and pricing strategy.

### **Service and Financial Sustainability Analysis**

The THPRD Service and Financial Sustainability Analysis included extensive stakeholder and staff involvement; research and best practice analysis; and a critical analysis of current cost recovery, services, and provision strategies. The consultant team, working with THPRD staff, researched existing policies and practices which impede improved cost recovery and cost savings measures, provided information on traditional and alternative funding resources and opportunities, developed decision making criteria, and generated 25 broad-based goals and subsequent, measurable objectives spanning six themes.

THPRD's Service and Financial Sustainability Analysis will act as an internal work and strategic plan spanning a multi-year period that articulates the goals and objectives that must be achieved to realize the intended results of this comprehensive study. The Plan will be the implementation catalyst for the Resource Allocation and Cost Recovery Model and Service Portfolio.

The six themes include:

- Policy Strategies
- Service Provision and Management
- Cost Savings – Cost Avoidance Strategies
- Cost Recovery Alignment
- Revenue Enhancement
- Future Growth

(Please see the Theme and Goal Matrix on the next page)

Derived from each goal are objectives that lead to the accomplishment of the goal. All action steps are intended to be immediate and ongoing or short-term (1-2 years), while the goals and objectives will span the longer-term (3-5 years and beyond) multiple budget cycles with new action steps and timelines as these are achieved.

The goals and objectives reflect the THPRD issues, priorities, unmet needs, and creative ideas identified through extensive stakeholder engagement and staff involvement. Those ideas that were consistently and frequently expressed were included in the recommendations. The recommendations for implementation include the following:

- Adjust pricing and/or seek alternative funding to meet cost recovery goals for each category of service (see pyramid).
- Implement the goals and objectives as outlined in this report.

### Theme and Goal Matrix

<b>Theme 1: Policy Strategies</b>	<b>Goal 1 – Explore the possibility of expanding the self-sustaining enterprise fund.</b>
	<b>Goal 2 – Establish a sinking fund for life cycle repair/replacement projects.</b>
	<b>Goal 3 – Adopt the Target Tier Minimum Cost Recovery Percentage as the fiscal methodology for budget preparation, the basis for establishing fees, and public accountability.</b>
	<b>Goal 4 – Adopt the Pricing Strategies as the methodology for fee setting by THPRD.</b>
	<b>Goal 5 – Revise Current Sponsorship Policy.</b>
	<b>Goal 6 – Implement a Partnership Policy.</b>
	<b>Goal 7 – Revise current Non-Resident fee policy.</b>
	<b>Goal 8 – Revise current Family Assistance Program.</b>
<b>Theme 2: Service Provision and Management</b>	<b>Goal 9 – Implement provision strategies identified through the Service Assessment.</b>
	<b>Goal 10 – Explore a systematic approach to, and strategies for, advancing or affirming market position for identified services.</b>
	<b>Goal 11 – Continue to explore targeted menus of services that are specific to the unique needs of individual communities throughout the District (avoid a “one-size-fits-all” approach).</b>
	<b>Goal 12 – Improve intra-division cooperation and labor management.</b>
<b>Theme 3: Cost Savings/ Cost Avoidance Strategies</b>	<b>Goal 13 – Continue to develop a consistent methodology and budget planning approach for service management.</b>
	<b>Goal 14 – Continue to use cost savings practices that align with the District’s Vision and produce cost effective results.</b>
	<b>Goal 15 – Continue to track and communicate cost of major maintenance.</b>
	<b>Goal 16 – Continue to identify and track the value of volunteers as an alternative revenue source and cost savings measure.</b>
<b>Theme 4: Cost Recovery Alignment</b>	<b>Goal 17 – Ensure long-term sustainability by focusing taxpayer funding on those services that produce the widest community benefit, using a cost recovery pyramid.</b>
	<b>Goal 18 – Review all Intergovernmental Agreements (IGAs), Memorandums of Understanding (MOUs), Rentals and Tenant Leases to reflect cost of service provision and value received.</b>
<b>Theme 5: Revenue Enhancement</b>	<b>Goal 19 – Explore alternative funding sources that strategically align with targeted services.</b>
	<b>Goal 20 – Improve effectiveness of Friends’ Groups and Advisory Committees for appropriate fundraising efforts.</b>
	<b>Goal 21 – Explore the opportunities for and use of Sponsorships through naming rights.</b>
	<b>Goal 22 – Increase targeted marketing and outreach efforts.</b>
<b>Theme 6: Future Growth</b>	<b>Goal 23 – Explore new services using the Service Assessment.</b>
	<b>Goal 24 – Continue a variety of community outreach strategies.</b>
	<b>Goal 25 – Pursue collaborations and partnerships.</b>

*Note: These are not in priority order. THPRD may already be addressing some of these goals.*

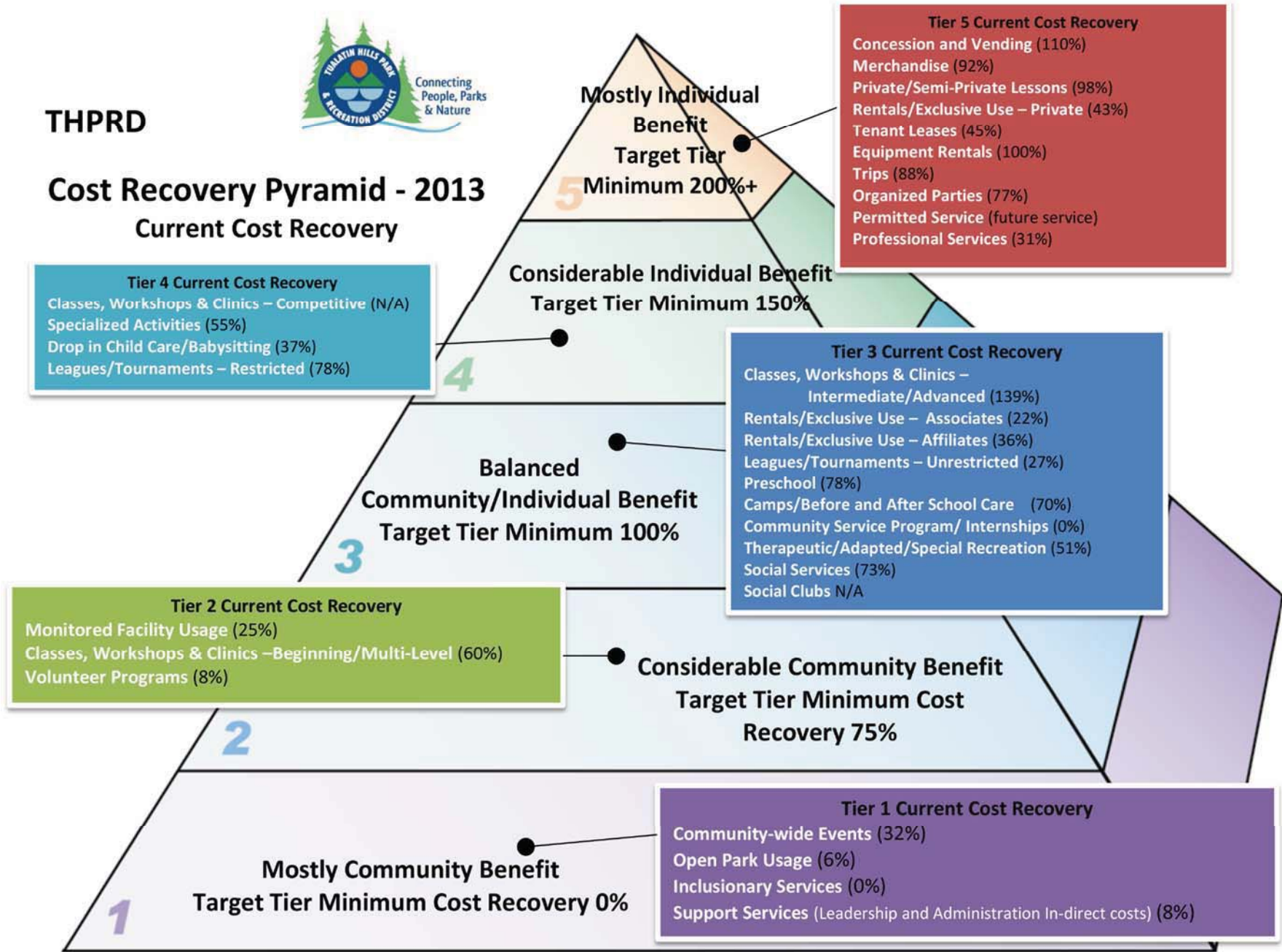
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THPRD



# Cost Recovery Pyramid - 2013

## Current Cost Recovery



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## II. Introduction to the Plan

In summer of 2012, Tualatin Hills Park & Recreation District (THPRD) requested a proposal to complete a Service and Financial Sustainability Analysis. GreenPlay proposed its **Pyramid Methodology and Public Sector Service Assessment**, to include all services offered by the District. Notice of award was given, and work began in August 2012.

THPRD's Comprehensive Plan, as adopted in 2006, contained a strategic planning element which outlined eight umbrella goals, supporting objectives, and actions to help meet park, recreation, and trails needs over the next 20 years. Several of the eight umbrella goals are relevant for this analysis:

**Goal 1:** Provide quality neighborhood and community parks that are readily accessible to residents throughout the District's service area.

**Goal 2:** Provide quality sports and recreation facilities and programs for Park District residents and workers of all ages, cultural backgrounds, abilities, and income levels.

**Goal 3:** Operate and maintain parks in an efficient, safe, and cost effective manner, while maintaining high standards.

**Goal 4:** Acquire, conserve, and enhance natural areas and open spaces with the District.

**Goal 5:** Develop and maintain a core system of regional trails, complemented by an interconnected system of community and neighborhood trails to provide a variety of recreational opportunities, such as walking, biking, and jogging.

**Goal 6:** Provide value and efficient service delivery for taxpayers, patrons, and others who help fund Park District activities.

**Goal 7:** Effectively communicate information about Park District goals, policies, programs, and facilities among District residents, customers, staff, District advisory committees, the District Board, partnering agencies, and other groups.

**Goal 8:** Incorporate principles of environmental and financial sustainability into the design, operation, improvement, maintenance, and funding of Park District program and facilities.

The comprehensive plan is being concurrently updated with the development of this plan and contains several recommendations for improved level of service. Funding mechanisms for these recommendations include increased cost recovery as outlined in this analysis.

This **Service and Financial Sustainability Analysis** which resulted in a comprehensive **Services Portfolio**, identifies core services, points out duplication in services, recommends provision strategies, determines resource allocation, and recommends pricing strategies. It enhances partnerships and helps meet the future needs of THPRD residents, along with those who work in and visit the community. The project included conducting an inventory and analysis of all parks and recreation service offerings in relation to the values, vision, and needs of the community, as well as their position in the market, and reaffirms the District’s mission. It also included a review of current policies to determine opportunities lost or available to improve cost recovery standing.

**The Plan** focused on short and long-term implementation strategies that enhance service delivery, efficiently and effectively utilize the community’s investment for critical parks and recreation needs, and identifies collaborative efforts. This plan aligns available and future resources with core services and commitments to include desired level of service, sustainable fiscal and environmental stewardship, and industry best practices in operating and maintaining the District’s infrastructure. The process produced a systematic implementation plan to ensure the District is moving in the right direction to meet the needs of the **THPRD** community.

THPRD used strategies to engage key stakeholders representing as much of the District’s diverse population and service areas as possible. During the fall and winter of 2012, a series of five sorting meetings were held to gather input from staff, users, partners, stakeholders, and citizens from across the geography of the District; in all over 150 participants created 33 similar pyramids grounded in the THPRD community values, District mission, vision, and beneficiary. Meetings took place at Cedar Hills Recreation Center and the Elsie Stuhr Center. The consolidated results identify areas for THPRD to improve financial sustainability – areas that THPRD can focus on impacting over the next several years.

Subsequent chapters of this report chronicle the process of how THPRD used the tools and methodologies and stakeholder engagement to develop the recommended goals, objectives, and action steps of this Service and Financial Sustainability Analysis.

## **A. Current THPRD Financial Outlook**

As part of the **Resource Allocation and Cost Recovery Philosophy, Model and Policy** development phase of the project, and in light of current budgetary conditions, the Tualatin Hills Park & Recreation District (THPRD) elected to examine its resource allocation practices and develop a consensual philosophy, model, and policy. Please refer to the memorandum dated August 17, 2012 from Keith Hobson, Director of Business & Facilities (memorandum content follows this section). This document outlines financial corrective measures the District has undertaken since 2005 to preserve its financial position and sustain services.

*“It’s fun to challenge our assumptions, even in our own department.”*

*Staff feedback*

*“Simply put, our [previous] fee increases were a good first step, and we would be in much worse shape financially if we had not implemented them. A review of other agencies around the country, including those in Oregon, shows cutbacks, reduced hours, and staff lay-offs, all of which we have avoided so far. As shown on the models, however, we need to take further action to prevent problems in the future.*

*“The creation of a cost recovery model and resource allocation philosophy ensures that we are using limited property tax revenue in the manner that best meets the community needs and priorities.”*

In light of this, the goal is to improve the District’s financial sustainability forecast. The leadership is forward thinking and desires to have a philosophy, model, and policy in place if and when hard decisions need to be made.

**Having a Financial Resource Allocation Philosophy in place can help agencies answer challenging questions such as:**

- Are your programs priced fairly and equitably?
- How will you continue to fund your agency’s facilities and services in relationship to future budget constraints?
- Are you using your funding in a responsible manner?
- Do you have a methodology for how you distribute your subsidy? If so, are you transparent?
- Does the way you charge for services (facilities, programs, etc.) support the agency’s values, vision, and mission?

Establishing a carefully considered philosophy for cost recovery and subsidy allocation is the foundation for the development of financial management strategies. It can allow staff to recognize where subsidy is being applied, determine if it is at an appropriate level, and express how and why services are priced as they are. Another result of an articulated philosophy is to help explain the costs and justify pricing of new services.

This process aligns the philosophy with, and supports the values, vision, and mission of, the agency. In addition, the process helps the District meet desired goals for future cost recovery and subsidy levels. The process inherently involves staff, agency leadership, and the community, as buy-in from all stakeholders is critical to successful development and implementation.

The District established a Subsidy/Cost Recovery Resource Allocation Model pyramid based on current and future funding. In addition, Cost Center Pyramids are established for specific types of budgets (Enterprise or General Fund), program areas, or facilities (aquatics, preserves or nature centers, community centers, etc.) as needed.

**Cost Recovery Defined**

For the purposes of developing a Resource Allocation Philosophy and Policy, cost recovery is defined as the amount of funding for non-capital items that comes into the District that is not General Fund tax subsidy or other tax subsidy (whether derived from property, or other sources).

**Current Cost Recovery**

Total **taxpayer investment** budgeted for the THPRD for fiscal year (FY) 2011-12 was approximately **63% or close to \$25 million**. This means that the District is **recovering** (cost recovery through non-tax revenue sources) **37%** of the total operating expenses through earned income from fees and charges, miscellaneous and interest income, sales, leases, transfers in, and from other forms of alternative funding such as sponsorships, grants, gifts, etc.

This cost recovery percentage includes a reliance on the beginning fund balance. At this time, the cost recovery figures also include grants and intergovernmental revenues (for our purposes, these resources should count toward subsidy or taxpayer investment if they originate in taxes, whether federal, state or local, and not cost recovery through earned income and alternative funding).

If aligned with community satisfaction ratings, this financial position may indicate very high District Board and community support for use of tax dollars to fund the many existing services of the District.

**FY 2011-12 General Fund Budget:**

<b>FY 11-12 Total Expense (adopted):</b>	<b>\$39,740,856</b>
<b>FY 11-12 Total Revenue (budgeted earned income):</b>	<b>\$14,892,061</b> (includes fund balances)
This includes all non-tax revenues as currently defined	<b>&lt;\$24,848,795&gt;*</b>
*covered by property taxes	
<b>FY 11-12 Anticipated Cost Recovery:</b>	<b>37%</b>

**Compared to FY 2010-2011 General Fund Actual:**

<b>FY 10-11 Total Expense (actual):</b>	<b>\$41,385,112</b>
<b>FY 10-11 Total Revenue (actual):</b>	<b>\$14,016,913</b> (includes fund balances)
This includes all non-tax revenues as currently defined	<b>&lt;\$27,368,199&gt;*</b>
*covered by property taxes (which were over \$24 million)	
<b>FY 10-11 Cost Recovery:</b>	<b>34%</b>

**By Division or Cost Center (these figures were taken from the 2011/12 Adopted Budget document):**

**Board of Directors**

<b>FY 11-12 Total Expense (adopted):</b>	<b>\$2,110,050</b>
<b>FY 11-12 Total Revenue (budgeted earned income):</b>	<b>\$0</b>
*covered by property taxes	<b>&lt;\$2,110,050&gt;</b>
<b>FY 11-12 Anticipated Cost Recovery:</b>	<b>0%</b>

**Administration**

<b>FY 11-12 Total Expense (adopted):</b>	<b>\$1,766,416</b>
<b>FY 11-12 Total Revenue (budgeted earned income):</b>	<b>\$0</b>
*covered by property taxes	<b>&lt;\$1,766,416&gt;</b>
<b>FY 11-12 Anticipated Cost Recovery:</b>	<b>0%</b>

**Business and Facilities Division**

<b>FY 11-12 Total Expense (adopted):</b>	<b>\$16,562,268</b>
<b>FY 11-12 Total Revenue (budgeted earned income):</b>	<b>\$0</b>
*covered by property taxes	<b>&lt;\$16,562,268&gt;*</b>
<b>FY 11-12 Anticipated Cost Recovery:</b>	<b>0%</b>

**Planning Division**

<b>FY 11-12 Total Expense (adopted):</b>	<b>\$1,516,481</b>
<b>FY 11-12 Total Revenue (budgeted earned income):</b>	<b>\$0</b>
*covered by property taxes	<b>&lt;\$1,516,481&gt;*</b>
<b>FY 11-12 Anticipated Cost Recovery:</b>	<b>0%</b>

**Parks and Recreation Services Division**

<b>FY 11-12 Total Expense (adopted):</b>	<b>\$15,002,333</b>
<b>FY 11-12 Total Revenue (budgeted earned income):</b>	<b><u>\$9,556,046 (includes Admin rev)</u></b>
*covered by property taxes	<b>&lt;\$5,446,287&gt;*</b>
<b>FY 11-12 Anticipated Cost Recovery: 64%</b>	

*Specific Park and Recreation Division Cost Centers follow:*

**Aquatics Cost Center (includes superintendent budget, excludes Conestoga Aquatics)**

<b>FY 11-12 Total Expense (adopted):</b>	<b>\$3,481,621</b>
<b>FY 11-12 Total Revenue (budgeted earned income):</b>	<b><u>\$1,637,567 (excludes Con-Aq)</u></b>
*covered by property taxes	<b>&lt;\$1,844,054&gt;*</b>
<b>FY 11-12 Anticipated Cost Recovery: 47%</b>	
<b>FY 10-11 Actual: 51%</b>	

*Specific Aquatic Center Budgets follow:*

**Aloha Swim Center**

<b>FY 11-12 Total Expense (adopted):</b>	<b>\$524,511</b>
<b>FY 11-12 Total Revenue (budgeted earned income):</b>	<b><u>\$248,042</u></b>
*covered by property taxes	<b>&lt;\$276,469&gt;*</b>
<b>FY 11-12 Anticipated Cost Recovery: 50% w/o maint/utilities</b>	
<b>FY 10-11 Actual: 43%</b>	

**Aquatic Center**

<b>FY 11-12 Total Expense (adopted):</b>	<b>\$769,881</b>
<b>FY 11-12 Total Revenue (budgeted earned income):</b>	<b><u>\$449,862</u></b>
*covered by property taxes	<b>&lt;\$320,019&gt;*</b>
<b>FY 11-12 Anticipated Cost Recovery: 55% w/o maint/utilities</b>	
<b>FY 10-11 Actual: 58%</b>	

**Beaverton Swim Center**

<b>FY 11-12 Total Expense (adopted):</b>	<b>\$742,348</b>
<b>FY 11-12 Total Revenue (budgeted earned income):</b>	<b><u>\$435,623</u></b>
*covered by property taxes	<b>&lt;\$306,725&gt;*</b>
<b>FY 11-12 Anticipated Cost Recovery: 60% w/o maint/utilities</b>	
<b>FY 10-11 Actual: 63%</b>	

**Harman Swim Center**

<b>FY 11-12 Total Expense (adopted):</b>	<b>\$724,514</b>
<b>FY 11-12 Total Revenue (budgeted earned income):</b>	<b><u>\$267,686</u></b>
*covered by property taxes	<b>&lt;\$456,828&gt;*</b>
<b>FY 11-12 Anticipated Cost Recovery: 39% w/o maint/utilities</b>	
<b>FY 10-11 Actual: 45%</b>	

**Sunset Swim Center**

FY 11-12 Total Expense (adopted): \$441,323  
FY 11-12 Total Revenue (budgeted earned income): \$147,912  
\*covered by property taxes <\$293,411>\*  
FY 11-12 Anticipated Cost Recovery: 43% w/o maint/utilities  
FY 10-11 Actual: 45%

**Raleigh Swim Center**

FY 11-12 Total Expense (adopted): \$38,841  
FY 11-12 Total Revenue (budgeted earned income): \$38,790  
\*covered by property taxes <\$51>\*  
FY 11-12 Anticipated Cost Recovery: 88% w/o maint/utilities  
FY 10-11 Actual: 86%

**Somerset West Swim Center**

FY 11-12 Total Expense (adopted): \$ 54,512  
FY 11-12 Total Revenue (budgeted earned income): \$ 49,652  
\*covered by property taxes <\$4,860>\*  
FY 11-12 Anticipated Cost Recovery: 90% w/o maint/utilities  
FY 10-11 Actual: 118%

**Sports Cost Center (includes superintendent budget and field fee revenue)**

FY 11-12 Total Expense (adopted): \$1,695,214  
FY 11-12 Total Revenue (budgeted earned income): \$1,164,993 (includes field fee)  
\*covered by property taxes <\$530,221>\*  
FY 11-12 Anticipated Cost Recovery: 71%  
FY 10-11 Actual: 75%

*Specific Athletic Center Budgets follow:*

**Athletic Center and Sports**

FY 11-12 Total Expense (adopted): \$1,425,063  
FY 11-12 Total Revenue (budgeted earned income): \$756,178  
\*covered by property taxes <\$668,885>\*  
FY 11-12 Anticipated Cost Recovery: 71% w/o maint/utilities  
(71% recovery includes field fee revenue)  
FY 10-11 Actual: 68% (does not include field fee revenue)

**Recreation Cost Center (includes superintendent budget & Conestoga Aquatics)**

FY 11-12 Total Expense (adopted): \$4,905,231  
FY 11-12 Total Revenue (budgeted earned income): \$4,403,244 (includes Con-Aq)  
\*covered by property taxes <\$501,987> \*  
FY 11-12 Anticipated Cost Recovery: 90%  
FY 10-11 Actual: 94%

*Specific Recreation Center Budgets follow:*

**Cedar Hills Recreation Center**

<b>FY 11-12 Total Expense (adopted):</b>	<b>\$1,431,480</b>
<b>FY 11-12 Total Revenue (budgeted earned income):</b>	<b><u>\$1,439,063</u></b>
*nothing covered by property taxes	<b>\$7,583*</b>
<b>FY 11-12 Anticipated Cost Recovery: 101% w/o maint/utilities</b>	
<b>FY 10-11 Actual: 112%</b>	

**Conestoga Recreation and Aquatic Center**

<b>FY 11-12 Total Expense (adopted):</b>	<b>\$2,057,495</b>
<b>FY 11-12 Total Revenue (budgeted earned income):</b>	<b><u>\$1,695,224</u></b>
*covered by property taxes	<b>&lt;\$362,271&gt;*</b>
<b>FY 11-12 Anticipated Cost Recovery: 82% w/o maint/utilities</b>	
<b>FY 10-11 Actual: 85%</b>	

**Aquatic Center only**

<b>FY 11-12 Total Expense (adopted):</b>	<b>\$892,019</b>
<b>FY 11-12 Total Revenue (budgeted earned income):</b>	<b><u>\$688,805</u></b>
*covered by property taxes	<b>&lt;\$203,214&gt;*</b>
<b>FY 11-12 Anticipated Cost Recovery: 77% w/o maint/utilities</b>	
<b>FY 10-11 Actual: 87%</b>	

**Recreation Center only**

<b>FY 11-12 Total Expense (adopted):</b>	<b>\$1,165,476</b>
<b>FY 11-12 Total Revenue (budgeted earned income):</b>	<b><u>\$1,006,419</u></b>
*covered by property taxes	<b>&lt;\$159,057&gt;*</b>
<b>FY 11-12 Anticipated Cost Recovery: 86% w/o maint/utilities</b>	
<b>FY 10-11 Actual: 84%</b>	

**Garden Home Recreation Center**

<b>FY 11-12 Total Expense (adopted):</b>	<b>\$1,242,377</b>
<b>FY 11-12 Total Revenue (budgeted earned income):</b>	<b><u>\$1,268,957</u></b>
*nothing covered by property taxes	<b>\$26,580</b>
<b>FY 11-12 Anticipated Cost Recovery: 100% w/o maint/utilities</b>	
<b>FY 10-11 Actual: 103%</b>	

**Programs and Special Activities Cost Center (includes superintendent budget)**

<b>FY 11-12 Total Expense (adopted):</b>	<b>\$2,706,552</b>
<b>FY 11-12 Total Revenue (budgeted earned income):</b>	<b><u>\$1,562,988</u></b>
*covered by property taxes	<b>&lt;\$1,143,564&gt;*</b>
<b>FY 11-12 Anticipated Cost Recovery: 58%</b>	
<b>FY 10-11 Actual: 63%</b>	

*Specific Program and Special Activities Budgets follow:*

**Elsie Stuhr Center**

**FY 11-12 Total Expense (adopted):** \$890,839  
**FY 11-12 Total Revenue (budgeted earned income):** \$345,309  
\*covered by property taxes <\$545,530>\*  
**FY 11-12 Anticipated Cost Recovery: 39%** w/o maint/utilities  
**FY 10-11 Actual: 39%**

**Jenkins Estate**

**FY 11-12 Total Expense (adopted):** \$301,104  
**FY 11-12 Total Revenue (budgeted earned income):** \$257,875  
\*covered by property taxes <\$43,229>\*  
**FY 11-12 Anticipated Cost Recovery: 68%** w/o maint/utilities  
**FY 10-11 Actual: 81%**

**Camp Riverside**

**FY 11-12 Total Expense (adopted):** \$139,808  
**FY 11-12 Total Revenue (budgeted earned income):** \$91,580  
\*covered by property taxes <\$48,228>\*  
**FY 11-12 Anticipated Cost Recovery: 66%** w/o maint/utilities  
**FY 10-11 Actual: 65%**

**Tennis Center**

**FY 11-12 Total Expense (adopted):** \$928,490  
**FY 11-12 Total Revenue (budgeted earned income):** \$868,224  
\*covered by property taxes <\$60,266>\*  
**FY 11-12 Anticipated Cost Recovery: 104%** w/o maint/utilities  
**FY 10-11 Actual: 99%**

**Natural Resources and Trails Cost Center (includes superintendent budget and Natural Resources budget)**

**FY 11-12 Total Expense (adopted):** \$1,506,421  
**FY 11-12 Total Revenue (budgeted earned income):** \$251,054  
\*covered by property taxes <\$1,255,367>\*  
**FY 11-12 Anticipated Cost Recovery: 17%**  
**FY 10-11 Actual: 21.9%**

*Specific Natural Resources and Trails Program Budgets follow:*

**Interpretive Programs**

**FY 11-12 Total Expense (adopted):** \$712,063  
**FY 11-12 Total Revenue (budgeted earned income):** \$251,064  
\*covered by property taxes <\$460,999>\*  
**FY 11-12 Anticipated Cost Recovery: 34%** w/o maint/utilities  
**FY 10-11 Actual: 47%**



## 1. Developing a Resource Allocation (Subsidy/Cost Recovery) Philosophy

Subsidy/Cost Recovery Philosophy refers to the justification for the degree to which programs and services are supported by tax subsidy as compared to user fees. Typically, park development, maintenance and operations, and agency-wide administrative costs are heavily subsidized through tax dollars which are supplemented by some incidental revenues. On the other hand, recreation programs are generally supported with a mix of revenue from taxes and user fees.

To illustrate the mix of revenue sources: a recreation program may have direct costs totaling \$10, and participants are charged a \$7 registration fee. The additional cost must be offset through a subsidy. In this example, we would indicate that the program is at a 30% subsidy and 70% cost recovery. This subsidy would most likely come from the agency's General Fund.

Many agencies are seeking to reduce dependence on tax dollars and user fees to offset direct costs. The subsidy level of agencies varies from a minimal dependence on fees to a complete fee-based program, covering all costs. In some examples, agencies fund their entire operations independently from government tax sources.

The District currently recovers about **37%** of its expenses in the General Fund through user fees and other forms of alternative funding. However, similar to the experiences of other agencies across the country, there continues to be a demand for more high quality facilities and programs. Efforts to meet this demand could be possible through an increase in cost recovery for appropriate programs and services. This enhances the ability to generate revenue while maintaining or increasing the participation needed to generate new dollars. The **Resource Allocation and Cost Recovery Philosophy, Model and Policy** takes into account the funding philosophies that will guide future pricing and allocation of resources.

It is informative to identify trends regarding all sources of revenue. As a part of this study, we can look at a history of FY 2010/11 actual, and FY 2011/12 adopted and FY 2012/13 proposed budgeted revenue forecast for various types of revenues including:

### General Fund Subsidizations (current accounting):

- Taxes
  - Property tax is the primary source of funding for the District, and typically has a capacity limited by state law.
  - **Tax Rate: \$1.3073 per \$1,000 assessed value, which generates approximately \$25 million annually with a 95% collection rate (budget projections based on this conservative amount).**
  - In addition, there is an additional bonded debt fund.

### General Fund Cost Recovery (current accounting):

- Cash balances, miscellaneous and interest income, transfers in
- Fees and Charges
  - Program/class fees
  - Permit fees
  - Drop-in admission
  - Rentals and leases
  - Food, beverage, merchandise sales
  - Other sales

- Alternative funding
  - Donations and gifts
    - ◆ Individual donations not budgeted for
    - ◆ Business in-kind donations
  - Event Sponsorships
  - Use of volunteers
  - Philanthropic grants
  - Grants and intergovernmental revenues (For our purposes, these resources should count toward subsidy or taxpayer investment if they originate in taxes, whether federal, state or local, and not cost recovery through earned income and alternative funding.)

**Other Funds:**

***Special Revenue Fund***

The District receives mitigation reserve funds periodically. These funds are a reserve against future maintenance costs at mitigation sites. A portion of the funds are available for use on a variety of natural area restoration projects, and all funds are accounted for separately.

***Capital Project Fund***

Funds from the Metro 2006 Natural Areas Bond Measure based on the Local Share Allocation, for use for various park/natural area related projects that protect and improve natural areas, water quality, and access to nature.

***Enterprise Fund***

There are currently no operations in an Enterprise Fund; however, the District is proposing to create a new center in an Enterprise Fund in FY 2013/14. The intention of an enterprise fund is to be a self-sustaining fund including servicing debt.

An enterprise fund or quasi-enterprise fund is a governmental accounting tool similar to those utilized in the private sector, allowing for tracking of services through a separate fund. All revenues and expenses, as well as assets and current liabilities, are included. This type of fund is generally required to break even, or generate excess revenues over expenditures.

Any revenues earned in excess of expenses are carried over, used for capital improvements, or are transferred to the General Fund. Collected gross revenues are not deposited in the General Fund, but rather are intended to be used to expand or improve services. These funds typically include services such as cemeteries, utilities, or golf.

**2. Issues Related to Pricing and Cost Recovery**

Having a common language for terms such as direct and indirect costs and what is to be included in the expenses are critical to the success of the process of developing a philosophy.

The factors involved in achieving higher cost recovery generally fall into two categories: design and programming. Design is important for several reasons. Trends across the country indicate that most people are willing to pay for value in recreation. For this reason, it is important to provide facilities that meet all key needs for recreation, therapeutics, and sports, and meet them in a first rate manner. A similar criterion applies to multi-use sports facilities and community centers. Excellent design promotes usage, which leads to community satisfaction and generates revenue.

State-of-the-art sports facilities could attract top-level competitions that bring in direct revenue. Indirect revenue such as taxes paid by visitors for lodging and meals is also a significant factor. Corporate contributions, both as a part of the initial cost or later as event sponsorships, are possible when first rate facilities exist. These facilities can also attract visitors and generate community economic development and return on taxpayer investments.

Facility programming is a key factor in cost recovery. It is important to provide a range of activities and schedule them in response to changes in demand. Flexibility of design is essential to meeting this objective. Besides facility user fees, other activities that generate significant revenue without large staff and other costs are recreation classes, birthday parties, events, team rentals, community rentals, and fitness centers. Other sources of income could include: equipment rentals and sales, spectator admission charges, training camps, sales of licensed merchandise, and vending and food concession sales.

A significant factor related to programming is marketing. At a very basic level, regular, periodic surveying of the community along with analysis of current efforts is essential to understanding your community. In addition, knowledge of alternative service providers in the community helps in avoiding service gaps and unnecessary duplication. Creative efforts to enhance usage are also important in cost recovery. One example might be an arrangement with local hotels under which the hotels could offer their guests a discounted pass to a facility in exchange for payment for those passes or an annual fee paid to the agency.

## ***B. Background on Cost Recovery and Service Assessment***

*This information is taken from an August 17, 2012 memo from Keith Hobson, Director of Business & Facilities, to the THPRD Management Staff and given to the project team.*

“As part of THPRD’s Comprehensive Plan update, the District will be engaging GreenPlay LLC to develop a Cost Recovery Model and Resource Allocation Philosophy, and to conduct a Service Assessment. These will be explained more fully by representatives of GreenPlay, but I wanted to start by providing background on why we have chosen to undertake these initiatives.

### “Long Term Financial Plan

The long-term financial plan (LTFP) was developed in 2005 to provide a planning tool to ensure that the District was operating in a financially sustainable manner. At the time it was completed, we were seeing rapidly increasing maintenance replacement backlogs which was an indicator that we weren’t operating sustainably, and that without changes, the backlog would grow to a point that we would be forced to close facilities or make severe service reductions. Fortunately, the LTFP gave us the ability to model alternate strategies and find ones that put us on a sustainable track.

### “2006 Comprehensive Plan and Fee Study

With the knowledge from the LTFP, the 2006 Comprehensive Plan included public surveys that asked our residents whether they would prefer us to address long term financial shortfalls through tax increases, user fee increases, or service level reductions. The response overwhelmingly supported user fee increases rather than the other two alternatives.

“Using the LTFP, we conducted a user fee study during the winter and spring of 2007, and the recommendations that resulted from this study were approved by the Board of Directors in June 2007. The resulting fee increases were phased in over four years beginning January 1, 2008. Some of the increases, such as the reduction in the senior discount rates, were pushed out further and won’t be fully phased in until 2015.

“Applying the fee increase to the LTFP showed that we would begin funding more of our maintenance replacements and actually cap out the deferred backlog in 2010, at which point it would begin slowly decreasing. The actual results played out as projected, and we did see the backlog cap out and start to slowly decrease.

#### “Property Tax Calculation under Measure 5 and Measure 50

District general fund property taxes are assessed using a permanent rate of \$1.3073 per \$1,000 of assessed value. Since the rate is fixed, the only way that revenue can increase is by having the total assessed value increase. There are two sources of increase in assessed value:

1. Assessed value on existing property can increase up to 3% per year **AS LONG AS** the assessed value does not exceed the actual market value, and
2. Assessed value of new development or new areas annexed into the district – this is called exception based increase in AV.

“Historically, these two sources resulted in annual increases to the district-wide assessed value of between four and six percent (3% on existing property and 1-3% of exception based growth), which in turn resulted in property tax revenue increase at the same rate.

“The LTFP and the Fee Study were built using estimates of property tax growth that we thought were conservative at the time – 4.5% per year.

#### “2008 Recession and Property Value Crash

Since the passage of Measure 50 in 1997, actual market value of real property grew at a much faster pace than the 3% increase allowed for assessed value. This created a cushion between assessed value and market value; at the market value peak, the average assessed value on residential property was only 55% of the real market value. With this cushion, it appeared that the 3% increase in assessed value on existing property was almost a guarantee.

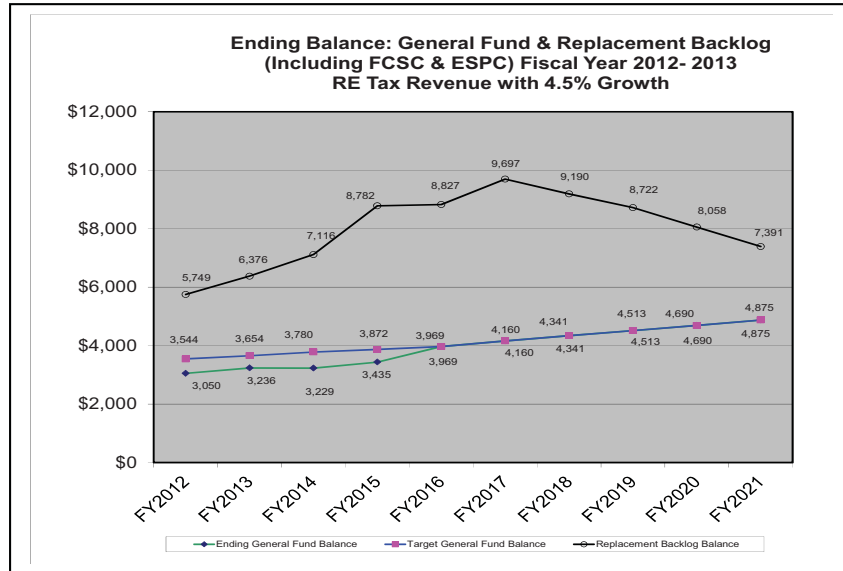
“With the 2008 recession and the crash of the real estate market ‘bubble,’ real property values have decreased in the District at an average rate of 25-30%. The 2011-12 Property Tax Rolls from Washington County now show average residential assessed values at 78% of the actual market value. Even if market values do not fall further, simply having no increase in market values means that the 3% increase will only last another seven years based on these average values.

“Unfortunately, the actual revenue calculation is not based on the average value and is set property by property. An analysis of assessed values in the District showed that 11% of the total assessed value is on properties that have assessed values already at market value; there is no 3% growth on these properties. Because of this, our 2012-13 budget could not assume the automatic 3% growth rate in property tax revenue and lowered the increase to 2.65%.

“The recession also took a toll on development activity. Our normal exception based growth of 1-3% has been cut to less than 0.5% for the last few years.

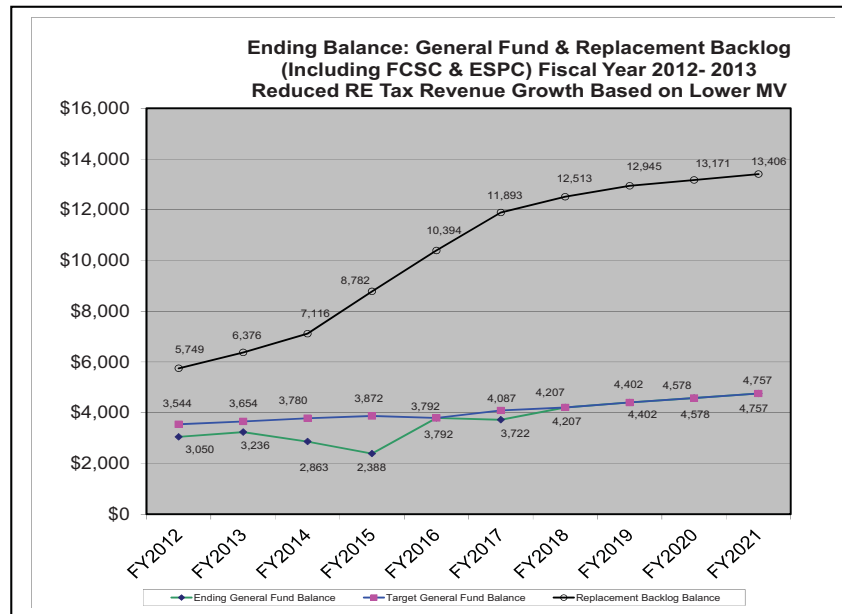
“So what does this mean to our LTFP projections?”

“The chart below shows our 10 year projection of general fund balance and deferred backlog using the standard 4.5% growth we saw prior to 2008 for all fiscal years after FY 2012-13. As shown, backlog still grows for a few years due to the tax revenue loss we’ve already incurred plus growth in our overall inventory of assets subject to replacement, but then drops off significantly.



	FY11-12	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21
<b>RE Tax Revenue Growth:</b>										
Existing Property	3.00%	2.65%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
New Property	0.25%	0.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%
<b>Total</b>	<b>3.25%</b>	<b>3.15%</b>	<b>4.50%</b>	<b>4.50%</b>	<b>4.50%</b>	<b>4.50%</b>	<b>4.50%</b>	<b>4.50%</b>	<b>4.50%</b>	<b>4.50%</b>

“The following chart shows our 10 year projection of the same things using lower rates of tax revenue growth that are more likely if real property values stabilize and begin to slowly recover. As shown here, backlog grows much more significantly and does not ever come down.



	FY11-12	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21
<b>RE Tax Revenue Growth:</b>										
Existing Property	3.00%	2.65%	2.55%	2.65%	2.80%	3.00%	3.00%	3.00%	3.00%	3.00%
New Property	0.25%	0.50%	0.50%	0.75%	1.00%	1.25%	1.50%	1.50%	1.50%	1.50%
Total	3.25%	3.15%	3.05%	3.40%	3.80%	4.25%	4.50%	4.50%	4.50%	4.50%

“We didn’t run a chart assuming that property values stay flat for several more years or even decline further, but it would show even greater growth in backlog.

“Simply put, our fee increases were a good first step, and we would be in much worse shape financially if we had not implemented them. A review of other agencies around the country, including those in Oregon, shows cutbacks, reduced hours, and staff lay-offs, all of which we have avoided so far. As shown on the models, however, we need to take further action to prevent problems in the future.

“The creation of a cost recovery model and resource allocation philosophy ensures that we are using limited property tax revenue in the manner that best meets the community needs and priorities.”

### III. THPRD Mission and Vision

#### **A. Review and Analysis of District Mission and Vision**

These fundamental principles create a logical philosophical framework that guides and directs decision-making efforts. They are the foundation for all organizational decisions and processes.

THPRD's values are comprised of leadership values, staff values, and community values. They direct the District's vision and help determine those community conditions the District wishes to impact through the organizational mission. Its mission helps guide management decisions, often substantiating difficult decisions, making them justifiable and defensible.

THPRD previously established mission and vision statements that were reviewed, analyzed, and considered as the process advanced. The mission was confirmed and the vision statement was revised as a result of the concurrent Comprehensive Plan Update project.

#### **B. Mission Statement**

*"The mission of the Tualatin Hills Park & Recreation District is to provide high-quality park and recreation facilities, programs, services, and natural areas that meet the needs of the diverse communities it serves."*

#### **C. Vision Statement**

*"We will enhance healthy and active lifestyles while connecting more people to nature, parks, and programs. We will do this through stewardship of public resources, and by providing programs/spaces to fulfill unmet needs."*

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## IV. The Service and Financial Sustainability Analysis Process

**June 18, 2012**

### **Strategic Kick-off Meeting**

- Conducted as part of the separate and concurrent Comprehensive Plan update project
- Confirmed Plan schedule and scope
- Determined Critical Success Factors
- Determined staff and stakeholder participation

**September 19, 2012**

### **Cost Recovery Workshop 1**

- Introduction to the *Pyramid Methodology*
- Conducted preliminary discussion of direct and indirect costs
- Refined direct and indirect costs allocations
- Determined strategy for identifying and applying direct and indirect costs
- Established small group to develop financial and registration related glossary of terms
- Zero-based budget preparation

**December 12-17, 2012**

### **Cost Recovery Workshop 2**

- Introduced stakeholders to the methodologies and tools used in this project
- Conducted public/stakeholders and staff sorting meetings
- Sorted services based on beneficiary and the THPRD Mission and Vision
- Reviewed current cost recovery determinant methodology
- Created consensus pyramid from sorting results

**March 5-7, 2013**

### **Cost Recovery Workshop 3 and Service Assessment Workshop 1**

- Presented consensus pyramid
- Confirmed current cost recovery and percent of operating budget for each tier
- Identified target cost recovery goals
- Discussed pricing theory
- Developed THPRD's pricing strategy and methods
  - Cost Recovery Strategy
  - Competitive Strategy
  - Market Rate Strategy
- Discussed policy revisions
- Service Assessment kick off and introduction
- Presented the *Public Sector Services Assessment* tool and methodology
- Identified THPRD menu of services including programs and facilities through a Services Analysis (homework)
- Identified alternative service providers through a Services Analysis (homework)
- Conducted staff homework meetings

**April 30 and May 1, 2013****Service Assessment Multi-day Workshops**

- Processed each of the District's services through each of the Service Matrix filters
- Identified and discussed resulting provision strategies

**May 2013****Policy and Report Development**

- Developed THPRD's Service Portfolio
- Drafted *Service and Financial Sustainability Analysis* report

**June 17, 2013****Presentation**

- Presented results and recommendations to Board of Directors

# V. Resource Allocation Philosophy, Model and Policy

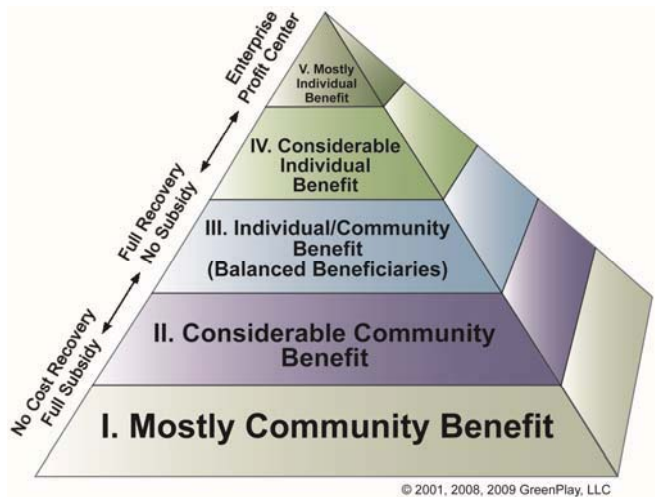
THPRD had GreenPlay train a cross section of staff members to learn how to use the **Pyramid Methodology** tool, to identify broad categories of like or similar service, and to understand the beneficiary filter. (See **Appendix A** for details on the methodology.) The participating group, the Cost Recovery Team, was comprised of staff representing all THPRD divisions. The staff, in addition to the public, sorted the broad categories of service by beneficiary (**Appendix B**).

The use of the Pyramid Methodology tool to sort categories of services and determine current and target tier minimum cost recovery thresholds included a significant number of educational workshops and required extensive time and effort by many THPRD staff. Educational workshops rooted in the vision and mission statements, and to what degree the community as a whole or an individual benefits, formed the foundation for development and use of the pyramid tool. These sessions introduced each component of the process and engaged internal and external stakeholder groups in interactive dialogue and exercises.

Engagement was critical to collective “buy-in,” consensus, and endorsement of the process. These workshops provided the groundwork for many intensive work sessions and ultimately, for the recommended Service Portfolio, a compilation of both the Pyramid Methodology and the Public Sector Services Assessment tools. (A sample of the Service Portfolio has been provided in **Appendix G**, and the full portfolio was provided to staff as a resource document.)

## A. Developing a Resource Allocation Philosophy: The Pyramid Methodology

It is often easier to integrate the values of an organization with its mission and vision if they can be visualized. An ideal philosophical model for this purpose is the Pyramid. In addition to a physical structure, *pyramid* is defined by Webster’s Dictionary as “an immaterial structure built on a broad supporting base and narrowing gradually to an apex.” Parks and recreation programs are built with a broad supporting base of core services, enhanced with more specialized services as resources allow. Envision a pyramid sectioned horizontally into five levels.



The Pyramid illustrates THPRD’s categories of services and financial resource allocation philosophy. The Pyramid details cost recovery and subsidy goals commensurate with the benefit received by a service’s user and the community as a whole. Descriptions regarding each level of the Pyramid are provided in this document, and they are critically dependent upon THPRD’s philosophies. These philosophies inevitably determine where THPRD’s services will fall within the Pyramid. Historical, cultural, geographical, and resource impacts may play a role in this determination. The resulting Pyramid is unique to each jurisdiction that applies this method.

The Pyramid is the major component of a *Service and Financial Sustainability Analysis*. The foundational level of the Pyramid represents the mainstay of a public parks and recreation system. It is the largest service level and most heavily subsidized by tax dollars. Services appropriate to higher levels of the Pyramid should be offered only when the preceding levels below are significant enough to provide basic parks and recreation services to the community as a whole. This represents the public parks and recreation mission while reflecting the growth and maturity of a district.

Application of the Pyramid Methodology begins with the mission and vision of THPRD, but must also address the following questions and issues:

- Who benefits from the service – the community in general, the individual, or the group receiving the service?
- Does the individual or group receiving the service generate the need, and therefore the cost, of providing the service? An example of this type of service is a permitted activity in a park that requires police presence beyond the norm.
- Will imposing the fee pose an economic hardship on specific users?
- If the ability to pay does not align with the benefit and value of a service, consideration of this dynamic should be addressed during the implementation phase of pricing and marketing.
- Do community values support taxpayer subsidy of the cost of service for individuals with special needs (e.g., specialized programs for people with disabilities or services for low-income families)?
- Are services federally mandated like inclusionary services as instituted by the Americans with Disabilities Act (ADA)?
- Will the level of the fee affect the demand for the service?
- Is it possible and desirable to manage demand for a service by changing the level of the fee?
- Are there competing providers of the service in the public, nonprofit, or private sector?

## ***B. Direct and Indirect Cost Definitions***

**Direct Cost:** Includes all the specific, identifiable expenses (fixed and variable) associated with providing a service or operating and maintaining a facility, space, or program. These expenses would not exist without the program or service and often increase exponentially.

### **All Programs and Services\*:**

- Applicable full-time staff hours up to the Department Superintendent (program and service related).
- Applicable regular part-time staff hours (program and service related).
- Part time/hourly and seasonal time staff.
- Hourly or part time salaries for instructors, leaders, aides, field supervisors, officials, coaches.
- Personnel benefits including FICA and Medicaid, Social Security, Worker’s Compensation Insurance, Unemployment Insurance, Retirement, Health, Dental, and other Insurance premiums as applicable; currently estimated at **52.26%** for full-time benefited employees, **43.21%** for regular part-time benefited employees, and **10%** (payroll taxes) for part-time employees.
- Contractual services for coaches, officials, instructors, etc.
- Consumable equipment and supplies like ping pong balls, paper, clay and glazes, kiln firing, art supplies provided by instructor or agency, chalk, food, paper.
- Uniforms, tee shirts, for participants and staff.

- Non-consumable equipment purchased only for the program that require periodic, continual replacement or are necessary for the start of the program like yoga mats, blocks, bouncy balls, basketballs, low free weights, racquets, and goggles.
- Training specifically for the program or service like CPR and First Aid, on-going or reimbursed training and certifications.
- Transportation costs like van driver and mileage, parking, tolls, detailing, or rental of busses, taxis, metro, etc.
- Entry fees, tickets, admissions for participants and leaders/instructors.
- Rental fees for facilities, spaces, janitors, charge backs, etc.
- Marketing/promotion/printing/distribution/fliers/etc. associated directly for programs.
- Repair or maintenance of program or service-specific equipment like piano tuning, pottery wheel, kiln, etc.
- Any other costs associated or attributed specifically with the program or service.

*\* Note: The **Class Fee Calculation Sheet** automatically adds all direct costs and a specific facility allocation.*

**Facilities and Spaces (Includes applicable direct costs above\*):**

- Applicable full-time staff hours up to the Department Superintendent (facility and space related including lifeguards).
- Applicable regular part-time staff hours (facility and space related including lifeguards).
- Part-time/hourly and seasonal staff.
- All recreation center maintenance staff.
- Personnel benefits including FICA and Medicaid, Social Security, Worker’s Compensation Insurance, Unemployment Insurance, Retirement, Health, Dental, and other Insurance premiums as applicable; currently estimated at **52.26%** for full-time benefited employees, **43.21%** for regular part-time benefited employees and **10%** (payroll taxes) for part-time employees.
- Building monitoring, insurance, utilities, etc. (may be contracted directly or may be allocations from another Department or General Services).
- Licensing Agreements like the American Society of Composers, Authors and Publishers; Broadcast Music, Inc.; Motion Pictures, etc.
- Consumable equipment; office supplies; and maintenance supplies like basketballs, paper, food, toilet paper, mops, cleaning supplies.
- Uniforms, tee shirts for center and spaces staff.
- Non-consumable equipment purchased only for the facility or space that require periodic, continual replacement or are necessary for the operation of the facility like free weights, cardio-equipment, etc.
- Training specifically for the center operations like CPR and First Aid, lifeguard training, pesticide applications, security, on-going or reimbursed training and certifications.
- Transportation costs like mileage reimbursement, parking, tolls, fleet expenses.
- Marketing/promotion/printing/distribution/fliers/etc. associated directly for facilities or spaces.
- Repair or maintenance of facility-specific equipment like copier maintenance agreement, phones, etc.
- Any other costs associated or attributed specifically with the facility.

*\* Note: The **Facility Fee Calculation Sheet** automatically adds all direct costs specific to a facility.*

**District Administration or Indirect (Support Services)** encompasses remaining overhead (fixed and variable) not identified as Direct Costs. These *Indirect Costs* would generally exist without any one specific service. Often **Departmental Administration or Indirect Costs** are lumped into a category of service called “Support Services” and are shown on the foundation level of the pyramid.

- Fund debt service
- Marketing and research – general support and activities guide
- General contractual services like janitorial, security, etc.
- Facility operating costs and utilities if not charged back
- Full-time, regular part-time, and part time/hourly employees at the Administrative level salaries, required trainings, supplies, equipment and contracts for General Manager’s Office, Directors’ Offices and staff, Business & Facilities Managers, Administration, Management Services, and technology costs, etc.
- Full-time and temporary Planning and Development employees’ salaries, required trainings, supplies, equipment, and contracts (when not chargeable to a capital project).
- Personnel benefits including FICA and Medicaid, Social Security, Worker’s Compensation Insurance, Unemployment Insurance, Retirement, Health, Dental, and other Insurance premiums as applicable; currently estimated at **52.26%** for full-time benefited employees, **43.21%** for regular part-time benefited employees and **10%** (payroll taxes) for part-time employees.
- Employment ads
- Office equipment and supplies
- Office furniture (Project Life Cover Ratio or Capital Improvement Plan)
- Computers, cell phones, smart phones, tablets, etc.
- Vehicles used for administration and mileage reimbursement
- All maintenance except recreation center maintenance (including administrative grounds, parks, trails, capital equipment and vehicles)
- Bank fees, etc.
- Various other appropriated costs

**Indirect Costs (Administrative, Support, and Management Staffing) are not allocated but are carried in the Support Services category of service on the foundation of the pyramid.**

**Aquatics and Recreation Centers** generate revenues through fees and charges on their own through drop-in admission, passes, and class fees. Therefore, most of the facility operating cost is allocated directly to the Monitored Facility category of service and rentals.

**Costs Allocation Methodology for:**

- **Aquatics/Recreation Centers Rentals** – Hourly costs for these types of facilities are based on a formula using expenditures directly related to the cost of operating the facility. Expenditures include utilities, telecommunications, custodial services and supplies, a percentage of FTE staff, and a percentage of hourly staff. Those costs are divided into operating hours in each facility and the square footage of the facility. This formula establishes per hour/per square foot rates for each facility. The rate is used to determine cost recovery levels for rentals.

- **Programs** – The cost of a program is determined by calculating all direct expenditures associated with the program. Expenditures include FTE and hourly staff time (program development and scheduling, registration and maintenance, and instruction/leader), services and supplies, and contractor percentage, when applicable. Each program will also be allocated a facility use cost.

Additional working definitions can be found in *Appendix C – Glossary of Terms and Definitions*

### ***C. The THPRD Target Cost Recovery Pyramid Model***

A consensus pyramid from the public sorting process was created. The target cost recovery percentages were established based on current cost recovery when all direct costs were allocated, and with the goal of increasing cost recovery for THPRD.

**The Target Tier Minimum Cost Recovery Percentages** were established by analyzing to which category or categories of service the majority of resources were allocated by each tier or level, coupled with typically current cost recovery based on the definitions of direct and indirect costs. GreenPlay also considered best practice target levels based on its work with other agencies. The target tier minimum cost recovery percentages are only attempting to recover direct cost of service provision, not all costs, or fully loaded (direct and indirect) costs. (The final THPRD cost recovery pyramid follows.)

A pyramid which aggregates the percent of operating budget for each category of service on each tier was created to understand where the majority of the available taxpayer subsidy is allocated. (That pyramid also follows.) The target tier minimum cost recovery percentages were established by aggregating and analyzing which category or categories of service the majority of resources were allocated to by each tier or level, typically coupled with current cost recovery based on the definitions of direct and indirect costs. The target tier minimum cost recovery percentages are attempting to recover only direct and allocated cost of service provision, not a fully loaded (direct and indirect) cost.

### ***D. Cost Center Pyramids***

In addition to defining costs and target tier minimum cost recovery percentages, specific and supplemental cost centers pyramids can be extrapolated and defined to assist in financial management practices as necessary. None were identified as necessary at the time of the report development.

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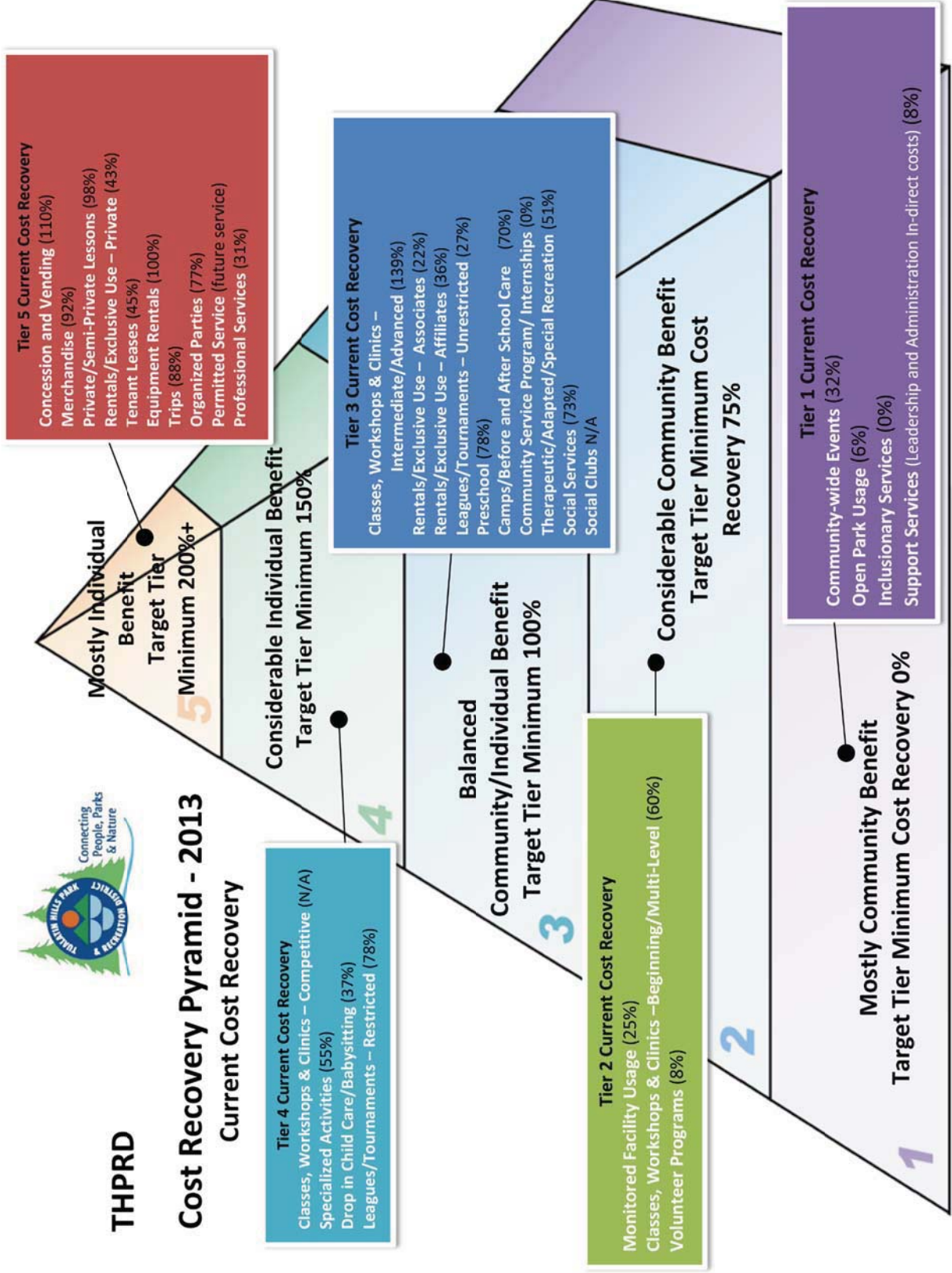




# THPRD

## Cost Recovery Pyramid - 2013

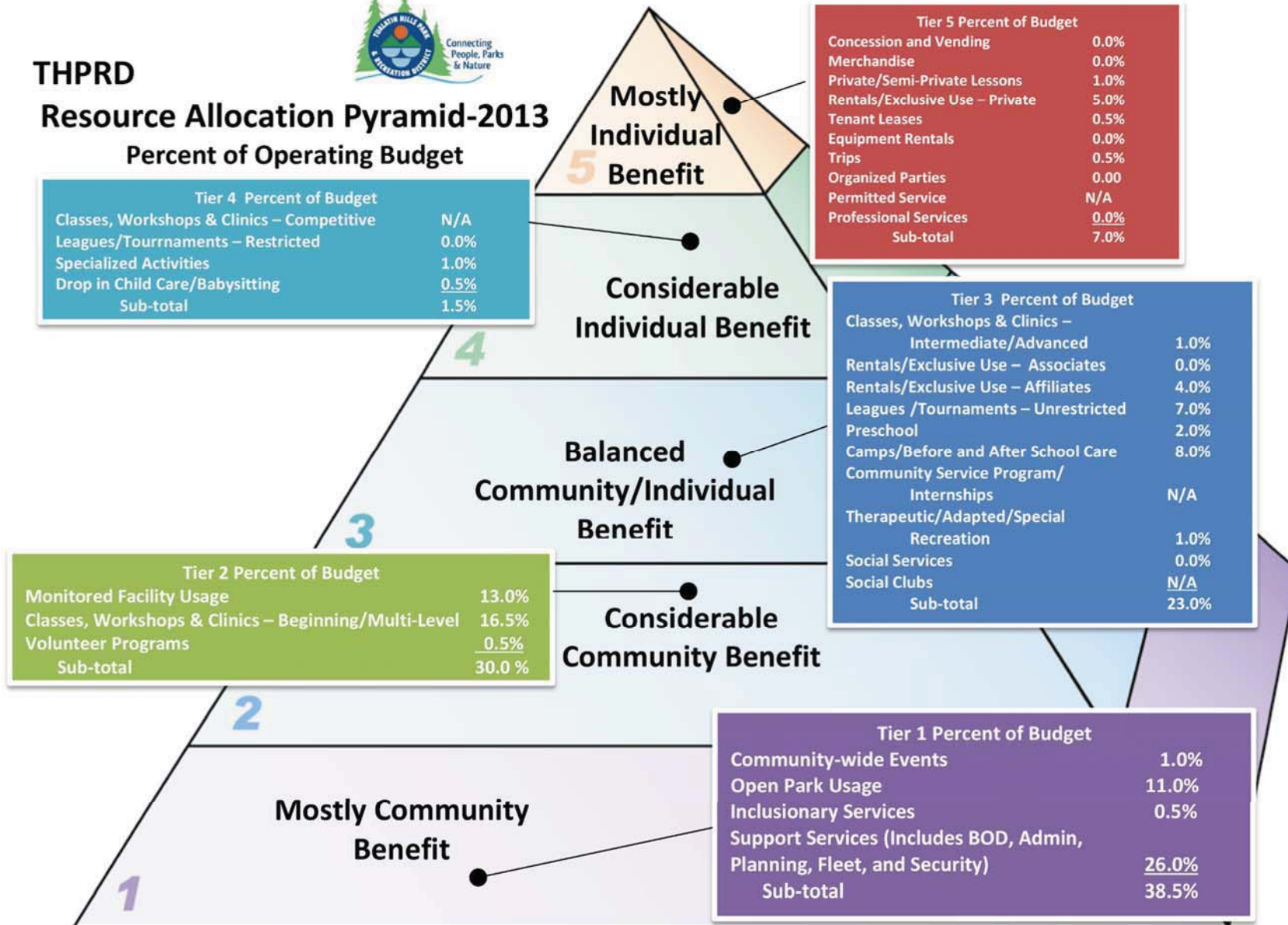
### Current Cost Recovery



# THPRD

## Resource Allocation Pyramid-2013

Percent of Operating Budget



## VI. Core Service Identification and Provision Strategies

### *A. Identifying the Core Services and Provision Strategies*

GreenPlay trained a cross section of staff members to learn how to use the **Public Sector Services Assessment** tool; to understand each service’s market segment and strength or weakness of its position within that market; and to identify alternative providers, core services, and optional provision strategies (see **Appendix D** for details on the tool and methodology). The participating group was comprised of staff from various THPRD functional and operational areas. The team was also assisted by several support staff members.

The use of the Service Assessment tool to identify core services and potential provision strategies included a significant number of educational workshops and required extensive time and effort by many THPRD staff. Educational workshops rooted in the mission and vision statements were the foundation for the development and use of the assessment tool. These sessions introduced each component of the process and engaged internal stakeholder groups in interactive dialogue and exercises.

Once again, engagement was critical to collective “buy-in,” consensus, and endorsement of the process. These workshops provided the groundwork for many intensive work sessions and ultimately, for the recommended Service Portfolio, a compilation of both the Pyramid Methodology and the Public Sector Services Assessment tools. (A sample of the Service Portfolio has been provided in **Appendix G**, and the full portfolio was provided to staff as a resource document.)

### *B. The Public Sector Services Assessment*

Public agencies have not traditionally been thought of as organizations needing to be competitively oriented. Unlike private and commercial enterprises which compete for customers (and whose very survival depends on satisfying paying customers), many public and non-profit organizations operate in a non-market, or grants economy – one in which services may not be commercially viable. In other words, the marketplace may not supply sufficient and adequate resources.

In the public sector, customers (taxpayers) do not directly decide how funding is allocated and which service gets adequate, ongoing funding. In fact, many public agencies and non-profits can be considered “sole-source,” the only place to get a service, so there is little to no market saturation. Therefore, the potential exists for apathetic service enhancement and improvement. Consequently, public and non-profit organizations have not necessarily had an incentive to question the status quo, to assess whether customer needs are being met, or to examine the cost-effectiveness or quality of available services.

The public sector and market environments have changed; funders and customers alike are beginning to demand more accountability, and both traditional (taxes and mandatory fees) and alternative funding (grants and contributions) are getting harder to come by, even as need and demand increases. This increasing demand for a smaller pool of resources requires today’s public and non-profit agencies to rethink how they do business, to provide services where appropriate, to avoid duplicating existing comparable services, and to increase collaboration, when possible. In addition, organizations are leveraging all available resources where possible.

The *Public Sector Services Assessment* is an intensive review of organizational services including activities, facilities, and parklands that leads to the development of THPRD’s Service Portfolio. Additional results indicate whether the service is core to THPRD’s values, vision, and mission, and provides recommended provision strategies that can include, but are not limited to, enhancement of service, reduction of service, collaboration, and advancing or affirming market position. This assessment begins to provide a nexus relative to which services are central to THPRD’s purpose. The process includes an analysis of: each service’s relevance to THPRD’s values, vision, and mission; THPRD’s market position in the community relative to the market; other service providers in the service area, including quantity and quality of provider; and the economic viability of the service.

Based on the MacMillan Matrix for Competitive Analysis of Programs<sup>1</sup>, the Public Sector Services Assessment Matrix is a valuable tool that is specifically adapted to help public agencies assess their services. The MacMillan Matrix realized significant success in the non-profit environment and has led to application in the public sector. The Public Sector Services Assessment Matrix is based on the assumption that duplication of existing comparable services (unnecessary competition) among public and non-profit organizations can fragment limited resources available, leaving all providers too weak to increase the quality and cost-effectiveness of customer services. This is also true for public agencies.

The Public Sector Service Assessment Matrix assumes that trying to be all things to all people can result in mediocre or low-quality service. Instead, agencies should focus on delivering higher-quality service in a more focused (and perhaps limited) way. The Matrix helps organizations think about some very pragmatic questions.

**Q: Is THPRD the best or most appropriate organization to provide the service?**

**Q: Is market competition good for the citizenry?**

**Q: Is THPRD spreading its resources too thin without the capacity to sustain core services and the system in general?**

**Q: Are there opportunities to work with another organization to provide services in a more efficient and responsible manner?**

### ***C. Service Assessment Process***

THPRD created a Service Menu that listed each program, activity, or facility provided to the community by THPRD. This Service Menu is the preliminary step in the evolution of THPRD’s comprehensive Service Portfolio, which inevitably includes not only the individual service and recommended provision strategy, but also the category of service to which each service belongs, cost recovery goal, and pricing strategy as identified using the Pyramid Methodology.

This intensive review of organizational services led to the development of THPRD’s Service Portfolio and identified those services that require taxpayer investment and are “core” to the values, vision, and mission of THPRD.

The underlying philosophy of the Service Assessment is based on the assumption that too much duplication of like services can over-saturate the market. The Assessment also included management strategies intended to assist THPRD in its provision of these services in the future. As an outcome of the Service Assessment, the following preliminary provision strategies were identified. These will help inform the development of specific recommendations.

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<sup>1</sup> Alliance for Nonprofit Management

## **D. Service Assessment Findings**

The findings indicate that:

- THPRD has done an exemplary job at weeding out duplicative and un-productive services.
- Some programs and services may not have strong market positions, and further evaluation for alternate provision strategies may be warranted.
- Many social services offered through cooperative partnerships would be difficult to continue to offer through THPRD if the partnerships or funding were discontinued.

## **E. Recommended Provision Strategies – Defined**

Affirm Market Position – A number of (or one significant) *alternative provider(s)* exists, yet the service has *financial capacity* and THPRD is in a *strong market position* to provide the service to customers or the community. Affirming market position includes efforts to capture more of the market and investigating the merits of competitive pricing strategies. This includes investment of resources to realize a financial return on investment. Typically, these services have the ability to generate excess revenue.

Advance Market Position – A smaller number or no *alternative providers* exist to provide the service, the service has *financial capacity*, and THPRD is in a *strong market position* to provide the service. Primarily due to the fact that there are fewer, if any, alternative providers, advancing market position of the service is a logical operational strategy. This includes efforts to capture more of the market, investigating the merits of market pricing, and various outreach efforts. Also, this service could generate excess revenue by increasing volume.

Divestment – THPRD has determined that the service does not fit with the values and vision, and/or THPRD has determined it is in a *weak market position* with little or no opportunity to strengthen its position. Further, THPRD deems the service to be contrary to its interest in the responsible use of resources; therefore, THPRD is positioned to consider divestment of the service.

Investment – Investment of resources is THPRD’s best course of action as the service is a *good fit* with values and vision, and an opportunity exists to strengthen THPRD’s current *weak market position* in the marketplace.

Complementary Development – The service is a *good fit*, a number of or one significant *alternative provider(s)* exists which provide the service, THPRD is in a *strong market position* to provide the service, yet it does not have *financial capacity*. **“Complementary development”** encourages planning efforts that lead to mutually compatible service development rather than duplication, broadening the reach of all providers. Although there may be perceived market saturation for the service due to the number or like services of alternative providers, demand and need exists justifying the service’s continued place in the market.

Collaboration – THPRD determines that the service can be enhanced or improved through the development of a collaborative effort as THPRD’s current *market position is weak*. Collaborations (e.g., partnerships) with other service providers (internal or external) that minimize or eliminate duplication of services while most responsibly using THPRD resources are recommended.

Core Service – These services *fit* with THPRD’s values and vision, there are few, if any, alternative providers, yet THPRD is in a *strong market position* to provide the service. However, THPRD does not have the *financial capacity* to sustain the service outside of taxpayer support, and the service is not deemed to be economically viable. These services are “core” to satisfying THPRD’s values and vision typically benefiting all community members, or are seen as essential to the lives of underserved populations.

## ***F. Service Assessment Findings and Determinations***

The Service Assessment required staff to answer a series of questions regarding “fit” with the mission and vision of the THPRD; the “strength of the THPRD’s market position” for each of its services and programs based on community need, present credibility and capacity, and community awareness; the “financial capacity” of the service or program to be viable without the support of tax funding; and the presence of “alternative providers” in the market place.

The resulting provision strategies for the Agency identify:

- Services to advance or affirm its market position
- Services to pursue collaboration
- Services for complementary development
- Services to invest in to change the market position
- Services to divest

Multiple strategies are sometimes highlighted through this process for particular services. This is because there are several variables at work creating a weak market position that an agency may or may not be willing or able to change. Market position is determined by the current resources available (could that investment be increased?), the location of the service (could it be moved?), the track record and credibility of the agency (is there any momentum toward improvement?), technical skill (could training be provided?), and whether or not people are really aware of the offering (could marketing efforts be increased?). An appropriate solution for some of the challenges might be collaboration, suggesting another strategy, or it may be time for divestment.

## VII. Traditional Parks and Recreation Operations and Capital Development Funding Sources

There are a variety of mechanisms that local governments can employ to provide services and to make public improvements. Parks and recreation operating and capital development funding typically comes from conventional sources such as sales, use, and property tax referenda voted upon by the community, along with developer exactions. Operating funds are typically capped by legislation; may fluctuate based on the economy, public spending, or assessed valuation; and may not always keep up with inflationary factors. In the case of capital development, “borrowed funds” sunset with the completion of loan repayment and are not available to carry-over or re-invest without voter approval. Explained below are the salient points of traditional funding sources. Many of these strategies are currently being used to some extent by THPRD.

### *A. Traditional Tax and Exactions-Based Funding Resources*

#### **General Fund**

Parks and recreation services are typically funded by an agency’s General Fund, which can be comprised of property tax, sales tax, and other compulsory charges levied by a government for the purpose of financing services performed for the common benefit of a community. These funds may also come from resources such as inter-governmental agreements, reimbursements, and interest and may include such revenue sources as franchise taxes, licenses and permits, fees, transfers in, reserves, interest income, and other miscellaneous incomes.

#### **Sales Tax**

This revenue source often funds public park and recreation agencies either partially or fully. Sales tax revenue is very popular in high traffic tourism agencies and with cities, counties, and state parks. Special Districts cannot exact sales taxes, which often calls into question the issue of charging resident and non-resident fee differentials.

#### **Property Tax**

Property tax revenue often funds park and recreation special districts and may be used as a dedicated source for capital development. When used for operation funding, it often makes the argument for charging resident and non-resident fee differentials. **This is the funding mechanism for THPRD and all agencies in Oregon.**

### *B. Development Funding*

#### **Park Land Dedication Ordinance**

Park land dedication requirements typically state that all residential subdivisions of land (and often commercial), with some exemptions, are to provide for parks by either dedicating land, paying an in-lieu fee (the amounts may be adjusted annually), or a combination of the two.

### **Development Impact Fees**

Development impact fees are one-time charges imposed on development projects at the time of permit issue to recover capital costs for public facilities needed to serve new developments and the additional residents, employees, and visitors they bring to the community. State laws, with a few minor exceptions, prohibit the use of impact fees for ongoing maintenance or operations costs. Not all states allow the collection of impact fees. **In Oregon, these are called System Development Charges (SDCs).**

### **Local Improvement Districts**

Different from cities that are direct beneficiaries of these funds, Special Districts (or local improvement districts), are the beneficiaries of pass-through funding from cities or counties, which have responsibility for their interests. Special Districts cannot exact or collect the land dedication or the fee-in-lieu on their own.



## VIII. Traditional Parks and Recreation Earned Revenue Resources

### *A. Fees and Charges*

#### **Ticket Sales/Admissions**

This revenue source is for accessing facilities for self-directed or spectator activities such as splash parks, ballparks, and entertainment activities. Fees may also be assessed for tours, entrance or gate admission, and other activities, which may or may not be self-directed. These user fees help offset operational costs or apply to new projects.

#### **Registration Fees**

This revenue source is for participating in programs, classes, activities, and events which typically require pre-registration to assure a place. These services may or may not have limited space. These participant fees attempt to recover most if not all of the direct expenses and are often revenue positive due to market demand.

#### **Daily Admission and Pass Sales**

THPRD sells annual passes for specific types of amenities to offset operational costs. These fees can apply to recreational and aquatics centers. The consultant team recommends they continue to offer bulk discount buying of daily admission fees marketed as “monthly, seasonal, 3-month, 6-month, and/or annual passes.”

#### **Program Independent Contractor Fees**

THPRD receives a percentage of gross contractor fees for contractor programs held in THPRD facilities. THPRD includes contracted programs in its program guide, as well as collects the registration fees and returns the contractor’s percentage of enrollment via check.

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## IX. Alternative Parks and Recreation Operations and Capital Development Funding Sources

Alternative funding sources include a variety of different or non-conventional public sector strategies for diversifying the funding base beyond traditional tax-based support. The following is a list of known industry funding practices, potential sources, and strategies, as compiled by GreenPlay. Some of the strategies are currently used by THPRD, but may not be used to maximum effectiveness or capacity. Those that may not currently be used by THPRD should be considered for a project's or the operation's specific relevance.

***NOTE:** Not every funding mechanism on this list may be allowable by law, as the laws, regulations, statutes, ordinances, and systems of governance vary from city to city, county to county, and state to state. The authority to put forth referenda or institute exactions must be researched for validity within the THPRD and the State of Oregon, as this list is comprised of the financial practices from across the nation. Some referenda are passed by simple majority of those who vote, while others require a larger percentage to pass. In certain circumstances, referenda are passed by the majority of eligible voters versus just those who vote.*

### **A. Loan Mechanisms**

#### **General Obligation Bonds**

Bonded indebtedness issued with the approval of the electorate for capital improvements and general public improvements.

#### **Revenue Bonds**

Bonds used for capital projects that will generate revenue for debt service where fees can be set aside to support repayment of the bond. These are typically issued for water, sewer, or drainage charges, and other enterprise type activities.

#### **Special Assessment Bonds**

These bonds are payable from the proceeds of special assessments such as local improvement districts.

#### **Industrial Development Bonds**

Specialized revenue bonds issued on behalf of publicly owned, self-supporting facilities.

#### **Full Faith and Credit Bonds**

Bonds that are payable from the general resources of the agency. They are not tied to a specific revenue source, but the payment of principle and interest uses available operating funds.

## ***B. Alternative Service Delivery and Funding Structures***

THPRD may already be using some of these strategies.

### **Inter-local Agreements**

Contractual relationships could be established between two or more local units of government and/or between a local unit of government and a non-profit organization for the joint usage/development of sports fields, regional parks, or other facilities.

### **Annual Appropriation/Leasehold Financing**

This is a more complex financing structure that requires use of a third party to act as an issuer of the bonds who would construct the facility and retain title until the bonds are retired. For example, THPRD enters into a lease agreement with the third party with annual lease payments equal to the debt service requirements. The bonds issued by the third party are considered less secure than general obligation bonds of THPRD and are therefore more costly. Since a separate corporation issues these bonds, they do not impact THPRD's debt limitations and do not require a vote. However, they also do not entitle THPRD to levy property taxes to service the debt. The annual lease payments must be appropriated from existing revenues.

### **Commercial Property Endowment Model – Operating Foundation**

John L. Crompton<sup>2</sup> discusses government using the Commercial Property Endowment Model citing two case studies in the United Kingdom and Mission Bay Park in San Diego, California as an alternative structure to deliver park and recreation services. A non-profit organization may be established and given park infrastructure and/or land assets to manage as public park and recreation services along with commercial properties as income-earning assets or commercial lease fees to provide for a sustainable funding source. This kind of social enterprise is charged with operating, maintaining, renovating, and enhancing the public park system and is not unlike a model to subsidize low-income housing with mixed-use developments.

### **Privatization – Outsourcing the Management**

Typically used for food and beverage management, golf course operations, ballfield, or sports complex operations by negotiated or bid contract.

## ***C. Partnership Opportunities***

Partnerships are joint development funding sources or operational funding sources between two separate agencies, such as two government entities, a non-profit and a government agency, or a private business and a government agency. Two partners jointly develop revenue producing park and recreation facilities and share risk, operational costs, responsibilities, and asset management based on the strengths and weaknesses of each partner.

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<sup>2</sup> Spring 2010 *Journal of Park and Recreation Administration*, Volume 28, Number 1, pp 103-111

Creating synergy based on expanded program offerings and collaborative efforts can be beneficial to all providers as interest grows and people gravitate to the type of facility and programs that best suit their recreational needs and schedules. Potential strategic alliance partnerships where missions run parallel, and mutually beneficial relationships can be fostered and may include the following:

- YMCA
- School District
- Medical Center or Hospital
- Boys and Girls Club
- Kiwanis, Soroptimists, VFWs, Elks, Rotary, and other service and civic organizations
- Chamber of Commerce
- Convention and Visitors Bureau
- Homeowner or Neighborhood Associations
- Youth Sports Associations
- Other counties, neighboring cities, and communities
- Private alternative providers
- Churches.

*A Sample Partnership Policy has been provided to THPRD.*

## **D. Community Resources**

The following subsections summarize research findings on potential funding sources that could enhance capital expenditures for capital repair, renovation, and new construction and operating budgets for THPRD. These findings do not recommend any particular funding strategy over another. The economic conditions within the District may vary with time and THPRD should explore the best means of achieving its goals toward the operations of the District, the programs, and the facilities on an ongoing basis.

### **Philanthropic**

Philanthropy can be defined as the concept of voluntary giving by an individual or group to promote the common good and to improve the quality of life. Philanthropy generally takes the form of donor programs, capital campaigns, and volunteers/in-kind services.

The time commitment to initiate a philanthropic campaign can be significant. THPRD now has a Director of Community Partnerships position, and if current THPRD resources that could be dedicated to such a venture are limited, it may be recommended that THPRD outsource some or most of this task to a non-profit or private agency experienced in managing community-based capital fundraising campaigns.

*Relevant methods are discussed below.*

### **Friends Associations**

These groups are typically formed to raise money for a single purpose that could include a park facility or program that will benefit a particular special interest population or the community as a whole.

## **Volunteers/In-Kind Services**

This revenue source is an indirect revenue source in that persons donate time to assist THPRD in providing a product or service on an hourly basis. This reduces THPRD cost in providing the service, plus it builds advocacy for the system.

To manage a volunteer program, an agency typically dedicates a staff member to oversee the program for the entire agency. At THPRD, this staff member works closely with Human Resources as volunteers are another source of staffing a program, facility, or event.

## **Volunteer Programs**

### **Adopt-a-Park/Adopt-a-Trail**

Programs such as adopt-a-park may be created with and supported by the residents, businesses, and/or organizations located in the park's vicinity. These programs allow volunteers to actively assist in improving and maintaining parks, related facilities, and the community in which they live.

### **Neighborhood Park Watch**

As a way to reduce costs associated with vandalism and other crimes against property, THPRD may initiate or expand a neighborhood park watch program. This program develops community ownership of THPRD's facilities.

## **Foundation/Gifts**

These dollars are received from a tax-exempt, non-profit organization. The funds are private donations in promotion of specific causes, activities, or issues. They offer a variety of means to fund capital projects, including capital campaigns, gifts catalogs, fundraisers, endowments, sales of items, etc.

### **Gift Catalogs**

Gift catalogs provide organizations the opportunity to let the community know what their needs are on a yearly basis. The community purchases items from the gift catalog and donates them to THPRD.

### **Gifts in Perpetuity**

#### **Maintenance Endowments**

Maintenance Endowments are set up for organizations and individuals to invest in ongoing maintenance improvements and infrastructure needs. Endowments retain money from user fees, individual gifts, impact fees, development rights, partnerships, conservation easements, and for wetland mitigations.

#### **Irrevocable Remainder Trusts**

These trusts are set up with individuals who typically have more than a million dollars in wealth. They will leave a portion of their wealth to THPRD in a trust fund that allows the fund to grow over a period of time and then is available for THPRD to use a portion of the interest to support specific park and recreation facilities or programs that are designated by the trustee.

### **Life Estates**

This revenue source is available when someone wants to leave their property to THPRD in exchange for their continued residence on the property until their death. THPRD can usually use a portion of the property for park and recreational purposes, and then use all of it after the person's death. This revenue source is very popular for individuals who have a lot of wealth and their estate will be highly taxed at their death. Their benefactors would have to sell their property because of probate costs. Life Estates allow individuals to receive a good yearly tax deduction on their property while leaving property for the community. Agencies benefit because they do not have to pay for the land.

### **Grants**

Grants often supplement or match funds that have already been received. For example, grants can be used for program purposes, information technology infrastructure, planning, design, seed money, and construction. Due to their infrequent nature, grants are often used to fund a specific venture and should not be viewed as a continuous source of funding.

#### **General Purpose or Operating Grants**

When a grant maker gives THPRD an operating grant, it can be used to support the general expenses of operating THPRD. An operating grant means the fund provider supports THPRD's overall mission and trusts that the money will be put to good use.

#### **Program or Support Grants**

A program or support grant is given to support a specific or connected set of activities that typically have a beginning and an end, specific objectives, and predetermined costs. Listed below are some of the most common types of program or support grants:

##### ***Planning Grants***

When planning a major new program, THPRD may need to spend a good deal of time and money conducting research. A planning grant supports this initial project development work, which may include investigating the needs of constituents, consulting with experts in the field, or conducting research and planning activities.

##### ***Facilities and Equipment Grants***

These grants help THPRD buy long-lasting physical assets, such as a building. The applicant organization must make the case that the new acquisition will help better serve its clients. Fund providers considering these requests will not only be interested in the applicant's current activities and financial health, but they will also inquire as to the financial and program plans for the next several years. Fund providers do not want to allocate resources to an organization or program only to see it shut down in a few years because of poor management.

##### ***Matching Grants***

Many grant makers will provide funding only on the condition that THPRD can raise an amount equal to the size of the grant from other sources. This type of grant is another means by which foundations can determine the viability of an organization or program.

### ***Seed Money or Start-up Grants***

These grants help a new organization or program in its first few years. The idea is to give the new effort a strong push forward, so it can devote its energy early on to setting up programs without worrying constantly about raising money. Such grants are often for more than one year, and frequently decrease in amount each year.

### ***Management or Technical Assistance Grants***

Unlike most project grants, a technical assistance grant does not directly support the mission-related activities of THPRD. Instead, they support THPRD's management or administration and the associated fundraising, marketing, and financial management needs of THPRD.

### **Program-Related Investments (PRIs)**

In addition to grants, the Internal Revenue Service allows foundations to make loans—called Program-Related Investments (PRIs)—to nonprofits. PRIs must be for projects that would be eligible for grant support. They are usually made at low or zero interest. PRIs must be paid back to the grant maker. PRIs are often made to organizations involved in building projects.

### **Private Grant and Philanthropic Agencies**

Many resources are available which provide information on private grant and philanthropic agency opportunities. A thorough investigation and research on available grants is necessary to ensure mutually compatible interests and to confirm the current status of available funding. Examples of publicly accessible resources are summarized below.

- Information on current and archived Federal Register Grant Announcements can be accessed from The Grantsmanship Center (TGCI) on the Internet at <http://www.tgci.com>.
- For information on government product news and procurement visit GovPro at [www.govpro.com](http://www.govpro.com).
- Another resource is the Foundation Center's RFP Bulletin Grants Page on Health at [www.fdncenter.org](http://www.fdncenter.org).
- Research [www.eCivis.com](http://www.eCivis.com) for a contract provider of a web-based Grants Locator system for government and foundation grants specifically designed for local government.

### **Corporate Sponsorships**

THPRD can solicit this revenue-funding source itself or work with agencies that pursue and use this type of funding. Sponsorships are often used for programs and events.

*A Sample Sponsorship Policy has been provided to THPRD.*

### **Naming Rights**

Many agencies throughout the country have successfully sold the naming rights for newly constructed facilities or when renovating existing buildings. Additionally, newly developed and renovated parks have been successfully funded through the sale of naming rights. Generally, the cost for naming rights offsets the development costs associated with the improvement. People incorrectly assume that selling the naming rights for facilities is reserved for professional stadiums and other high profile team sport venues. This trend has expanded in recent years to include public recreation centers and facilities as viable naming rights sales opportunities.



Naming rights can be a one-time payment or amortized with a fixed payment schedule over a defined period of time. During this time, the sponsor retains the “rights” to have the park, facility, or amenity named for them. Also during this time, all publications, advertisements, events, and activities could have the sponsoring group’s name as the venue. Naming rights negotiations need to be developed by legal professionals to ensure that the contractual obligation is equitable to all agents and provides remedies to change or cancel the arrangements at any time during the agreement period.

### **Advertising Sales**

Advertising sales are a viable opportunity for revenue through the sale of tasteful and appropriate advertising on THPRD related items such as program guides, scoreboards, dasher boards, and other visible products or services. Current sign codes should be reviewed for conflicts or appropriate revisions.

### **Fundraising**

Many park and recreation agencies have special fundraisers on an annual basis to help cover specific programs and capital projects. THPRD has sold bricks, benches, and commemorative tree plantings in the past and could consider expanding this in the future to pavers, tiles, etc., or consider staging a telethon.

### **Raffling**

Some agencies offer annual community raffles, such as purchasing an antique car that can be raffled off in contests.

## ***E. Community Service Fees and Assessments***

### **Recreation Service Fee**

The Recreation Service Fee is a dedicated user fee that can be established by a local ordinance or other government procedure for the purpose of constructing and maintaining recreation facilities. The fee can apply to all organized activities that require a reservation of some type, or other purposes as defined by THPRD. Examples of such generally accepted activities that are assigned a service fee include adult basketball, volleyball, and softball leagues, youth baseball, soccer, and softball leagues, and special interest classes. The fee, above and beyond the user fee, allows participants to contribute toward the construction and/or maintenance of the facilities being used.

### **Capital Improvement Fees**

These fees are on top of the set user rate for accessing THPRD facilities such as sport and tournament venues and are used to support capital improvements that benefit the user of the facility.

### **Residency Cards**

Non-District residents may purchase “residency” on an annual basis for the privilege of receiving the resident discounts on fees, charges, tours, shows, reservations, and other benefits typically afforded to residents only. The resident cards can range in price, but are often at least equivalent to what a resident pays in taxes annually to support the operations, maintenance, and debt service of THPRD (THPRD currently offers this option to non-residents as a Resident Assessment Fee).

### **Security and Clean-Up Fees**

THPRD may charge groups and individuals security and clean-up fees for special events or other type of events held at facilities.

### **Lighting Fees**

Some agencies charge additional fees for lighting as it applies to leagues, special use sites, and special facilities that allow play after daylight hours. This fee may include utility demand charges.

### **Signage Fees**

This revenue source charges people and businesses with signage fees at key locations with high visibility for short-term events. Signage fees may range in price from \$25-\$100 per sign based on the size of the sign and THPRD location.

### **Dog Park Fees**

These fees are attached to kennel clubs who pay for the rights to have THPRD dog park facilities for their own exclusive use. Fees are on the dogs themselves and/or on the people who take care of other people's dogs.

### **Equipment Rental**

This revenue source is generated from the rental of THPRD equipment such as tables and chairs (*THPRD currently uses this strategy*), tents, stages, bicycles, roller blades, boogie boards, etc., that are used for recreation purposes.

### **Parking Fee**

This fee applies to parking at selected destination facilities such as sports complexes, stadiums, and other attractions to help offset capital and operational cost.

### **Utility Roundup Programs**

Some park and recreation agencies have worked with local utilities on a round up program whereby a consumer can pay the difference between their bill and the next highest even dollar amount as a donation to the agency. Ideally, these monies would be used to support THPRD utility improvements such as sports lighting, irrigation cost, and HVAC costs.

### **Franchise Fee on Cable**

This would allow THPRD to add a franchise fee on cable designated for parks and recreation. The normal fee is \$1.00 a month or \$12.00 a year per household. Fees usually go toward land acquisition or capital improvements.

### **Room Overrides on Hotels for Sports Tournaments and Special Events**

Agencies have begun to keep a percentage of hotel rooms reservation fees that are booked when the agency hosts a major sports tournament or special event. The overrides are usually \$5.00 to \$10.00 depending on the type of room. Monies collected would help offset operational costs for THPRD in hosting the events.

### **Recreation Surcharge Fees on Sports and Entertainment Tickets, Classes, MasterCard, Visa**

This fee is a surcharge on top of the regular sports revenue fee or convenience fee for use of MasterCard and Visa. The fee usually is no more than \$5.00, and is usually \$3.00 on all exchanges. The money earned would be used to help pay off the costs of improvements or for THPRD operational purposes.

### **Flexible Fee Strategies**

This pricing strategy would allow THPRD to maximize revenues during peak times and premium sites/areas with higher fees and fill in excess capacity during low use times with lower fees to maximize play. THPRD currently uses this structure at the indoor tennis center.

### **Trail Fee**

These fees are used for access to closed bike trails to support operational costs. Fees for bike trails are typically \$35 to \$50 a year. This arrangement works for bike trails if the conditions of dedicated use, fencing for control, and continuous patrolling/monitoring are in place. Multi-purpose trails that are totally open for public use without these conditions in place make it difficult to charge fees and are nearly impossible to monitor.

### **Real Estate Transfer – Tax/Assessment/Fee**

As agencies expand, the need for infrastructure improvements continues to grow. Since parks and recreation facilities add value to neighborhoods and communities, some agencies have turned to a real estate transfer tax/assessment/fee to help pay for acquisition and needed renovations. Usually, the transfer tax/assessment/fee amount is a percentage on the total sale of the property and is assessed each time the property transfers to a new owner. Some states have laws prohibiting or restricting the institution, increase, or application of this tax/assessment/fee.

### **Processing/Convenience Fees**

This is a surcharge or premium placed on THPRD phone-in registration, electronic transfers of funds, automatic payments, or other conveniences.

### **Self-Insurance Surcharge**

Some agencies have added a surcharge on every transaction, admission, or registration to generate a self-insured liability fund.

### **Development Surcharge/Fee**

Some agencies have added a surcharge on every transaction, admission, or registration to generate an improvement or development fund.

## ***F. Contractual Services***

### **Private Concessionaires**

Contracts with private sector concessionaires provide resources to operate desirable THPRD recreational activities. These services are typically financed, constructed, and operated by a private business or a non-profit organization with additional compensation paid to THPRD.

### **Concession Management**

Concession management is the retail sale or rental of soft goods, hard goods, or consumable items. THPRD has previously contracted concession stand services in the past, but is taking this back over in summer 2013. Through contracting, the agency either receives a percentage of the gross sales or the net revenue dollars from the profits after expenses are paid. Net proceeds are generally more difficult to monitor.

### **Merchandising Sales or Services**

This revenue source comes from the public or private sector on resale items from gift shops, pro-shops, restaurants, concessions, and coffee shops for either all of the sales or a defined percentage of the gross sales. Typically, agencies engage in this type of service as a convenience to their patrons and as a means of enhancing overall operational cost recovery. In THPRD, these services are run by the Advisory Committees as a fund-raiser for their projects.

### **Cell Towers and Wi-Fi**

Cell towers attached to existing or new light poles in game field complexes are another potential source of revenue that THPRD may consider. Typically, agencies engage in this service as a means of enhancing overall operational cost recovery.

Another type of revenue for a facility or complex can come from providing sites for supporting Wi-Fi technology. In California, the State Park System is providing wireless internet access and is charging \$7.95 for 24 hours of connectivity (approximately \$.33 per hour) within its service area. They have connected 85 state parks with SBC Communications. For more information, contact California State Parks at [www.parks.ca.gov](http://www.parks.ca.gov).

## ***G. Permits, Licensing Rights and Use of Collateral Assets***

### **Special Use Permits**

Special permits allow individuals to use specific THPRD park property for financial gain. THPRD receives either a set amount of money or a percentage of the gross service provided.

### **Catering Permits and Services**

This is a license to allow caterers to work in the THPRD system on a permit basis with a set fee or percentage of food sales returning to THPRD. Also, many agencies have their own catering service or authorized provider list and receive a percentage of dollars from the sale of food.

### **Licensing Rights**

This revenue source allows THPRD to license its name on all resale items that private or public vendors use when they sell clothing or other items with THPRD's name on it. The normal licensing fee is 6 to 10% of the cost of the resale item.

### **Sale of Development Rights**

Some agencies sell their development rights below park ground or along trails to utility companies. THPRD would receive a yearly fee on a linear foot basis.

### **Surplus Sale of Equipment by Auction**

Agencies often have annual surplus auctions to get rid of old and used equipment, generating additional income on a yearly basis.

### **Private Developers**

Developers may lease space from THPRD owned land through a subordinate lease that pays out a set dollar amount plus a percentage of gross dollars for recreation enhancements. These could include sports complexes and recreation centers.

## **Land Swaps**

THPRD may trade property to improve access or protection of resources. This could include a property gain by THPRD for non-payment of taxes or a situation where a developer needs a larger or smaller space to improve their profitability. THPRD would typically gain more property for more recreation opportunities in exchange for the land swap.

## **Leasebacks on Recreational Facilities**

Many agencies do not have adequate capital dollars to build desired revenue-producing facilities. One option is to hire a private investor to build the facility according to the specifications requested with the investment company financing the project. THPRD would then lease the property back from the investor over 20+ years. This can be reversed whereby THPRD builds the facility and leases to a private management company who then operates the property for a percentage of gross dollars to pay off the construction loans through a subordinate lease.

## **Subordinate Easements – Recreation/Natural Area Easements**

This revenue source is available when THPRD allows utility companies, businesses, or individuals to develop some type of an improvement above ground or below ground on its property. Subordinate easements are typically arranged over a set period of time, with a set dollar amount that is allocated to THPRD on an annual basis.

## **Agricultural Leases**

In some agency parks, low land property along rivers, or excess land may be leased to farmers for crops. THPRD uses this strategy and payment is based on a market lease value.

## **Sale of Mineral Rights**

Many agencies sell mineral rights under parks, including water, oil, natural gas, and other by products, for revenue purposes.

## **Booth Lease Space**

Some agencies sell booth space to sidewalk vendors in parks or at special events for a flat rate or based on volume of product sold. The booth space can also be used for sporting events and tournaments.

## **Manufacturing Product Testing and Display**

This is where THPRD works with specific manufacturers to test their products in parks, in a recreation facility, or in a program or service. THPRD tests the product under normal conditions and reports the results back to the manufacturer. Examples include lighting, playground equipment, tires on vehicles, mowers, irrigation systems, seed & fertilizers, etc. THPRD may receive the product for free but must pay for the costs of installation and for tracking results.

## **Recycling Centers**

Some agencies and counties operate recycling centers for wood, mulch, and glass as revenue generators for their systems.

## **Film Rights**

Many agencies issue permits so that sites such as old ballparks or unique grounds may be used by film commissions. The film commission pays a daily fee for the site plus the loss of revenue THPRD would incur during use of the community space.

## **Rentals of Houses and Buildings by Private Citizens**

Many agencies will rent out facilities such as homes to individual citizens for revenue purposes.

## ***H. Enterprise Funds***

Some agencies establish business units that are self-sustaining through fees and charges. Debt service and all indirect costs should be allocated or attributed to enterprise funds. Any excess revenue generated is maintained by the fund for future needs and cannot be used by another fund or department. Examples include premier sports tournament complexes.

## ***I. Funding Resources and Other Options***

Many federal and state taxation resources, programs, and grants are used by THPRD or may be available. See **Appendix E** for details.

### **Land Trusts**

Many agencies have developed land trusts to help secure and fund the cost of acquiring land that needs to be preserved and protected for greenway purposes. This may also be a good source for the acquisition of future THPRD lands.

### **Positive Cash Flow**

Depending on how aggressively THPRD incorporates marketing and management strategies, there may be a positive fund balance at the end of each year, especially if a new premier splash park, dog park, or sports complex is built. While current facilities, projections, and fee policies do not anticipate a positive cash flow, the climate can change. The ending positive balance could be used, for example, to establish a maintenance endowment for THPRD recreation facilities, to set aside funds for capital replacement and/or repair, or to generate a fund balance for contingency or new programming opportunities. It is suggested that THPRD be challenged to generate a fund balance and it not be returned to THPRD's general fund.

### **Cost Avoidance**

THPRD must maintain a position of not being everything for everyone. It must be driven by the market and stay with its core businesses. By shifting roles away from being a direct provider of facilities, programs, or services, THPRD may experience additional savings. This process is referred to as *cost avoidance*. The estimated savings could be realized through partnering, outsourcing, or deferring to another provider in the provision of a service and/or facility.

## X. Cost Saving Measures

In addition to aligning cost recovery with goals, charging appropriate fees, and using traditional and alternative funding mechanisms, several cost saving measures can improve the overall cost recovery picture of THPRD.

### A. Cost Saving Ideas

Explore and implement the following cost savings ideas:

- Bulk purchasing
- Re-negotiate contracts
- Change maintenance standards and practices
- Consider greening trends
- Employ green practices

#### Change Maintenance Standards/Practices

- THPRD is looking into developing “no mow” standards next fiscal year.
- THPRD could add one extra day onto the mowing interval; thus reducing the amount of mowing in a season.

#### “Grow Not Mow”

In the April 2010 issue of *Recreation Management* magazine, the Genesee County Parks and Recreation Commission in Flint, Michigan discussed several small cost saving measures which added up to over \$167,000 in 10 months. One such strategy was “Grow Not Mow,” where the natural features of their 11,000 acres of parkland were enhanced. This practice reduced the required mowing where possible and included more wild flowers, native grasses, and an increase in wildlife.

#### Greening Trends – Rooftop Gardens and Park Structures

Rooftop gardens (both public and private) create respites in a densely built environment and help reduce urban heat island effects. In addition, the lack of availability and affordability of urban real estate has continued the trend of parks built over structures such as parking garages (e.g., Millennium Park and Soldier Field Stadium/Burnham Park re-design in Chicago ) and other structures (such as Freeway Park in Seattle, built in the 1970s). **THPRD could research roof top gardens on facilities.**

#### Green Practices

Implement the following green practices ideas:

- Use light, water, and motion sensors
- Conduct energy audits
- Update to energy efficient ballasts, motors, appliances
- Use electric and hybrid vehicles
- Develop “Pack It Out” trash program
- Use greywater
- Use solar and wind energy
- Explore Oregon Energy Savings Performance Contracting
- Implement green operating practices

Many agencies miss the easiest green practices to implement into their everyday operating procedures and policies. Additional green operating practices include administrative procedures, best operating standards, and sustainable stewardship performance measures. Many of the industry best practices outlined below (*Table 1*) may be currently and successfully employed by THPRD.

**Table 1: Green Practices Focus Area and Action Step**

<b>Focus Area</b>	<b>Action Step</b>
<b>Administrative</b>	Recycle Office Trash
	Go Paperless
	Conserve Resources
	Flex Scheduling
	Virtual Meetings
<b>Operating Standards</b>	Preventative Maintenance
	Reduce Driving
	Eliminate Environmentally Negative Chemicals and Materials
	Green Purchasing Policies
	LEED® Design
<b>Sustainable Stewardship</b>	Re-analyze and Revise Practices and Standards
	Monitor and Report Results
	Lead by Example
	Incorporate Principles in all Park and Recreation Services
	Seek Available Grant Funding and Initiative Awards

## ***B. Green Resources, Practices, and Strategic Initiatives***

Many Green Resources, Green Practices Grants, Strategic Initiatives, and Partnerships may be available. See *Appendix E* for details.



## XI. Implementing the Service and Financial Sustainability Analysis

The Government Finance Officers Association<sup>3</sup> details primary implementation steps to financial recovery which includes “first aid” measures like revenue audits, exploring fees for service, and improving billing and collections. While at the same time, agencies should improve management practices, evaluate labor resources and structures, and know and manage the cost of services.

THPRD’s Service and Financial Sustainability Analysis will act as an internal work and strategic plan spanning a multi-year period. The Plan will be the implementation catalyst for the Resource Allocation and Core Service Model.

This THPRD action plan includes the establishment of broad-based goals and subsequent, measurable objectives. Derived from each goal are objectives that lead to the accomplishment of the goal. All action steps are intended to be immediate and ongoing or short-term (1-2 years), while the goals and objectives will span the longer-term (3-5 years and beyond) multiple budget cycles with new action steps and timelines as these are achieved.

Goals are broad-based statements of intent that are singularly focused, and correlate directly to the various components of the Service and Financial Sustainability Analysis. District Goals reflect overall THPRD administration and operations while Service Goals are specific to the provision of THPRD services (programs, facilities, and land asset provision). Therefore, District goals support service goal efforts.

Planning Objectives are attainable milestones that lead to the accomplishment of District and service goals. They are specific, measurable, realistic, and have the ability to be tracked. They should include: 1) the responsible staff member or staff team, 2) the action(s) that must take place, 3) how the action(s) will be accomplished, and 4) the degree to which they will be accomplished (by when or to what level of improvement).

Many of the Service Goals and subsequent Planning Objectives were derived from the Service Assessment that reviewed all of the services offered by THPRD including activities, facilities, and parklands. This assessment led to the development of THPRD’s Service Portfolio. (A sample of the Service Portfolio has been provided in **Appendix G**, and the full portfolio was provided to staff as a resource document.) Results indicate whether the service is “core to THPRD’s values and vision” and provides recommended provision strategies that can include, but are not limited to, enhancement of service, divestment or reduction of service, collaboration, or advancing of market position.

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<sup>3</sup> [www.gfoa.org](http://www.gfoa.org)

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## XII. Developing a Pricing Strategy

As the final step in the development of the Service and Financial Sustainability Analysis, a high-level pricing discussion was introduced for supervisory staff. Staff participating in the series of resource allocation workshops engaged in interactive cost identification and pricing exercises that applied the cost recovery goals of their respective service areas. The workshops prompted discussions leading to recommended changes to selected current pricing practices with the intention of attaining recommended cost recovery and subsidy allocation goals and establishing a new method for setting fees and charges. This method is based upon using cost recovery goals as a primary pricing strategy, followed by either market pricing (for services with low alternative coverage – few if any alternative providers) or competitive pricing (for services with high alternative coverage – other alternative providers offer similar or like services).

This discussion should continue in the future, and the following topic areas should be included and applied:

### 1. Financial trends

The increasing complexity and resulting shifts of our society's economy have led to what can be deemed as constant fiscal change in government. Public sector administrators and managers must be prepared to respond to the fiscal realities that have resulted from these economic shifts. Trends that impact fiscal and pricing decisions include:

- Increased governmental accountability
- Increased demand for people's "leisure dollar"
- On-going or increased demand for services with no/limited additional funding, or decreased funding
- Disinterest in service reductions or increased fees and charges
- Increased operating expenses (e.g., utilities, fuel, personnel, supplies)

### 2. The budget process and fiscal year cycle

Budgets are viewed as annual financial plans and include planning and forecasting, establishing priorities, and a way to monitor fiscal process. This overview allows for an abbreviated look at the process and how it impacts and is impacted by pricing.

### 3. The costs of service provision

Prior to making pricing decisions, it is important to understand the different types of service provision costs. Having a grounded knowledge of the various types of costs allows staff to make better informed pricing decisions. The different types of service provision costs are as follows:

- Direct costs
  - Fixed costs
  - Changing fixed costs
  - Variable costs
- Indirect Costs

Refer to **Appendix C** where the definitions are found.

#### **4. The purpose of pricing**

There are many reasons to develop service fees and charges. These include, but are not limited to, the following:

- Recover costs
- Create new resources
- Establish value
- Influence behavior
- Promote efficiency

#### **5. Pricing strategies - differential pricing**

Differential pricing is grounded in the notion that different fees are charged for the same service when there is no real difference in the cost of providing the service. There may be many reasons why THPRD may wish to expand use of this pricing strategy including:

- To stimulate demand for a service during a specified time
- To reach underserved populations
- To shift demand to another place, date, or time

#### **6. Alternative funding sources**

In general, there has been a decrease in the amount of tax support available to public parks and recreation agencies across the nation. THPRD has experienced this and is forward thinking in its planning. As such, the need to look at alternative funding sources as a way to financially support services has become commonplace. Alternative funding sources are vast and can include:

- Gifts
- Grants
- Donations
- Sponsorships
- Collaborations
- Volunteer contributions

#### **7. The psychological dimensions of pricing**

In addition to the social and environmental issues that surround pricing, the human elements of pricing must be considered. Regardless of how logical a price may seem, customer reactions and responses are their own and can be vastly different than what one might expect. The psychological dimensions of pricing include:

- Protection of self-esteem (pricing in such a way as to not offend certain users)
- Price-quality relationship (value received for every dollar spent)
- Establishing a reference point (worth of service in comparison to others)
- Objective price (price has a basis in fact, is real and impartial)
- Subjective price (perception of bias or prejudice)
- Consistency of image (perception of the brand and identification with product or service)
- Odd price (perception of arbitrary or incongruent pricing)

## 8. Establishing initial price

Establishing an actual price for a program can be based upon a variety of strategies. Arbitrary pricing is not encouraged, as it is impossible to justify; however, these strategies include:

- Arbitrary pricing: a fee based on a general provision such as raising all fees by \$2.00 to meet budget goals – ignores market conditions and cost recovery goals.
- Market pricing: a fee based on demand for a service or facility or what the target market is willing to pay for a service. The private and commercial sectors commonly use this strategy. One consideration for establishing a market rate fee is determined by identifying all providers of an identical service (e.g. private sector providers, municipalities), and setting the highest fee. Another consideration is setting the fee at the highest level the market will bear.
- Competitive pricing: a fee based on what similar service providers or close proximity competitors are charging for services. One consideration for establishing a competitive fee is determined by identifying all providers of an identical service (e.g. private sector providers, municipalities), and setting the mid-point or lowest fee.
- Cost recovery pricing: a fee based on cost recovery goals within market pricing ranges.

## 9. Price revisions

Once a price is established, there may be the need to periodically review the price and examine the need for revision. In some cases, “revised” may be viewed as “increased”; therefore, a systematic approach to pricing revision is important. Factors to consider in pricing revision include:

- Customer tolerance: the degree to which small increases in price will not encounter client resistance.
- Adjustment period: the period of time where the value of the service is assessed by the customer in relation to the price increase. The value of the service from the customer’s perspective must meet or exceed the impact of the increased cost. Adjustment periods may lead to diminished participation or termination of participation altogether based upon customer loyalty and other factors.
- Customers’ perceived value of the service: the degree to which services including programs, facilities, and parks impact the public (individual and community), or in other words, the results or outcomes of services. Value is the judgment or perception of worth or the degree of usefulness or importance placed on a service *by personal opinion*. The intent or intention of a service is the purpose, aim, or end.

## Comparative Analysis Criteria

As part of a pricing methodology, comparative analysis of differing fees structures can reveal market rates and competitive pricing in the market place. Comparative analysis (benchmarking) is an important tool that allows for comparison of certain attributes of the THPRD’s management practices and fee structure. This process creates deeper understanding of alternative providers, your place in the market, and varying fee methodologies, which may be used to enhance and improve the service delivery of parks and recreation. The suggested criteria are found in **Appendix F**.

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## XIII. Conclusion and Recommendations

The primary goal of THPRD's **Service and Financial Sustainability Analysis** is to establish organizational sustainability through a logical and thoughtful philosophy that supports the core values, project vision, and mission of THPRD and its community.

As a result of the comprehensive study process and impending results as illustrated in the Service Portfolio (a sample has been provided in **Appendix G**, and the full Service Portfolio has been provided as a Staff Resource Document), THPRD will begin the process of implementing service provision strategies and align financial resource allocation with newly developed cost recovery goals. These efforts are intended to guide goals and objectives, and the decision-making process to create service sustainability for THPRD.

The goals, objectives, and action steps detailed in the plan reflect THPRD's issues, priorities, unmet needs, and creative ideas identified through extensive public engagement and staff involvement. Those ideas that were consistently and frequently expressed were included in the recommendations.

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## XIV. Goals, Objectives, and Action Items

### A. Context

#### Goals

Goals are clear general statements about what THPRD intends to accomplish and must be connected to the mission and vision of THPRD. They are broad statements of intent that typically require several objectives to accomplish.

#### Objectives

Objectives are specific operational statements that detail desired accomplishments, and provide a basis for evaluation of goal progress. They are “SMART” (specific, measurable, attainable, realistic, and trackable) and address the “ABCDs.”

- **Audience**-who will do the behavior? (be specific)  
*Recreation staff...*
- **Behavior**-what will they be doing? (one action per behavior)  
*Recreation staff will research trends in youth baseball participation nationwide since 2005...*
- **Condition**-how will the behavior be accomplished? (describe behavior in specific terms)  
*Recreation staff will research trends in youth baseball participation nationwide since 2005 by contacting the National Baseball Association ...*
- **Degree**-how well or by when will the behavior be accomplished? (makes the objective measurable; numbers, date, or percentages)  
*Recreation staff will research trends in youth baseball participation nationwide since 2005 by contacting the National Baseball Association, by no later than end of December 2013.*

#### Action Items

Action items/steps connect directly to budget and work plans, and these are the basis for planning, implementation, and decision making.

### B. Timeline

All action steps detailed are intended to be ongoing or short-term, while the goals and objectives will span both mid-term and longer-term timelines with new action steps as these are achieved.

- Immediate and ongoing
- Short-term (1-2 years)
- Longer-term (3-5 years and beyond)

## **C. Broad Vision Themes**

### ***Theme 1: Policy Strategies***

Managing effectively to capitalize on opportunities and communicate consistency.

### ***Theme 2: Service Provision and Management***

Delivering parks and recreation services strategically to meet THPRD's vision for the future.

### ***Theme 3: Cost Savings – Cost Avoidance Strategies***

Maximizing efficiencies to assure sustainable service delivery.

### ***Theme 4: Cost Recovery Alignment***

Increasing direct cost recovery and focusing taxpayer investment on community benefit.

### ***Theme 5: Revenue Enhancement***

Producing new revenue streams to increase sustainability.

### ***Theme 6: Future Growth***

Planning to proactively respond to the needs of a diverse and growing community.

## **Theme 1: Policy Strategies**

The intent of this theme is to identify policies and procedures to revise or develop which allow staff to achieve tier target minimum (direct) cost recovery percentages, maximize revenue generation where appropriate to shift taxpayer investment/subsidy to those areas that are more foundational on the pyramid, and capitalize on effective and efficient functions, all within Board of Directors guidelines and with transparent consistency.

**This Theme encompasses Goals 1 through 8. Draft policies follow Theme 1 Goals.**

### **Goal 1 – Explore the possibility of expanding the self-sustaining enterprise fund.**

#### **Objective 1.A.**

THPRD will identify selective opportunities to implement enterprise funds.

##### **Action:**

- *Consider opportunities to convert self-sustaining programs and services (those that are revenue positive or expense neutral over direct costs) to an Enterprise Fund. For example, an adventure park or an indoor field house with batting cages, Parkour course, climbing wall, skatepark, etc.*

### **Goal 2 – Establish a sinking fund for life cycle repair/replacement projects.**

#### **Objective 2.A.**

THPRD will fund the sinking fund utilizing the excess revenues from increasing overall District cost recovery.

##### **Action:**

- *Implement cost recovery as outlined in this document.*

### **Goal 3 – Adopt the Target Tier Minimum Cost Recovery Percentage as the fiscal target for budget preparation, the basis for establishing fees, and public accountability.**

#### **Objective 3.A.**

THPRD will recommend to the Board of Directors formal acceptance of this plan (**Service and Financial Sustainability Analysis**) as the foundation for THPRD's decision-making regarding cost recovery.

##### **Actions:**

- *THPRD to present the plan at June 17, 2013 meeting.*
- *Board of Directors to formally accept the study and the recommended goals, objectives and action steps at a later date.*

### **Goal 4 – Adopt the pricing strategies as the methodology for fee setting by THPRD.**

#### **Objective 4.A.**

THPRD will recommend to the Board of Directors to authorize the District to set fees using the Pricing Strategies outlined in the Service Portfolio as the foundation for THPRD's decision-making, allowing staff to respond to market conditions, opportunities, and service demands in a timely manner, versus approval of every fee for the next year.

##### **Actions:**

- *THPRD to present the plan to the Board of Directors.*
- *Board of Directors to formally accept the study and the recommended goals, objectives, and action steps at a later date.*

## **Goal 5 – Revise Current Sponsorship Policy.**

### **Objective 5.A.**

THPRD will consider revising the current sponsorship policy for implementation. This comprehensive policy would provide a “menu” to potential donors or sponsors that could offer the sponsorship of the operations of a park/facility, trails, fields, special events, and/or programs provided at one of THPRD’s sites. This effort can include the “adopting” of a facility or program.

#### **Actions:**

- *Management team to review and customize sample Sponsorship Policy provided by GreenPlay LLC.*
- *Recommend draft policy to the Board of Directors for approval process.*
- *Use final policy as basis for negotiated sponsorships of selected projects.*
- *Research using a consultant to identify sponsorship opportunities in the THPRD market.*

## **Goal 6 – Implement a Partnership Policy.**

### **Objective 6.A.**

THPRD will formalize a partnership policy for implementation.

#### **Actions:**

- *Management team to review and customize sample Partnership Policy provided by GreenPlay LLC.*
- *Recommend draft policy to the Board of Directors for approval process.*
- *Use final policy as basis for negotiated partnerships for selected projects.*

## **Goal 7 – Revise current Non-Resident Fee policy.**

### **Objective 7.A.**

THPRD will recommend to the Board of Directors the revised non-resident fee policy predicated on the following premises:

- The District is tasked with serving District residents and property owners first.
- Meeting the needs of adjacent non-residents and those who work within the District boundary, or who are visiting, is an ancillary and mutually beneficial service.
- Monitored Facility Usage is not at or near capacity with resident usage, and non-residents help to ensure that classes, workshops, and clinics reach minimum or fill. Therefore, setting appropriate but non-restrictive, non-resident user fees and service rates preserves the benefit to the resident and property owner for their property tax investment, while encouraging participation by others.
- Classes and services which are at or nearing capacity can assure resident priority participation through restricting registration access to residents first, then opening it up to non-residents if not filled.

#### **Action:**

- *Revise policy as required.*

## **Goal 8 – Revise current Family Assistance Program.**

### **Objective 8.A.**

The District is tasked with serving District residents and property owners with barrier-free access. Barrier-free access includes ability to pay constraints. THPRD will ensure that services are accessible for those who are socio-economically disadvantaged.

**Actions:**

- *Focus on providing financial support for participation in those categories of service on the Mostly or Considerable Community Benefit levels of the Pyramid – thus ensuring access for all to those services providing the greatest community benefit.*
- *Ensure that Family Assistance may be used for daily admission to THPRD facilities or frequent user discount fee package, or to register for any THPRD operated or managed **Tier 2 or 3** services except for rentals:*
  - *Monitored Facility Usage*
  - *Classes, Workshops, and Clinics – Beginning/Multi-Level*
  - *Classes, Workshops, and Clinics – Intermediate/Advanced*
  - *Leagues/Tournaments – Unrestricted*
  - *Preschool*
  - *Camps/Before and After School Care*
  - *Therapeutic/Adapted/Special Recreation*
  - *Social Services*
  - *Social Clubs*
- *Ensure that non-residents are not eligible for the Family Assistance Program.*
- *Cease cash awards made directly to third party providers (youth sports associations, contract instructors, THPRD Associates or Affiliates, or alternative providers such as the YMCA or Boys and Girls Clubs, etc.) will be discontinued.*
- *Revise policy as required.*

**Draft Policies follow:**

- **Cost Recovery**
- **Non-Resident Fees**
- **Family Assistance**

# Proposed Draft Policy 1

## *Resource Allocation and Cost Recovery Philosophy, Model and Policy*

### **Background**

The District is tasked with cost recovery goals in accordance with the District's annual budget allocation and financial constraints. To that end, the District sets fees and charges in relation to these goals, the value/cost of service provision, market conditions, benchmarking, demand, cost recovery targets, and industry trends. The current Family Assistance (scholarship) policy and process was also refined to allow for maximum resident participation in THPRD programs and assure that no one has a barrier to participation.

### **Cost Recovery Policy and Fee Setting**

THPRD offers services that are funded through a combination of user fees, taxes, grants, and donations. Fees and charges shall be assessed in an equitable manner in accordance with the following fee and charge assessment schedule (outlined under THPRD's Cost Recovery Model).

Since fees moving forward will be now be based on the value/cost of service provision, market conditions, benchmarking, demand, cost recovery targets and industry trends, automatic fee discounts for select age groups, those with special needs or those in lower income brackets will continue to be phased out in favor of funding special initiatives to reach target populations or socio-economic groups, as well as emphasizing barrier-free access for all residents through qualified use of the refined Family Assistance Program.

**Example 1:** In the past, Special Recreation program fees were set at 40 percent. Now on **Tier 3**, all services on this tier collectively are intended to recover 100 percent of all direct and allocated costs. As a phased approach, **Therapeutic/Adapted/Special Recreation** should attempt to recover like Tier 2 services (75%), then eventually at least break even on all direct and allocated costs. Therefore, those services that are doing better than the target tier minimum cost recovery goals or that are revenue positive can off-set this phased approach. Those with ability-to-pay issues should use the **Family Assistance Program**.

**Example 2:** In the past, THPRD senior discounts began at age 50, and now they begin at age 55. Automatic age entitlement discounts are preventing agencies from moving toward sustainability goals as the amount of older adults continue to grow. Most adults are living longer, enjoying healthy active lifestyles. This trend, coupled with goals to lessen the dependence on tax revenues to underwrite services, has forced many agencies to phase raising the age of senior discounts to match social security and retirement ages, or eliminate them altogether in favor of a general Family Assistance qualification program.

Through special initiatives, services that provide recreational opportunities for populations with the fewest recreational alternatives (youth, limited income, special needs, senior adults, and families) may be more heavily supported by grants, donations, revenue positive services, or by Board decision to allocate additional property taxes to ensure that the targeted population is well served by the initiative.

Cost recovery percentages may be considered as guidelines; however, special circumstances, the nature and cost of each program, and persons to be served should be taken into consideration. User fees may or may not be applicable.

### Process

- THPRD shall conduct an annual comprehensive review of cost recovery targets.
- Programs, facility use, and services will be sorted and assigned a cost recovery tier using the Pyramid Methodology.
- A Fee Structure/Rate review will be done annually to determine viability of programs.
- Program plans are developed and approved with fees set within the tier cost recovery target minimum.

### THPRD's Cost Recovery Model

The following model represents all categories of services currently provided, or those which may be provided in the future by the District. It is based upon the degree of beneficiary to the community (Tier 1 – Mostly Community Benefit) or individual (Tier 5 – Mostly Individual Benefit), the values of the THPRD community, and the vision and mission of the District. The model and policy form the basis for setting fees and charges (see Final Cost Recovery Model, Resource Allocation Philosophy, and Policy Document dated June 2013).

*Services can always perform better than the target tier minimum cost recovery goals due to demand and market conditions.*

- a. Revenue positive over direct costs – **Tier 5** services are targeted to recover a minimum of **200%+** of all direct and allocated costs.
  - Concession/Vending
  - Merchandise
  - Private/Semi-Private Lessons
  - Rentals/Exclusive Use – Private
  - Tenant Leases
  - Equipment Rentals
  - Trips
  - Organized Parties
  - Permitted Services
  - Professional Services
- b. Revenue positive over direct costs – **Tier 4** targeted at **150%** of all direct and allocated costs
  - Classes, Workshops, and Clinics – Competitive
  - Specialized Activities
  - Drop in Child Care/Babysitting
  - Leagues/Tournaments – Restricted

- c. Primarily fee supported services with no tax investment – as an average, **Tier 3** services are targeted to recover a minimum of **100%** of all direct and allocated costs, and some of these services may be appropriate for use of alternative funding sources (like grants, donations, and volunteers). At a minimum, these services should attempt to break even or be cost neutral.
  - Classes, Workshops, and Clinics – Intermediate/Advanced
  - Rentals/Exclusive Use – Associates
  - Rentals/Exclusive Use – Affiliates
  - Leagues/Tournaments – Unrestricted
  - Preschool
  - Camps/Before and After School Care
  - Community Service Program/Internships
  - Therapeutic/Adapted/Special Recreation
  - Social Services
  - Social Clubs
  
- d. Partial fee supported services with some tax investment – as an average, **Tier 2** services are targeted to recover a minimum of **75%** of all direct and allocated costs, and some of these services may be appropriate for use of alternative funding sources (like grants, donations, and volunteers).
  - Monitored Facility Usage
  - Classes, Workshops, and Clinics – Beginning/Multi-Level
  - Volunteer Programs
  
- e. Full tax investment with little or no fee support (**Tier 1** services are targeted to recover **0%** of all direct and allocated costs, **although** some of these services **may be** appropriate for use of alternative funding sources (like grants, donations, and volunteers).
  - Community-wide Events
  - Open Park Usage
  - Inclusionary Services
  - Support Services (Leadership and Administration In-direct costs)

### Cost of Services

The following general definitions will be used to determine the cost of providing all services.

**Direct Cost:** Includes all the specific, identifiable expenses (fixed and variable) associated with providing a service, program, or facility. These expenses would not exist without the program or service and often increase exponentially.

**Indirect Cost:** Encompasses overhead (fixed and variable) including the administrative costs of the agency. These costs would exist without any of the specific programs or facilities.

### Benefits of Policy

Updating the Resource Allocation and Cost Recovery Model and Policy at this time reflects the philosophy that was developed as a result of this process and continues to move the District toward a more sustainable public service provider. This policy will also become the basis for setting fees and charges for programs and services.



### **Potential Downside of Proposal**

There is no identifiable downside to adopting this policy with the exception of changes to automatic age or special needs discounted fees.

It is recommended that this change be phased in over a period of time with the senior age discount increasing annually in five year increments until the full social security retirement age is reached:

*According to the Social Security Administration, "full retirement age (also called "normal retirement age") had been 65 for many years. However, beginning with people born in 1938 or later, that age gradually increases until it reaches 67 for people born after 1959."*

For special needs discounts, it is recommended that the first phase is to attempt to reach the Tier 2 cost recovery minimum goal of 75% of direct and allocated expenses first, even though the category of service – Therapeutic/Adapted/Special Recreation – is on Tier 3 (100% target tier minimum cost recovery). The second goal would be to break even or be cost neutral.

### **Action Requested**

Adoption of Policy

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# Proposed Draft Policy 2

## *Non-Resident Fee Policy*

### **Background**

The District is tasked with serving District residents and property owners first. Meeting the needs of adjacent non-residents and those who work within the District boundary, or who are visiting, is an ancillary and mutually beneficial service. Monitored Facility Usage is not at or near capacity with resident usage, and non-residents help to ensure that classes, workshops, and clinics reach minimum or fill. Therefore, setting appropriate but non-restrictive non-resident user fees and service rates preserves the benefit to the resident and property owner for their property tax investment, while encouraging participation by others. Classes and services which are at or nearing capacity can assure resident priority participation through restricting registration access to residents first, then opening it up to non-residents if not filled.

District resident property taxes primarily support the services on **Tiers 1 and 2**. All other tiers are designed to be revenue positive over all direct and allocated expenses (or at a minimum cost neutral).

- a. Partial fee supported services with some tax investment – as an average, **Tier 2** services (those with **considerable community benefit**) are targeted to recover a minimum of **75%** of all direct and allocated costs, and some of these services may be appropriate for use of alternative funding sources (like grants, donations, and volunteers).
  - Monitored Facility Usage
  - Classes, Workshops, and Clinics – Beginning/Multi-Level
  - Volunteer Programs
  
- b. Full tax investment with little or no fee support (**Tier 1** services – those **mostly benefitting the community** – are targeted to recover **0%** of all direct and allocated costs, **although** some of these services **may be** appropriate for use of alternative funding sources (like grants, donations, and volunteers).
  - Community-wide Events
  - Open Park Usage
  - Inclusionary Services
  - Support Services (Leadership and Administration In-direct costs)

Resident rates are set in accordance with the District’s Resource Allocation and Cost Recovery Philosophy, Model, and Policy, the annual budget allocation and financial constraints. To that end, the District sets higher non-resident fees and charges in relation to these goals, the value/cost of service provision, market conditions, benchmarking, demand, cost recovery targets, and industry trends, but so as not to be prohibitive.

The District’s Family Assistance (scholarship) policy and process does not apply to non-residents or to those who pay non-resident rates. Nor does the policy apply to those who buy into a resident equivalent status. In addition, applicable senior or other discounts do not apply except for bulk/frequent user discount admission packages.

Staff is requesting that the Board of Directors adopt this policy.

## **Non-Resident Fee Policy**

THPRD offers services that are funded through a combination of user fees, resident property taxes, grants, and donations. Non-resident fees and charges shall be assessed at a higher rate than resident rates, but not as to discourage non-residents from participation. Non-resident rates will consider the value/cost of service provision, market conditions, benchmarking, demand, cost recovery targets and industry trends, and resident priorities.

Resident status will be restricted to those who pay the annual lump sum equivalent to the amount of property tax based on the annual assessed valuation for a like or similar dwelling according to THPRD property tax rates.

### **Process**

- THPRD shall conduct an annual comprehensive review of service capacity versus residential usage.
- A Non-Resident Fee Structure/Rate review will be done annually to determine viability of programs.

### **Benefits of Policy**

Updating the Non-Resident Fee Policy at this time reflects the philosophy that was developed as a result of the Resource Allocation and Cost Recovery Philosophy, Model, and Policy development process, as well as industry best practices. This business and market decision benefits all residents because when non-residents participate, THPRD can better serve the residents by actualizing program minimums, creating excess revenue over direct and allocated expenses, and continuing to move the District toward a more sustainable public service provider.

### **Potential Downside of Proposal**

There is no identifiable downside to adopting this policy.

### **Action Requested**

Adoption of Policy

# Proposed Draft Policy 3

## *Family Assistance Policy*

### **Background**

The District is tasked with serving District residents and property owners with barrier-free access. Barrier-free access includes ability to pay constraints. Recent allocations have amounted to over \$400,000 in annual discounts and distributions, of which \$75,000 was a cash outlay to Affiliates for scholarships to their programs (non-THPRD operated and managed services).

### **Family Assistance Policy**

THPRD offers Family Assistance to those who live or own property within THPRD boundaries. The household must demonstrate District residency by having a valid THPRD registration card and financially qualify through proof of income documentation. Family Assistance funding eligibility will be good for one year after approval and cannot be carried over to the following year. Families may reapply for the next 12 months.

### **Process**

- Applicants must supply proof of income such as two months of paycheck stubs for all working members of the family. Applicants may also attach award letters for the following: free school lunch, food stamps, social security/disability, TANF, or unemployment. If applicants have no income at all or other special circumstances, they may describe their situation in writing.
- To qualify for Family Assistance, the household must be within Tualatin Hills Park & Recreation District boundaries and entered in the District database. The applicant must also have a valid THPRD registration card.
- If the household income is less than the Federal Poverty Guidelines (updated annually), the applicant is eligible for Family Assistance. If the household income is between the Federal Poverty Guidelines and the Federal Free Meal Guidelines (updated annually), the applicant is still eligible, but will need to pay 10% of the requested funds or \$20 per person to access the Family Assistance.
- Applicants may apply for Family Assistance at any time during the year. The THPRD Family Assistance Program administrator determines eligibility on a case-by-case basis. If approved, applicants may be granted a maximum of \$200 per year in fee waivers for each person in the applicant's household. The funds will be made available in two \$100 allotments, six months apart. Funds are not transferable between members of the same household.
- Every member of the applicant's household who will use the fee waivers must be listed on the application. Only those members listed on the application will be able to use them. An incomplete application form will not be considered.

- Family Assistance may be used for daily admission to THPRD facilities or frequent user discount fee package, or to register for any THPRD operated or managed **Tier 2 and 3** services except for rentals.
  - Monitored Facility Usage
  - Classes, Workshops, and Clinics – Beginning/Multi-Level
  - Classes, Workshops, and Clinics – Intermediate/Advanced
  - Leagues/Tournaments – Unrestricted
  - Preschool
  - Camps/Before and After School Care
  - Therapeutic/Adapted/Special Recreation
  - Social Services
  - Social Clubs
- Non-Residents are not eligible for the Family Assistance Program
- Cash awards made directly to third party providers (youth sports associations, contract instructors, THPRD Associates or Affiliates, or alternative providers such as the YMCA or Boys and Girls Clubs, etc.) will be discontinued.

### **Benefits of Policy**

Updating the Family Assistance Policy at this time reflects the philosophy that was developed as a result of the Resource Allocation and Cost Recovery Philosophy, Model, and Policy development process, as well as industry best practices. This program benefits all residents consistently and equitably who have an ability to pay issue regardless of age, ability, household size, or other entitlement criteria.

### **Potential Downside of Proposal**

There is no identifiable downside to adopting this policy to THPRD and their residents if they qualify for the Family Assistance Program. There is the elimination of cash payments to Affiliates for THPRD youth participating in the Affiliate’s programs and services. It is recommended that this change be phased in over a period of time.

### **Action Requested**

Adoption of Policy

## **Theme 2: Service Provision and Management**

The intent of this theme is to avoid duplicative services in over-saturated markets which exhaust resources; identify and develop niche markets in response to service area needs; and advance THPRD's market position where services are financially sustainable.

*(Note: The following objectives were identified through a comprehensive staff Service Assessment in Fall of 2012 and Winter/Spring of 2013. The Service Assessment tool should be used regularly to align services with evolving community needs, financial and market conditions, etc. The Service Portfolio identifies all the recommended services provision strategies.)*

**This Theme encompasses Goals 9 through 12.**

### **Goal 9 – Implement provision strategies identified through the Service Assessment.**

#### **Objective 9.A.**

THPRD will evaluate alternative provision strategies through market research for identified services. (See the accompanying Staff Resource Document for Service Portfolios identifying all the services recommended for collaborations or complementary development.)

Several services suggest complementary development because a number of, or one, significant alternative provider(s) exists which provide the service. THPRD may be in a strong market position to provide the service, yet it does not have financial capacity. "Complementary development" encourages planning efforts that lead to mutually compatible service development rather than duplication, broadening the reach of all providers. Although there may be perceived market saturation for the service due to the number of similar services of alternative providers, demand and need exists, justifying the service's continued place in the market.

#### **Actions:**

- *Evaluate opportunities for complementary development:*
  - *Turn over adult fitness and yoga & Pilates combination adult/teen from the Athletic Center to Cedar Hills Recreation Center.*
  - *Indoor Playpark at Athletic Center is currently run by a co-op, but has revenue potential if run by the District.*
  - *Adult kickball at Athletic Center has low participation; work with the city of Hillsboro to expand number of teams in league.*
  - *Junior Lifeguards at Beaverton Swim Center.*
  - *Bicycle Repairs at Cedar Hills Recreation Center.*
  - *Several introductory/multi-level aquatic classes, teen art classes, guitar classes, and preschool ice skating at Conestoga Recreation and Aquatic Center.*
  - *Adaptive aquatics at Harman Swim Center.*
  - *Aquarobics at Raleigh Swim Center and Deep Water Aerobics at Sunset Swim Center; as well as lap swim at both due to discounted senior fees preventing financial sustainability.*
  - *Several introductory classes at the Elsie Stuhr Center such as Rosen Method Movement, Hand and Foot Therapy, etc. New classes should be monitored to see if they have successful participation levels after three attempts, or discontinue until demand is evident.*

- *Bingo could turn into a fundraiser at the Elsie Stuhr Center to cover operational costs.*
- *Some trips at the Elsie Stuhr Center.*
- *Blood pressure clinic at the Elsie Stuhr Center because there is high alternative coverage.*

**Action not recommended:**

- *Playground and fields usage at Garden Home Recreation Center suggested Complementary Development, because there are other opportunities in the same service area; if there weren't, this Open Park Usage would become a "core service"; would not recommend for complementary development at this time, unless the amenities and equipment are in disrepair or poor condition with readily available options in the target market's service area.*

Several of the services at selected locations suggest collaboration, because the service can be enhanced or improved through the development of a collaborative effort as THPRD's current market position is weak. Collaborations (e.g., partnerships) with other service providers (internal or external) that minimize or eliminate duplication of services while most responsibly using THPRD's resources are recommended.

**Actions:**

- *Evaluate opportunities for collaboration:*
  - *Tutor Time at Athletic Center.*
  - *Low Impact Aquarobics at Tualatin Hills Aquatic Center.*
  - *Several introductory/multi-level classes, workshops, and clinics and water safety instruction (needs new location due to pool limitations) at Harman Swim Center.*
  - *Nature Park Interpretive Center – Stroller Safaris.*
  - *Cooper Mountain Nature Park – Yoga, Afterschool Nature Club, and adult environmental education programs.*
  - *Nature Park Interpretive Center Spring Native Plant Sale is currently a fundraiser for the friends' group. If continued, cost of service provision should be covered by this event.*
  - *Fused Glass classes (various levels) at the Elsie Stuhr Center.*
  - *Diabetes Support Group at the Elsie Stuhr Center.*
  - *Self-Determination Resources, Inc. (SDRI)\* job development at the Elsie Stuhr Center.*
  - *Various therapeutic/adapted/special recreation services at the Elsie Stuhr Center.*
  - *Junior tennis classes offered at parks throughout the District.*
  - *Competitive tennis tournament preparation.*

\*Since 1997, Self-Determination Resources has worked with people who have disabilities to assist them to achieve true choice and control of the supports and resources available to them so that they can reach their goals. Their work is grounded in the concept of self-determination, a concept built on the fundamental belief that if people gain the control of their supports and resources, their lives will improve and costs will decrease. Currently, SDRI serves individuals through either the Support Services for Adults program sponsored by Oregon's Developmental Disability Program or through the Adult Mental Health Initiative (AMHI) sponsored by Oregon's Mental Health Services and contracted through Washington County's Mental Health Program.



### **Objective 9.B.**

THPRD will develop a systematic process for the divestment of identified services to mitigate resource loss. (See the accompanying Staff Resource Document for Service Portfolios identifying all the services to divest.) Divestment could mean cessation of a specific service at a specific location and trying something different, closing or re-purposing a facility or facility space, or elimination of a service all together.

Only a couple of services offered by the District suggest divestment as the only option, because THPRD has determined that it is in a weak market position with little or no opportunity to strengthen its position. Further, the service is deemed to be contrary to THPRD's interest in the responsible use of resources; therefore, THPRD is positioned to consider divestment of the service.

#### **Actions:**

- *Divest Teen-adult kickboxing at Conestoga Recreation and Aquatic Center.*
- *Divest NIA (fitness program) at the Elsie Sthur Center.*

### **Objective 9.C.**

THPRD will develop a systematic process for either collaborating with others to continue these identified services or divesting to mitigate resource loss. (See the accompanying Staff Resource Document for Service Portfolios identifying all the services to collaborate or divest.)

Many services offered by the District suggests either collaboration or divestment, because THPRD has determined that it is in a weak market position with little or no opportunity to strengthen its position. Regardless of whether the service may or may not be deemed to have the financial capacity to be economically viable, it is probably contrary to THPRD's best interest to use its limited resources to continue offering these services; therefore, THPRD is positioned to consider either a collaboration or divestment of these services.

## **Goal 10 – Explore a systematic approach to and strategies for advancing or affirming market position for identified services.**

### **Objective 10.A.**

THPRD will advance market position of identified services through increased marketing efforts. (See **Appendix G** for Service Portfolios identifying all the services to advance.)

#### **Actions:**

- *Capitalize on THPRD's strong market position for these services by increasing offerings as demand dictates.*
- *Advance market position of permitted services (alcohol, photo shoots, events by others), concession and vending, and merchandise in most (if not all) locations.*
- *Advance field rentals and facility rentals at most locations.*
- *Increase private and semi-private lessons at most locations, swim lessons, and professional services such as physical education swim classes with instruction at most (if not all) locations.*
- *Promote organized parties at most locations.*
- *Promote adult sports at the Athletic Center.*
- *Promote specialized activities and some community-wide events at most locations.*
- *Capitalize on Summer Camps and non-school day programs at several locations.*

- Offer more introductory/multi-level aquatic classes at Beaverton Swim Center such as diving 1-4, synchronized swimming 1-6, water polo, and back-arthritis.
- Offer various introductory/multi-level and intermediate/advanced classes, workshops, and clinics at Recreation Centers throughout the District.
- Capitalize on indoor playground (CH).

**Objective 10.B.**

THPRD will affirm market position of identified services through program outcome planning and market research. (See the accompanying Staff Resource Document for Service Portfolios identifying all the services to affirm.)

At certain locations, specific programs have demand within the target market and service area, and alternative providers are also in the same market space. Strategic positioning and messaging, focusing on the differences or niche will be a key marketing strategy.

Some classes and programs are also provided by others in certain locations throughout the District.

**Actions:**

- Ensure that services offered fill a strategic niche market.
- Use niche positioning and messaging as a marketing strategy.

**Objective 10.C.**

THPRD will consider strategies to deal with waiting lists on services which are at or near capacity and are determined to advance the market position.

**Actions:**

- Consider summer package of multi-level learn to swim lessons to assist with aligning skill advancement with class scheduling.
- Consider determining advancement recommendations earlier in the session.
- Require patrons to pay the full class fee to register on waitlists or create a cancellation fee.
- Ensure that staff are monitoring registration, scheduling instructors for typical capacity regardless of level of instruction, and that adequate support staff is available to help manage high demand program registration needs at peak times.

**Goal 11 – Continue to explore targeted menus of services that are specific to the unique needs of individual communities throughout the District (avoid a “one-size-fits-all” approach).**

**Objective 11.A.**

THPRD will conduct a service assessment and review portfolio of services annually to ensure responsiveness to each unique service area and their socio-economic conditions.

**Action:**

- Add as a function to management performance plans.

**Objective 11.B.**

THPRD will adopt a systematic approach to new program implementation and management (for instance, run a program three times, making adjustments as necessary, and then discontinue offering it if it is not successful).

**Actions:**

- *Monitor minimum registration.*
- *Make adjustments as necessary.*
- *Cancel and/or replace under-performing services.*

**Objective 11.C.**

THPRD will manage its programs' lifecycles through monitoring registration, attendance figures, and cost recovery goals on an ongoing and regular basis.

**Action:**

- *Watch for the warning signs of program saturation point, such as declining participation, and pursue revitalization efforts such as new instructor, new outcomes, title and description, and new day or time.*

**Goal 12 – Improve intra-division cooperation and labor management.**

**Objective 12.A.**

THPRD will explore centralizing recreation and aquatics programs and move away from complete site based budget and management structure.

**Action:**

- *Improve efficiencies and collaborations, decrease intra-divisional competition, improve consistency in service delivery, and eliminate “silo-ed” thinking by moving away from site-based management for some programs and services.*

**Objective 12.B.**

THPRD will enhance and deepen its understanding of true labor costs for services; this is especially valuable for decision-making regarding return on investments for certain programs, activities, and events (special events, fundraising events, etc.).

**Action:**

- *Conduct a time-in-motion/activity log.*

## **Theme 3: Cost Savings – Cost Avoidance Strategies**

The intent of this theme is to identify practices and analysis methods for service planning and provision to consistently ensure the most cost effective use of resources.

**This Theme encompasses Goals 13 through 16.**

### **Goal 13 – Continue to develop a consistent methodology and budget planning approach for service management.**

#### **Objective 13.A.**

THPRD will ensure that all staff is using zero-based (cost-based or activity-based) budgeting principles to determine the **direct and indirect** cost to provide a service as the basis for the budget development process.

##### **Actions:**

- *Expand use of existing budgeting, project, and time management tools to track actual costs over the next year.*
- *Compare tracked actual costs against current direct costs assumptions and make adjustments as necessary.*
- *Use cost-based budgeting tools as the details for the next fiscal year budget preparation.*

### **Goal 14 – Continue to use cost savings practices that align with the District’s vision and produce cost effective results.**

#### **Objective 14.A.**

THPRD will review internal management practices and evaluate cost savings measures.

##### **Actions:**

- *Conduct internal process meetings to determine efficiencies, management styles, efficient uses of assets, and create recommendations to reduce costs and simplify processes, sharing approval/decision-making throughout THPRD.*
- *Managers to document recommended process changes and management strategies, which reduce costs.*

### **Goal 15 – Continue to track and communicate cost of major maintenance.**

#### **Objective 15.A.**

THPRD will continue to maintain a current rolling 10-year capital lifecycle repair and replacement list of the physical assets of THPRD.

##### **Actions:**

- *Managers will continue to update the lifecycle repair and replacement list annually.*
- *Discuss a consensus approach to capital budget requests and communicate the impact of the escalation costs of not being able to address the repair and replacement plan with Leadership Team.*

**Objective 15.B.**

THPRD will continue to identify parks that have active community support and continue to implement an Adopt-A-Park/Adopt-A-Trail program to assist in ongoing maintenance efforts.

**Actions:**

- *Research best practices.*
- *Create a policy and procedures.*
- *Develop a list and schedule of tasks to be accomplished and whether or not the tasks are enhancements or are replacing current work being done as a labor cost savings measure.*
- *Account for the direct costs to manage this program.*
- *Market and promote the program.*

**Goal 16 – Identify and track the value of volunteers as an alternative revenue source and cost savings measure.****Objective 16.A.**

THPRD will continue to track the use of volunteers that supplement critical service functions and include the value of this as an alternative funding source.

**Actions:**

- *Actively engage volunteers where appropriate as an alternative funding resource.*
- *Follow best management practices for volunteer programs.*
  - *Value the volunteer labor as outlined by the Independent Sector [http://www.independentsector.org/volunteer\\_time](http://www.independentsector.org/volunteer_time). According to the website, the value of Oregon volunteer labor is \$19.33 per hour and the national value is \$22.14 for 2012. (2011 is the latest year reported – There is a lag of almost one year in the government's release of state level data which explains why the state volunteering values are one year behind the national value.)*
- *Account for the value of the volunteers as alternative funding contributing to cost recovery if replacing the cost to provide the service, and account for the same value of the service on the expense side.*
- *Classify the value of volunteers when supplementing operations or providing an enhancement.*

## **Theme 4: Cost Recovery Alignment**

The intent of this theme is to identify opportunities to increase direct cost recovery where possible and to begin the dialogue with those affected.

**This Theme encompasses Goals 17 and 18.**

**Goal 17 – Ensure long-term sustainability by focusing taxpayer funding on those services that produce the widest community benefit, using a cost recovery pyramid.**

### **Objective 17.A.**

THPRD will increase cost recovery to meet target goals through recommended pricing strategies and/or use of alternative funding sources as appropriate to specific service through staff.

#### **Actions:**

- *Staff will evaluate appropriate pricing by conducting a market analysis using suggested comparative analysis of like facilities and services and submit it to Supervisors.*
- *Supervisors will determine if they can make services meet the recommended cost recovery goals by looking at costs, fee adjustments, and alignment with available alternative funding strategies.*
- *Supervisors will articulate a recommendation to divest some or all of the services in the event that cost recovery goals cannot be achieved.*
- *Managers will consider recommendation and forward to the Leadership Team for approval.*
- *Strive to have all categories of services on tiers 3, 4, and 5 at least break even as the primary goal; then strive to reach target tier minimums in aggregate on each tier; then strive to have each category reach the target tier minimum on each tier; then each service in each category on each tier reach the target tier minimum.*

### **Objective 17.B.**

THPRD will monitor the amount of resource dedicated to social services; services that provide a social, wellness, or safety benefit that do not fit into other traditional park and recreation instructional, special event and/or athletics offerings (examples: tax preparation services, senior meal programs, flu shots, toenail and foot care, literacy, blood pressure clinic, AARP driving course, support groups, etc.).

These services have importance to the community and are providing considerable benefit to both the community and the individual. These services are generally provided through another agency using space in the facilities, and should be provided by THPRD as long as funding remains available through federal tax grants (for Head Start programs, Meals on Wheels and perhaps congregate meal sites), or should be provided or managed by another agency whose mission more closely aligns with these services.

#### **Action:**

- *Staff will closely monitor these expenditures as the current Federal Government sequester is predicted to impact funding for Meals on Wheels (and perhaps congregate meal sites).*

**Objective 17.C.**

THPRD will review all independent contract agreements in relation to THPRD costs and adjust to match the category of service level on the pyramid annually.

**Actions:**

- *Educate current contract agreement holders on the Financial and Service Sustainability Plan, the results of the cost recovery goals, the service assessment and provision analysis.*
- *Discuss strategies to efficiently and effectively comply with the plan.*
- *Develop specific and measureable action steps for each contract holder including alternative funding strategies.*

**Objective 17.D.**

THPRD will consider implementing additional peak/off-peak or prime/non-prime time, and seasonal demand pricing strategies.

**Actions:**

- *Develop fees based on cost/value of and demand for the experience.*
- *Develop marketing strategy and campaign.*
- *Additional discounts aimed at admission should not be applied.*

**Objective 17.E.**

THPRD will consider implementing additional bulk purchase discounted frequent user pricing strategies for admissions or drop-in services.

**Actions:**

- *Develop an annual pass fee structure where a formula of use equals a discount (for instance: an annual pass equals 60 daily admissions, etc.).*
- *Consider different fees for different experiences (for instance: create an aquatics only pass for swimming or a recreation center only pass for fitness and gymnasium use, and an all-inclusive pass for the richer experience of having everything at one site, or admission to all sites).*
- *Consider automatic debiting for monthly passes.*

**Objective 17.F.**

THPRD will consider scaling back the number of fitness classes that are included with the daily admissions or drop-in services to a basic level.

**Actions:**

- *Staff will evaluate the number of fitness classes included with admission by monitoring attendance over a typical month.*
- *Staff will recommend including a range of basic fitness classes as part of the admission package with specialty classes requiring additional registration.*

**Objective 17.G.**

THPRD will consider phasing out discounted fees for select groups, and/or raising the age for senior discounts.

**Actions:**

- *Recommend if admission fees are discounted for various groups, that the discount is the same for youth, senior, disabled, and military and that the discount is the target cost recovery rate.*
- *Recommend if admission fees discounts are continued for select age groups, that the youth are under 18 years and the senior age follow Social Security and Medicare guidelines.*
- *Recommend that discounted fees only apply to drop-in admission, and that program, class, event, trip, or activity fees be based on cost of service provision and cost recovery goals.*
- *Recommend that barrier free access includes those with an ability-to-pay concern, and that the Family Assistance Program is the solution.*
- *Recommend that the Board of Directors fund strategic initiatives to target groups for specific outcomes (for instance: at risk youth afterschool program; low-income art program; older adult active lifestyle/healthy aging program; unrestricted unified sports league buddy program; etc.).*

**Objective 17.H.**

THPRD will encourage non-resident participation to add to cost recovery.

**Actions:**

- *Staff to re-consider the residency buy-in as equal to the amount of annual property tax payment a resident would pay.*
- *Benefits of residency buy-in would be the ability to pay the resident rate for all classes, events, admission, passes, etc.*
- *Residents would still get priority registration for services that fill and have wait list, like aquatics classes.*
- *Consideration could be given to granting early registration for non-residents to services that don't typically fill.*
- *To encourage non-resident participation in classes, programs, admission, passes, etc. (which are not typically at capacity), use a resident and non-resident rate structure, typically 10-50% higher for non-residents depending on the direct cost of service provision and not as a punitive measure. Several services and facilities have service areas and target markets which extend outside of the District's boundaries.*

**Goal 18 – Review all Intergovernmental Agreements (IGAs), Memorandums of Understanding (MOUs), Rentals, and Tenant Leases to reflect cost of service provision and value received.**

**Objective 18.A.**

THPRD will annually review all Intergovernmental Agreements (IGAs), Memorandums of Understanding (MOUs), rentals, and long-term Tenant Lease agreements to ensure compliance with cost recovery goals in relation to the direct cost to provide the service (the value) and the category of service level on the cost recovery pyramid.

**Actions:**

- *Educate current IGA, MOU, rental, and Tenant Lease holders regarding the Financial and Service Sustainability Plan, the cost recovery goals, the service assessment, and the provision analysis.*
- *Develop specific and measureable action steps for each IGA, MOU, and rental and Tenant Lease holders including alternative funding strategies.*



- *Review IGA with Beaverton School District. Field use fees are very commonly used by park and recreation agencies to help with cost recovery for these services. The District is not alone in charging them.*
- *Review and confirm who is an affiliate and formalize the criteria and process to become one.*
- *Review all affiliate rentals with THPRD aquatic clubs, THPRD sports clubs, Foundations/Advisory Committees/Friends Groups, West Portland Boxing, Meals on Wheels, etc., to assure that cost recovery goals are addressed.*

**Objective 18.B.**

THPRD will consider optional provision strategies and locations for Meals on Wheels.

**Action:**

- *Move Meals on Wheels from the Elsie Stuhr Center to a church. Meals on Wheels funding may be effected by the Federal Government sequester.*

## **Theme 5: Revenue Enhancement**

The intent of this theme is to identify new sources of revenues, including alternative funding ideas, and explore their future potential to increase or contribute to THPRD's overall financial sustainability.

**This Theme encompasses Goals 19 through 22.**

### **Goal 19 – Explore alternative funding sources that strategically align with targeted services.**

#### **Objective 19.A.**

THPRD will identify a couple of ideas per budget cycle from the Alternative Parks and Recreation Operations and Capital Development Funding Sources section of this document and formulate a work team to explore the pros and cons, and potential outcomes for consideration to implement through Managers.

##### **Action:**

- *Assign a team of staff to select and pursue a couple of alternative funding ideas.*

#### **Objective 19.B.**

THPRD will pursue alternative funding for efficiency measures to reduce the costs to the taxpayer of operations, maintenance, and safety over the next several years.

##### **Actions:**

- *Research efficiency grants to analyze investing in and converting to green practices.*
- *Research return on investment (ROI) amortization schedules for investing in and converting to green practices.*

#### **Objective 19.C.**

THPRD will expand alternative funding for strategic initiatives through grants for new and existing capital projects.

##### **Actions:**

- *Actively seek new grant opportunities for healthy and active living initiatives.*
- *Pursue grants for trail development such as Safe Routes to Schools.*
- *Continue to pursue grants for cultural and natural resource projects.*

#### **Objective 19.D.**

THPRD will continue seeking alternative funding sources for programs and operations.

##### **Action:**

- *Explore alternative funding sources for ongoing programs and operations.*

## Goal 20 – Improve effectiveness of Friends’ Groups and Advisory Committees for appropriate fundraising efforts.

### Objective 20.A.

THPRD will continue to align Friends’ groups with the District Vision, Mission, and Values to ensure that fundraising efforts support District needs.

#### Actions:

- *Review revenue sources for the Friends’ Groups and Advisory Committees. Many current efforts are dedicating revenue positive services that the District should be managing to improve its cost recovery (like merchandise for resale and vending revenues), and are using it for Friends’ Groups or Advisory Committees projects.*
- *Review all by-laws for these groups and distinguish the difference between a fundraising body, an advisory committee, and a policy board.*
- *Staff liaisons will work with “Friends” Groups to revitalize them or work with community members to create new groups to support THPRD programs and facilities.*
- *Encourage community members to become members as fundraisers with necessary skills (such as grant writing, community or business connections, philanthropy, etc.).*
- *Align fundraising activities to primarily meet the priority goals and critical needs of the District; secondarily member driven initiatives.*
- *Develop fundraising goals based on program and facility objectives or specific initiatives and programs.*
- *Assist these groups in other fundraising activities that the District cannot employ, like 501(c)(3) pass through grants, fund raising events, capital campaigns, etc.*

### Objective 20.B.

THPRD will engage Advisory Committees to advise staff on interest area specific services.

#### Actions:

- *Review all by-laws for these groups and distinguish the difference between a fundraising body, an advisory committee, and a policy board.*
- *Staff liaisons will work with Advisory Committees to revitalize them or work with community members to create new groups to support THPRD programs and facilities.*
- *Encourage community members to become members of existing interest groups as advisors.*
- *Create new groups in areas with interested community members.*

## Goal 21 – Explore the opportunities for and use of Sponsorships through naming rights.

### Objective 21.A.

THPRD will develop a list of potential park and facility sites and amenities to consider for naming rights and costs.

#### Actions:

- *Develop a policy regarding appropriate naming criteria and protocol.*
- *Develop the list of opportunities including historic sites.*
- *Develop fees and timeframes for naming rights (annual, in perpetuity, etc.).*
- *Develop sponsorship packages to bundle opportunities and market to major businesses such as hospitals, insurance companies, sports organizations, and related for-profit businesses.*
- *Market this option to corporations (larger facilities and parks), and individuals (benches, rooms, and equipment, etc.).*

## Goal 22 – Increase targeted marketing and outreach efforts.

### **Objective 22.A.**

THPRD will increase marketing and promotional opportunities funding.

#### **Actions:**

- *THPRD will create a District-wide marketing plan.*
- *THPRD will create a style guide and branding as part of marketing plan.*

### **Objective 22.B.**

THPRD will expand the use of email blasts to increase promotion of upcoming opportunities for program registration and special events.

#### **Action:**

- *Increase the number of email addresses receiving THPRD email distribution by collecting them on registration forms.*

### **Objective 22.C.**

THPRD will add a “QR” code to all marketing and promotional materials.

#### **Actions:**

- *Research the use of QR codes (matrix bar codes) or augmented reality technology to provide people with a new way to view/experience your park or facility (through their mobile devices).*

### **Objective 22.D.**

THPRD will consider a reduction in printing of the voluminous activities guide, in favor of more strategic marketing efforts.

#### **Actions:**

- *Make activities guide available as an online resource only (like a college curriculum catalog).*
- *Spend printing budget on more targeted marketing.*
- *Get information regarding THPRD in Welcome Wagon kits.*
- *Outreach to short-term (more transient) District residents.*

### **Objective 22.E.**

THPRD will consider creating non-prime time program packages to reach those available during the hours of 9:00am to 4:00pm weekdays and selectively marketing to the target audience/market segment.

#### **Actions:**

- *Create an annual program like “Active Adults” which includes admission to selected facilities for working out with a variety of options (weight room, cardiovascular equipment, lap swimming, selective classes, etc.) plus sessions with a personal trainer when starting, and periodic check-in points during the year. Package could also include social activities and could be paid for by or applied to a SilverSneakers program.*

## **Theme 6: Future Growth**

The intent of this theme is to assist THPRD in its planning efforts to proactively respond to the needs of a diverse and growing community.

**This Theme encompasses Goals 23 through 25.**

### **Goal 23 – Explore new services using the Service Assessment.**

#### **Objective 23.A.**

THPRD will use Service Assessment to determine THPRD's position in the market relative to service fit, economic viability, or dependence on taxpayer investment, strength or weakness in the market, and other similar available providers before implementation of a particular service.

##### **Action:**

- *On an annual basis, staff will review the service portfolio and use the Service Assessment to evaluate market position and provision strategies.*

### **Goal 24 – Provide a variety of community outreach strategies.**

#### **Objective 24.A.**

THPRD will continue to provide ongoing opportunities for community input through a variety of outreach efforts.

##### **Actions:**

- *Continue to participate in stakeholder and planning group meetings, etc.*
- *Conduct regional community forums, at least annually.*

#### **Objective 24.B.**

THPRD will keep the community input process current and reflective of changing demographics, interests, and economic conditions.

##### **Action:**

- *Plan for conducting a District-wide or target planning area statistically-valid community survey every five years.*

### **Goal 25 – Pursue collaborations.**

#### **Objective 25.A.**

THPRD will continue collaborations and discussions with other jurisdictions.

##### **Action:**

- *Using the results of the Service Assessment for existing services, as well as analyzing market position and public providers for new services, staff will recommend services for collaborative consideration on an annual basis.*

#### **Objective 25.B.**

THPRD will continue collaborations and discussions with other agencies.

##### **Action:**

- *Using the results of the Service Assessment for existing services, as well as analyzing market position and other non-profit and private providers for new services, recommend services for collaborative consideration on an annual basis.*

**Objective 25.C.**

THPRD will continue collaborations and discussions with the Beaverton School District.

**Actions:**

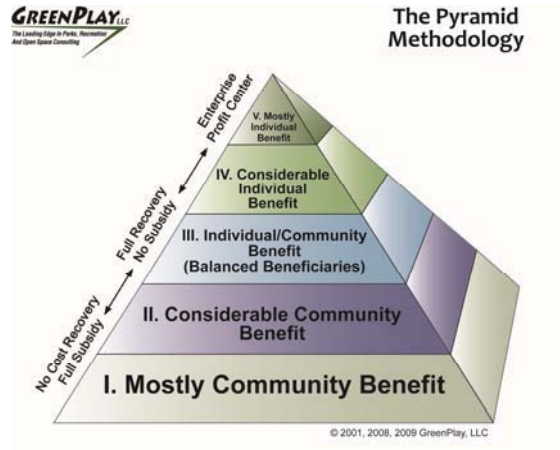
- *Using the results of the Service Assessment for existing services, as well as analyzing market position and schools as providers for new services, recommend services for collaborative consideration on an annual basis.*
- *Discuss additional use of schools sites for afterschool and weekend programming.*

# Appendix A – The Pyramid Methodology

## THE PYRAMID METHODOLOGY: COST RECOVERY AND SUBSIDY ALLOCATION PHILOSOPHY

The creation of a cost recovery and subsidy allocation philosophy and policy is a key component to maintaining an agency’s financial control, equitably pricing offerings, and helping to identify core services including programs and facilities.

Critical to this philosophical undertaking is the support and buy-in of elected officials and advisory boards, staff, and ultimately, citizens. Whether or not significant changes are called for, the organization should be certain that it philosophically aligns with its constituents. The development of a financial resource allocation philosophy and policy is built upon a very logical foundation, based upon the theory that those who benefit from parks and recreation services ultimately pay for services.



The development of a financial resource allocation philosophy can be separated into the following steps:

### Step 1 – Building on Your Organization’s Values, Vision, and Mission

The premise of this process is to align agency services with organizational values, vision, and mission. It is important that organizational values are reflected in the vision and mission. Oftentimes, mission statements are a starting point and further work needs to occur to create a more detailed common understanding of the interpretation of the mission and a vision for the future. This is accomplished by engaging staff and community members in a discussion about a variety of Filters.

### Step 2 – Understanding the Pyramid Methodology, the Benefits Filter, and Secondary Filters

Filters are a series of continuums covering different ways of viewing service provision. **Filters** influence the final positioning of services as they relate to each other and are summarized below. The **Benefits Filter**, however; forms the **foundation** of the **Pyramid Model** and is used in this discussion to illustrate a cost recovery philosophy and policies for parks and recreation organizations.

Filter	Definition
<b>Benefit</b>	Who receives the benefit of the service? (Skill development, education, physical health, mental health, safety)
<b>Access/Type of Service</b>	Is the service available to everyone equally? Is participation or eligibility restricted by diversity factors (i.e., age, ability, skill, financial)?
<b>Organizational Responsibility</b>	Is it the organization’s responsibility or obligation to provide the service based upon mission, legal mandate, or other obligation or requirement?
<b>Historical Expectations</b>	What have we always done that we cannot change?
<b>Anticipated Impacts</b>	What is the anticipated impact of the service on existing resources? On other users? On the environment? What is the anticipated impact of not providing the service?
<b>Social Value</b>	What is the perceived social value of the service by constituents, city staff and leadership, and policy makers? Is it a community builder?

**THE BENEFITS FILTER**

The principal foundation of the Pyramid is the **Benefits Filter**. Conceptually, the base level of the pyramid represents the mainstay of a public parks and recreation system. Services appropriate to higher levels of the pyramid should only be offered when the preceding levels below are comprehensive enough to provide a foundation for the next level. This foundation and upward progression is intended to represent public parks and recreation’s core mission, while also reflecting the growth and maturity of an organization as it enhances its service offerings.

It is often easier to integrate the values of the organization with its mission if they can be visualized. An ideal philosophical model for this purpose is the pyramid. In addition to a physical structure, *pyramid* is defined by Webster’s Dictionary as “an immaterial structure built on a broad supporting base and narrowing gradually to an apex.” Parks and recreation programs are built with a broad supporting base of core services, enhanced with more specialized services as resources allow. Envision a pyramid sectioned horizontally into five levels.

**MOSTLY COMMUNITY Benefit**

The foundational level of the Pyramid is the largest, and includes those services including programs and facilities which **MOSTLY** benefit the **COMMUNITY** as a whole. These services may increase property values, provide safety, address social needs, and enhance quality of life for residents. The community generally pays for these basic services via tax support. These services are generally offered to residents at a minimal charge or with no fee. A large percentage of the agency’s tax support would fund this level of the Pyramid.



**I. Mostly Community Benefit**

*Examples of these services could include: the existence of the community parks and recreation system, the ability for youngsters to visit facilities on an informal basis, low-income or scholarship programs, park and facility planning and design, park maintenance, or others.*

**NOTE: All examples above are generic – individual agencies vary in their determination of which services belong in the foundation level of the Pyramid based upon agency values, vision, mission, demographics, goals, etc.**



### **CONSIDERABLE COMMUNITY Benefit**

The second and smaller level of the Pyramid represents services which promote individual physical and mental well-being, and may begin to provide skill development. They are generally traditionally expected services and/or beginner instructional levels. These services are typically assigned fees based upon a specified

percentage of direct (and may also include indirect) costs. These costs are partially offset by both a tax subsidy to account for **CONSIDERABLE COMMUNITY** benefit and participant fees to account for the **Individual** benefit received from the service.



*Examples of these services could include: the capacity for teens and adults to visit facilities on an informal basis, ranger led interpretive programs, beginning level instructional programs and classes, etc.*

### **BALANCED INDIVIDUAL/COMMUNITY Benefit**

The third and even smaller level of the Pyramid represents services that promote individual physical and mental well-being, and provide an intermediate level of skill development. This level provides balanced **INDIVIDUAL** and **COMMUNITY** benefit and should be priced accordingly. The individual fee is set to recover a higher percentage of cost than those services that fall within lower Pyramid levels.



*Examples of these services could include: summer recreational day camp, summer sports leagues, year-round swim team, etc.*

### **CONSIDERABLE INDIVIDUAL Benefit**

The fourth and still smaller Pyramid level represents specialized services generally for specific groups, and those which may have a competitive focus. Services in this level may be priced to recover full cost, including all direct and indirect expenses.



*Examples of these services could include: specialty classes, golf, and outdoor adventure programs.*

### **MOSTLY INDIVIDUAL Benefit**

At the top of the Pyramid, the fifth and smallest level represents services which have profit center potential, may be in an enterprise fund, may be in the same market space as the private sector, or may fall outside the core mission of the agency. In this level, services should be priced to recover full cost in addition to a designated profit percentage.



*Examples of these activities could include: elite diving teams, golf lessons, food concessions, company picnic rentals, and other facility rentals such as for weddings or other services.*

### Step 3 – Developing the Organization’s Categories of Service

In order to avoid trying to determine cost recovery or subsidy allocation levels for each individual agency service including every program, facility, or property, it is advantageous to categorize agency services into like categories. This step also includes the development of category definitions that detail and define each category and service inventory “checks and balances” to ensure that all agency services belong within a developed category. *Examples of Categories of Service could include: Beginner Instructional Classes, Special Events, and Concessions/Vending.*

### Step 4 – Sorting the Categories of Service onto the Pyramid

It is critical that this sorting step be done with staff, governing body, and citizen representatives involved. This is where ownership is created for the philosophy, while participants discover the current and possibly varied operating histories, cultures, and organizational values, vision, and mission. It is the time to develop consensus and get everyone on the same page – the page that is written together. Remember, this effort must reflect the community and must align with the thinking of policy makers.

#### **Sample Policy Development Language:**

XXX community brought together staff from across the department, agency leadership, and citizens to sort existing programs into each level of the Pyramid. The process was facilitated by an objective and impartial facilitator in order to hear all viewpoints. It generated discussion and debate as participants discovered what different people had to say about serving culturally and economically varied segments of the community, about historic versus active-use parks, about the importance of adult versus youth versus senior activities, and other philosophical and values-based discussions. This process gets at both the “what” and “why” with the intention of identifying common ground and consensus.

### Step 5 – Determining (or Confirming) Current Subsidy/Cost Recovery Levels

This step establishes the expectation that the agency will confirm or determine current cost recovery and subsidy allocation levels by service area. This will include consideration of revenues sources and services costs or expenses. Typically, staff may not be cost accounting consistently, and these inconsistencies will become apparent. Results of this step will identify whether staff members know what it costs to provide services to the community, whether staff have the capacity or resources necessary to account for and track costs, whether accurate cost recovery levels can be identified, and whether cost centers or general ledger line items align with how the agency may want to track these costs in the future.

### Step 6 – Defining Direct and Indirect Costs

The definition of direct and indirect costs can vary from agency to agency. What is important is that all costs associated with directly running a program or providing a service are identified and consistently applied across the system. Direct costs typically include all the specific, identifiable expenses (fixed and variable) associated with providing a service. These expenses would not exist without the service and may be variable costs. Defining direct costs, along with examples and relative formulas is necessary during this step.

Indirect costs typically encompass overhead (fixed and variable) including the administrative costs of the agency. These costs would exist without any specific service but may also be attributed to a specific agency operation (in which case they are direct expenses of that operation). If desired, all or a portion of indirect costs can be allocated, in which case they become a direct cost allocation.

### Step 7 – Establishing Cost Recovery/Subsidy Goals

Subsidy and cost recovery are complementary. If a program is subsidized at 75%, it has a 25% cost recovery, and vice-versa. It is more powerful to work through this exercise thinking about where the tax subsidy is used rather than what is the cost recovery. When it is complete, you can reverse thinking to articulate the cost recovery philosophy, as necessary.

The overall subsidy/cost recovery level is comprised of the average of everything in all of the levels together as a whole. This step identifies what the current subsidy level is for the programs sorted into each level. There may be quite a range within each level, and some programs could overlap with other levels of the pyramid. This will be rectified in the final steps.

This step must reflect your community and must align with the thinking of policy makers regarding the broad picture financial goals and objectives.

#### Examples

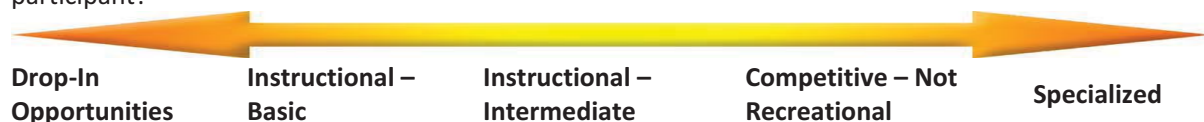
*Categories in the bottom level of the Pyramid may be completely or mostly subsidized, with the agency having established limited cost recovery to convey the value of the experience to the user. An established 90-100% subsidy articulates the significant community benefit resulting from these categories.*

*The top level of the Pyramid may range from 0% subsidy to 50% excess revenues above all costs, or more. Or, the agency may not have any Categories of Service in the top level.*

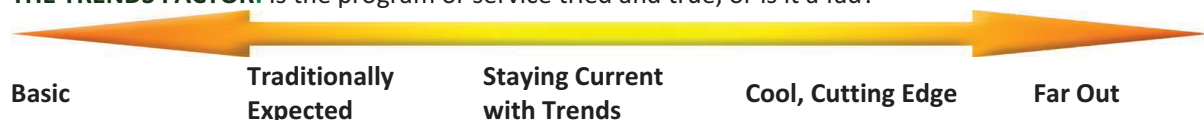
### Step 8 – Understanding and Preparing for Influential Factors and Considerations

Inherent to sorting programs onto the Pyramid model using the Benefits and other filters is the realization that other factors come into play. This can result in decisions to place services in other levels than might first be thought. These factors also follow a continuum; however, do not necessarily follow the five levels like the Benefits Filter. In other words, a specific continuum may fall completely within the first two levels of the Pyramid. These factors can aid in determining core versus ancillary services. These factors represent a layering effect and should be used to make adjustments to an initial placement on the Pyramid.

**THE COMMITMENT FACTOR:** What is the intensity of the program; what is the commitment of the participant?



**THE TRENDS FACTOR:** Is the program or service tried and true, or is it a fad?



**THE POLITICAL FILTER:** What is out of our control?

This filter does not operate on a continuum, but is a reality, and will dictate from time to time where certain programs fit in the pyramid

**THE MARKETING FACTOR:** What is the effect of the program in attracting customers?



**THE RELATIVE COST TO PROVIDE FACTOR:** What is the cost per participant?



**THE ECONOMIC CONDITIONS FACTOR:** What are the financial realities of the community?



**FINANCIAL GOALS FACTOR:** Are we targeting a financial goal such as increasing sustainability, decreasing subsidy reliance?



**Step 9 – Implementation**

Across the country, ranges in overall cost recovery levels can vary from less than 10% to over 100%. The agency sets their goals based upon values, vision, mission, stakeholder input, funding, and/or other criteria. This process may have been completed to determine present cost recovery levels, or the agency may have needed to increase cost recovery levels in order to meet budget targets. Sometimes, simply implementing a policy to develop equity is enough without a concerted effort to increase revenues. Upon completion of steps 1-8, the agency is positioned to illustrate and articulate where it has been and where it is heading from a financial perspective.

**Step 10 – Evaluation**

The results of this process may be used to:

- articulate and illustrate a comprehensive cost recovery and subsidy allocation philosophy
- train staff at all levels as to why and how things are priced the way they are
- shift subsidy to where is it most appropriately needed
- benchmark future financial performance
- enhance financial sustainability
- recommend service reductions to meet budget subsidy targets, or show how revenues can be increased as an alternative
- justifiably price new services

*This Cost Recovery/Subsidy Allocation Philosophy: The Pyramid Methodology Outline is provided by:*



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## Appendix B - Categories of Service

Prior to confirming the placement of services on the pyramid from the previous cost/benefit analysis, and sorting each new service onto the pyramid, the Project Team was responsible for refining the existing, and creating additional Categories of Services, including definitions and examples. These **thirty-one** categories of services and their definitions are summarized below.

### THPRD'S CATEGORIES OF SERVICE

#### TIER 5: MOSTLY INDIVIDUAL BENEFIT

**Concession and Vending** – Food and beverage for individual use or consumption.

**Merchandise** – Items for individual or team use (examples: Logo clothing, tennis balls, memorial benches, bricks and trees, etc.).

**Private/Semi-Private Lessons** – Lessons arranged for one to three students with a specific instructor and/or time.

**Rentals /Exclusive Use – Private** – Rentals for exclusive use of spaces and facilities (examples: room rental, lap lane, fields, gyms, basketball or tennis courts, and entire facility, or picnic shelter, community garden which are only available for private rentals, etc.) on a one-time or one season basis by an individual, group, or business by a private individual, group, non-profit or for-profit business.

**Tenant Leases** – Long-term rentals for exclusive use of spaces and facilities for ongoing or multiple time-periods by a private individual, group, non-profit, or for-profit business (examples: communication and utility leases and easements, preschool, Portland Timbers, private residential residences or surplus property, etc.).

**Equipment Rentals** – Various agency-owned equipment available to renters (examples: banquet chairs/tables, audio/video equipment, tennis ball machines, stage, etc.).

**Trips** – Day, overnight, and extended trips that provide opportunities for participants to visit selected destinations outside of THPRD facilities and parks (examples: Elsie Stuhr Center excursions, outdoor recreation trips, specialized recreation trips, etc.).

**Organized Parties** – Includes a rental of space as well as an organized and monitored activity by staff; may or may not include food, cake, entertainment, and favors, catering and other planning functions (examples: swim birthday parties, nature birthday parties, weddings, baptisms, etc.).

**Permitted Services** – Allowable non-exclusive use permitted services for filming/photography rights, parking, concession/vending cart operations, alcohol, special events by others, etc.

**Professional Services** – Facility and program management or scheduling services provided by agency through contract to outside groups or other agencies (examples: mobile senior fitness programs to residential facilities, private residence tree trimming, church site maintenance, cooperative service agreements, etc.).

#### **TIER 4: CONSIDERABLE INDIVIDUAL BENEFIT**

**Classes, Workshops and Clinics – Competitive** – Same as above, with a focus on competitive activities; has a pre-requisite for participation or is try-out based (examples: tennis tournament prep program, etc.).

**Specialized Activities** – Targeted, individualized group activities led by THPRD staff, requiring advanced scheduling that are typically offered on a one-time or limited basis, or center specific one-time events (examples: school group activities or field trip, scout programs, home school activities, Bugfest, Fall Festival, Big Truck Day, Fun Run/Walk, Twilight Track, disc golf, bocce, Chocolate Fantasy, Junk in Your Trunk, etc.).

**Drop-In Childcare/Babysitting** – Drop-in on-site child care for participants using THPRD facilities and/or programs.

**Leagues/Tournaments Restricted** – Scheduled multi-game restricted sporting events for various age groups that are organized and/or managed by THPRD, may or may not be officiated and/or judged, and may or may not be scored, providing an individual or a team experience for participants with the intent to play a game/match-format or to compete (examples: open tennis, ASA sanctioned softball, etc.).

#### **TIER 3: BALANCED COMMUNITY/INDIVIDUAL BENEFIT**

**Classes, Workshops, and Clinics – Intermediate/Advanced** – Same as above, with a focus on intermediate/advanced progressive activities; has a pre-requisite for participation (examples: pre-competitive swim, specific skill refinement, tennis hit groups, lifeguard training, Splash Recreational Swim Team, etc.).

**Rentals/Exclusive Use – Associate** – Exclusive use of spaces and facilities (examples: room rental, lap lane, fields, gyms, basketball or tennis courts, entire facility, etc.) by a non-profit group on a one-time or on-going basis to groups identified as having common interests with the agency and may or may not have a formal agreement (examples: YMCA, THPRD inter-governmental agencies, Beaverton School District, NAC/CPO, etc.).

**Rentals/Exclusive Use – Affiliates** – Exclusive use of spaces and facilities (examples: room rental, lap lane, fields, gyms, basketball or tennis courts, entire facility, etc.) by a non-profit group on a one-time or on-going basis to groups identified as having aligned interests with the agency, fulfills a core service in lieu of the agency, serves primarily District residents, and has a formal agreement (examples: THPRD aquatic clubs, THPRD sports clubs, Foundations/Advisory Committees/Friends Groups, West Portland Boxing, etc.).



**Leagues/Tournament Unrestricted** – Scheduled multi-game sporting events for participants of multi-skill levels and various age groups that are organized and/or managed by THPRD, may or may not be officiated and/or judged, and may or may not be scored, providing an individual or a team experience for participants with the intent to play a game/match-format or to compete on a recreational level (examples: entry level tennis, volleyball, softball, basketball, Middle School track and cross-country, etc.).

**Preschool** – Structured curriculum-based licensed or license exempt education and enrichment programs for children 2.5-5 years old that prepare them for kindergarten. Programs may or may not include full day childcare and are managed and delivered by THPRD.

**Camps/Before and After School Care** – Non-licensed recreational and child care camps, school break programs, and after school programs with a social, child care and/or recreational focus which may include field trips, rather than specific instructional or skills programs. (examples: Winter or Spring Breaks, Summer Full-day Camp, non-contact school days, Nature and Sports Camp, etc.).

**Community Service Program/Internship** – Services that support educational or repayment requirements (example: court-ordered restitution, service learning requirements, college degree required internships, etc.).

**Therapeutic/Adapted/Special Recreation Services** – Specialized non-mandated on-site leisure drop-in opportunities and classes for people with disabilities designed and managed to be specific to the physical, cognitive, social, and affective needs of these populations. These are not unified programs, nor are they reasonable accommodations required as inclusionary services (examples: Camp Rivendale and TR drop-in programs, specialized aquatics, etc.).

**Social Services** – Services that are offered by agency to provide a social, wellness, or safety benefit that do not fit into other traditional park and recreation instructional, special event and/or athletics offerings (examples: tax preparation services, senior meal programs, flu shots, toenail and foot care, literacy, blood pressure clinic, AARP driving course, support groups, etc.).

**Social Clubs** – THPRD recognized, regularly scheduled, recurring, THPRD or self-managed group interest meetings and get-togethers (examples: Stuhr Book Group, Texas Hold-em, Chess, Bridge, potluck, etc.).

## **TIER 2: CONSIDERABLE COMMUNITY BENEFIT**

**Monitored Facility Usage** – Drop-in use of a facility/activity that is non-instructed, and is actively monitored by agency staff/volunteer supervision. (examples: drop-in gym, drop-in swimming, weight room, billiards/cards, computer lab, tennis center courts, nature center, etc.).

**Classes, Workshops, and Clinics – Introductory/Multi-Level** – No pre-requisite for participation, entry level group recreational and/or instructional programs and activities for all ages (examples: learn to swim, beginning-level classes, multi-level fitness, nature and environment, arts and crafts, general interest, rec mobile, nature mobile, nature days, etc.).

**Volunteer Program** – Internal management of opportunities for individuals or groups to donate their time and effort to a structured or scheduled experience (examples: park watch, coaches, LITE, Junior Lifeguards, trail maintenance, education or events, Friends Groups, etc.).

#### **TIER 1: MOSTLY COMMUNITY BENEFIT**

**Community-wide Events** – Community-wide events that are not center specific, run by THPRD, typically offered on an annual basis that may or may not require registration (examples: Party in the Park, Concerts, Sunday Trailways, Farmer’s Market, Groovin on the Green, etc.).

**Open Park Usage** – Use of a park/activity that is non-registered and non-instructed, and is not actively monitored by agency staff/volunteer supervision. (examples: trail, playgrounds, park, self-guided tours, outdoor sport courts, disk golf, skate park, dog park, etc.).

**Inclusion Services** – Provides for reasonable accommodation and programs to any Department activity, park, and/or facility providing leisure opportunities to people with disabilities. Inclusion services are intended to comply with the Americans with Disabilities Act (ADA federal mandate).

**Support Services** – Services and facilities that are provided by the staff and volunteers that support the administration, operations, and/or general agency operations that are not allocated as direct expenses (examples: information technology, finance and accounting services, human resources, district-wide marketing, planning and development, internal trainings, Board Appointed Advisory Committee, risk management services, director and assistant directors offices, etc.).

## Appendix C – Glossary of Terms and Definitions

### **Ability to Pay:**

Ability to pay is based on an individual's financial circumstances and is not related to who benefits from the programs and services. Implementation strategy options for addressing inability to pay include scholarship or fee reduction programs, grants, volunteerism opportunities or other programs and management practices.

### **Activity Based Costing (ABC):**

Defines all costs associated with providing a service or product. It is a tool to determine what a specific service or product costs, and also what the costs are to serve a given customer, including those services that are non-revenue generating.

### **Administrative and Support Services:**

These are internal support services that have indirect costs to provide and are not attributable to any particular external public service. They include information services, finance, human resources (training, insurance, employee benefits), communications, safety and security services, risk management, and planning.

### **Advisory Committees:**

These groups are created by and members appointed by the District Board to provide recommendations to the District Board pertaining to specified operational and/or planning functions. Membership may include District Board members, staff members, and/or citizens. These groups are long-standing advisory groups.

### **Affiliate Groups:**

Civic associations (Little League, Junior Soccer, Lacrosse, swim team, etc.) or others that provide programs in lieu of THPRD or give back to the community.

### **Age Categories:**

Categories based on age (e.g. youth, adult, senior, etc.), for the purposes of programming for activity levels as well as assigning user fees into which participants and users can be classified. Categories may also include groupings, such as "household."

### **Alternative Funding:**

Other ways to improve cost recovery in addition to user fees and charges. May include grants, sponsorships, volunteer programs, cell tower fees, rental house fees, gifts, and other miscellaneous income categories, etc.

### **Attendance:**

Attendance is measuring the total number of times that a participant attends the class. It's also the total number of spectators and participants in a tournament, festival or event, or total number of visitors at a rental function or meeting. It measures the users and non-users at a program or event.

**Benefit:**

The degree to which programs and services positively impact the public (individual and community), or in other words, the results of the programs and services. Are the individual and community better off, worse off, or unchanged as a result of programs and services?

The National Recreation and Park Association define the benefits of parks and recreation as:

- Socialization
- Healthy Lifestyle – lifelong wellness
- Economic Development and Vitality
- Environmental Stewardship

**Benefit versus Value or Intent:**

Benefit is defined as the advantage, use, or outcome to a group or individual. Value is the judgment of worth or the degree of usefulness or importance placed on a service or activity by personal opinion. The intent or intention of a program is the purpose, aim, or end.

**Capacity – Occupancy or Participation Rates (Class Minimums and Maximums):**

The number of available spaces. Occupancy or Participation rates are the ratio of filled spaces to available spaces. Over- and under-capacity (minimum and maximum registrations) issues can be addressed by giving residents pre-registration priority, adjustments to the price based on peak or off-peak time, or a market price differential.

**Comprehensive Annual Financial Report (CAFR)**

THPRD Finance Department prepares the annual CAFR, a financial report that provides introductory, financial, and statistical information on each individual fund and component unit of the District.

**Consensus:**

Consent or harmony reached among all differing opinions after discussion or deliberation and compromise, sometimes referred to as “informed consent.” It doesn’t necessarily mean 100% agreement with everything.

**Cost Accounting:**

The process of allocating all costs – both direct and indirect – associated with generating a sale or performing a service. Routinely a percentage of the business’s overhead costs is allocated to each service offered. In other words, all fixed overhead and general expenses are allocated on a basis that ignores how much effort or time is spent, or how much of the resources are associated with the product or service being provided.

**Cost of Goods Sold:**

The direct costs attributable to the production of the goods sold by an organization. This amount includes the cost of the materials used in creating the good along with the direct labor costs used to produce the good. It excludes indirect expenses such as marketing costs and sales force costs.

In standard accounting, costs of sales or costs of goods sold are subtracted from sales to calculate gross margin. These costs are distinguished from operating expenses, because gross profit is gross margin less operating expenses.

**Cost Recovery:**

The degree to which the cost (direct and/or indirect) of facilities, services, and programs is supported by user fees and/or other designated funding mechanism such as grants, partnerships, volunteer services etc., versus tax subsidies.

**Cost versus Price or Fee:**

Cost is defined as all expenditures associated with an activity or service. Price or fee is the amount charged to the customer for the activity or service.

**Customer Satisfaction:**

Meeting or exceeding the wants and preferences of customers. This is measured by asking the customer, not by the number of visitors, users, or participants.

**Direct Cost:**

Includes all of the specific, identifiable expenses (fixed and variable) associated with providing a service, or operating and maintaining a facility, space, or program. These expenses would not exist without the program or service and often increase exponentially.

**District Administration or Indirect (Support Services)** encompasses remaining overhead (fixed and variable) not identified as Direct Costs. These *Indirect Costs* would generally exist without any one specific service. Often **Departmental Administration or Indirect Costs** are lumped into a category of service called "Support Services" and are shown on the foundation level of the pyramid. **Indirect Costs (Administrative, Support, and Management Staffing) are not allocated but are carried in the Support Services category of service on the foundation of the pyramid.**

**Enterprise/Quasi-enterprise:**

A governmental accounting tool established to record transactions similar to those utilized in the private sector, allowing for tracking of services through a separate fund that records all transactions. All revenues and expenditures, as well as assets and current liabilities, are included. This type of fund is generally required to break even, or generate excess revenues over expenditures. Any revenues earned in excess of expenditures are carried over, used for capital improvements, or transferred to the General Fund. Collected gross revenues are not deposited in the General Fund, but rather are intended to be used to expand or improve the enterprise services. These funds typically include services such as golf.

**Exclusive Use:**

Scheduled, planned, or programmed use of a facility or space that is limited or restricted to a reserved or rented party only. They have the sole right to the space for the specified period of time.

**Financial Accounting Software**

THPRD utilizes Springbrook Software system for all of its financial and accounting modules. These include General Ledger, Payroll, Human Resources, Cash Receipts, Purchase Orders, Accounts Payable, Project Management, and Fixed Assets.

**For-Profit/Private Group:**

A group that does not have an IRS status that exempts it from paying taxes.

**Full-Cost Recovery Fee:**

The fee recovers the total cost of a service or program including all direct and all indirect costs, enabling the breakeven point to be reached. Full-cost recovery is often used as a strategy for services perceived as “private,” benefiting only users while offering no external benefits to the general community.

**Full-Time Benefited Employee:**

A regular employee who works at least 40 hours per week on a regularly scheduled basis. Full-Time Benefited Employees are eligible for the benefits package, are eligible for transfer or promotion to other regular positions within THPRD, and are eligible for other rights applicable to regular employment.

**Governmental Group:**

Any inter-agency, county, or other federal, state or local governmental group.

**Indirect Cost:**

Please refer to the Direct and Indirect Costs document.

**Inventory Turn (applies to merchandise for resale):**

How fast an inventory is "turned" (or sold). Two agencies may each have \$20 million sitting in inventory, but if one can sell it all every 30 days, and the other takes 41 days, there is less of a risk of inventory loss with the 30 day agency.

Current Year's Cost of Goods Sold  
----- (Divided By)-----  
The average inventory for the period

**Inventory as a Percent of Current Assets (applies to merchandise for resale):**

The percentage of current assets tied up in inventory. If 70 percent of an agency’s current assets are in inventory and the business does not have a relatively low turn rate (less than 30 days), it may be a signal of obsolete products or other process issues that could result in an inventory write-down.

**Market Rate Fee:**

Fee based on demand for a service or facility. The market rate is determined by identifying all providers of an identical service (e.g. private sector providers, other special districts or municipalities, etc.), and setting the fee at the highest level the market will bear.

**Pass Holders:**

A count of the number of people who have purchased a frequent user pass to a facility (annual, semi-annual, three-month, or monthly pass holders).

**Minimum Service Level:**

The lowest “acceptable” service level at facilities; a function of maintenance levels, staffing levels, types and numbers of amenities available (picnic sites, nature trails, restrooms, recreation centers, etc.), types and numbers of additional program offerings, quality of customer service, etc.)

**Net Profit Margin (applies to merchandise for resale):**

Total revenue minus total costs. Net profit margin can be expressed in actual monetary values or percentage terms.

**Non-Profit Group:**

Agencies outside of the organization's system with IRS non-profit status.

**Non-Resident:**

A person whose primary residence is outside of THPRD's service area/boundary and does not meet the residency test in any way.

**Non-User:**

Those who have never stepped into the parks and facilities, taken a program, or used the organization's facilities or services.

**Optimum (Desired) Service Level:**

The "best" program and facility service; a function of maintenance levels, staffing levels, types and numbers of amenities available (picnic sites, nature trails, restrooms, recreation centers, etc.), types and numbers of additional program offerings, quality of customer service, etc.

**Off-Peak:**

Period of least demand for services and programs.

**Oversight Committees:**

These groups are created by and members appointed by the District Board to provide recommendations to the District Board pertaining to specified operational and/or planning functions. Membership may include District Board members, staff members, and/or citizens. These groups can be long-standing or temporary project specific advisory groups. (Example: Bond Oversight Committee)

**Regular Part-Time Benefited Employee:**

Regular employee who is scheduled to work on a year-round basis, at least 30 but no more than 35 hours per week or 87.5% full-time equivalent,. Regular Part-Time Benefited Employees are eligible for a proportional benefits package, are eligible for transfer or promotion to other regular positions, and are eligible for other rights applicable to regular employment.

**Part-time Non-Benefited Employee:**

Regular employee who is scheduled to work on a year-round basis, but less than 29 hours per week (1,508 hours in a year) or 72.5 percent of the full-time equivalent. These employees receive all legally mandated benefits (such as workers' compensation and Social Security), but are ineligible for all other benefits programs. Part-Time Non-Benefited Employees are eligible for transfer or promotion to other regular positions and are eligible for other rights applicable to regular employment.

**Part-Time Temporary Employee:**

Employees who work no more than 29 hours per week for less than 12 months of the year and not considered a seasonal employee.

**Partial Cost Recovery Fee:**

Fee recovers something less than full cost. This partial cost recovery fee could be set at a percentage of direct costs, all direct costs, all direct costs plus a percentage of indirect costs, or some combination. The remaining portion of the costs will be subsidized.

**Patron/Participant/Guest/User/Visitor:**

Persons who use facilities and/or services, visit parks, and/or participate in programs and activities.

**Participation:**

Participation refers to the number of those who are enrolled in a program, workshop, activity, or event. They are the doers or users, the enrollees, or the class attendees.

**Peak:**

Period of highest demand for services and programs. Peak and off-peak categorizations may vary for services and programs within a facility or park. For example, in a park, day use may be highest during the same time period in which demand for interpretive programs is low.

**Performance Measures:**

Performance measures are quantifiable evaluations of the organization's performance on a pre-determined set of criteria measured over time. The agreement upon standard performance measures allows the organization to judge its progress over time (internal benchmarking) and identify areas of strength and weakness.

**Price Differentials:**

Offering variations of the price to a particular group, which may achieve more equitable and efficient service delivery. Charging different groups different prices for the same service, even though there is no direct corresponding difference in the cost of providing the service to each of these groups. Price differentials can be based on resident (tax payer)/non-resident, age categories, location of facility, time or season, quantity of use, incentives, etc. The trend is to give residents a discount off the fee versus charging non-residents more.

**Product Lifecycle (Useful Life):**

The expected usable life of a particular piece of equipment or product before replacement.

**Profit:**

In government, or in parks and recreation: excess revenue that is not distributed or carried over, but offsets other subsidies (the additional **revenue** generated by a particular program or service when comparing the user or participant fees to the direct and/or indirect costs). In the private sector: excess "profit" goes to the stakeholders or shareholders as profit sharing or a distribution on their investment.

**Program:**

Activities and special events offered by THPRD at various locations with specific participant purposes such as education, skill development, socialization, or health.

**Refund Policy:**

All District programs operate with a minimum enrollment requirement, as well as maximum enrollment capacities. Full refunds or credits for classes will be made automatically when:

- Classes are canceled by the organization due to insufficient enrollment or other unforeseen reasons



For any reason other than those noted above, pre-paid registrations:

- Classes dropped at least six days in advance are 100% refundable (if, because of vendor cancellation requirements, a longer refund request period is necessary, it will be so noted in the class description, activities guide and on the patron invoice)
- Camps dropped less than 14 days in advance are 100% refundable
- Drops outside of these notification windows are not refundable

Credits in the registration system may be used for class registration at any facility. However, all credits of more than \$2 will be refunded on the next available cycle. Cycles will run three times per week, adjusting for holidays. Credits of \$2 or less will remain in the registration system. Full refunds will be processed by the method of payment used.

Credit card transactions will be refunded by check, should the amounts differ from the original registration invoice (proration, partial amount, etc.).

**Rentals:**

Rentals for, rooms, picnic sites, pavilions, pools, splash pads, as well as audio/visual equipment, stage, banquet chairs/tables, tennis ball machines, grills, etc.

**Re-sales and Special Use Permitting:**

Sales of food and beverage, merchandise for resale, and special use permitting (food vendors, alcohol use, photography, filming, etc.).

**Resident:**

Currently defined as those who live within THPRD boundary and/or own property within the district boundary and pay annual property taxes to THPRD.

**Scholarship/Fee Reduction Policy (Family Assistance):**

The scholarship or fee reduction policy is intended to provide recreation and leisure opportunities at a reduced rate to citizens of the agency with economic need.

Ability to pay should not be a factor for participation. The Family Assistance program (FA) is available to families or individuals living within THPRD boundaries who have qualifying income levels which mirror the Federal Poverty Guidelines and the Federal Free Meal Guidelines. If a family or individual is living with an income at or below the Federal Poverty Guidelines, the family or individual is awarded \$100 in FA funds per person. After six months, the remaining funds are expired and a new \$100 is issued. Families and individuals can reapply once per year.

If a family or individual is living with an income between the Federal Poverty Guidelines and the Federal Free Meal Guidelines, they are still eligible; however, they need to pay a co-pay before being awarded the FA funds. The co-pay is \$20 per person and is only requested once per year.

**Seasonal Employees:**

Non-regular employees hired to supplement the work force, or to assist in the completion of a specific project; employment is of limited duration, no more than nine months, or 1,508 hours, in any 12-month period, unless otherwise specified in the labor contract. Employment beyond any initially stated period does not in any way imply a change in employment status. Seasonal employees retain their status unless notified of a change. Seasonal employees receive all legally mandated benefits (such as workers' compensation and Social Security), but are ineligible for all other benefits programs.

**Subsidy:**

Funding through taxes or other mechanisms that is used to financially support programs or services provided to users and participants. Subsidy dollars provide for the program or service costs (direct and/or indirect) that are not covered by user or participant fees, or other forms of alternative funding. This is the community's investment.

**Taxing Jurisdiction/Authority:**

THPRD, as a special district of the State of Oregon, has the authority to collect real estate taxes from citizens within its boundary. Approximately 60 percent of its General Fund resources are from property tax.

**Time and Attendance System:**

THPRD utilizes the Kronos Time and Attendance System software to record and track employees' attendance via time clock or desk top entry. The system interfaces with Springbrook Financial Suite for employee information and payroll calculation.

**Value (perceived and real):**

Participant/user expectations of the worth and quality of a program or service based on the benefits received.

***Other Registration Computer Terms*****Class Management Registration Reports**

Below is a list of the key reports available in the Class Management Registration system. Other reports are also available in the system but not described below.

**Class Reports:**

**Class Revenue Summary** – The class revenue summary report lists by center each class offering, the targeted enrollment and revenue numbers, the actual enrollment and revenue numbers, and the percent of minimum enrollment.

**Participation Evaluation (Simple Version)** – The participation evaluation report lists by center each class offering along with the following details for each class: days of week held, minimum enrollment requirement number, maximum enrollment requirement number, actual enrollment counts, the class fee, the number of location hours, the number of patron sessions, and the number of patron counts (adult versus youth).

### **Superintendent Reports:**

**Registration Revenue** – The registration revenue report lists by term, by center, the total number of enrollments, the total revenue (net of drops, adjustments and miscellaneous fees and/or charges), the percent of enrolled participants who are in-district, and the percent of enrolled participants who are out-of-district.

**Drop-in Activity Revenue Summary** – The drop-in activity revenue summary report lists by center by month the total dollars charged to participants for drop-in activities sorted by in-district versus out-of-district status.

**Drop-in Activity Summary** – The drop-in activity summary report shows the total number of drop-in participants by center by type of drop-in activity.

**Adjustment Report** – The adjustment report lists all adjustments made to patron accounts by center by activity by adjustment type as well as the dollar value of the adjustment and the activity type.

**Assessment Summary** – The assessment summary lists the total counts and total dollars of assessments sold district-wide by month.

**Pass Purchase/Revenue Summary** – The pass purchase/revenue summary lists total passes sold by month by pass type including total number sold as well as total dollars sold.

## ***Accounting/Finance Terms and Reports***

### **Administration Cash Receipts:**

Non-registration related revenues received and recorded directly to Springbrook Cash Receipts module.

### **Cashout Report:**

The Daily Cashout Report lists all activity by patron and invoice detailing transactions and method of payment used (cash, check, credit card, credit balance applied.) It tells you how much cash was collected for the cashout period. After reconciliation to actual cash, summarized information will be used for preparation of the bank deposit. The report is subsequently audited by Finance for accuracy.

### **Cashout/GL Account Summary Report:**

The Daily GL Account Summary Report contains the GL account names and numbers and debit, credit, net, and total figures. This report is used for basis of entry into the Springbrook Cash Receipts module.

### **Credit Card Payment Authorizations:**

If credit card payments have been taken but not authorized, they can be authorized later in batches using the manual ViaWarp process.

### **GL Chart of Accounts:**

A GL Chart of Accounts contains all account names and numbers listed according to account category. It also indicates whether accounts are active or inactive.

**Manual Refund Processing:**

For patron credits not able to be processed in a standard transaction (refer to Refund Policy), manual refunds are requested for approval and processing by Finance.

**Monthly Revenue/Expenditure Summary Reports:**

The Monthly Revenue and Expenditure Summary Reports list account names and numbers, annual budget, total monthly amount collected or expended, year-to-date amount collected or expended, outstanding encumbrances, and remaining budget balance.

**Time Detail Report:**

The Time Detail Report is used to review employee time and pay code detail based on date range parameters entered for subsequent payroll calculation.

***Sources***

THPRD

GreenPlay, LLC ([www.GreenPlayllc.com](http://www.GreenPlayllc.com))

Class Management Registration System

Springbrook Accounting System

Kronos Payroll System

# Appendix D – The Public Sector Service Assessment

## Public Sector Agency Service Assessment

Based on MacMillan Matrix for Nonprofit agencies from the Alliance For Nonprofit Management. Adapted by GreenPlay LLC and GP RED for Public Sector Agencies. April 2009.

Public agencies have not traditionally been thought of as organizations needing to be competitively oriented. Unlike private and commercial enterprises which compete for customers and whose very survival depends on satisfying paying customers, many public and non-profit organizations operate in a non-market, or grants economy - one in which services may not be commercially viable. In other words, the marketplace may not supply sufficient and adequate resources.

In the public sector, our customers (taxpayers) do not decide how funding is allocated and which service gets adequate, ongoing funding. (In fact, many public agencies and non-profits can be considered "sole-source," the only place to get a service, so there is little to no market saturation and therefore, potential for apathetic service enhancement and improvement). Consequently, public and non-profit organizations have not necessarily had an incentive to question the status quo, to assess whether customer needs were being met, or to examine the cost-effectiveness or quality of available services.

The public sector and market environments have changed, funders and customers alike are beginning to demand more accountability; and both traditional (taxes and mandatory fees) and alternative funding (grants and contributions) are getting harder to come by, even as need and demand increase. This increasing demand for a smaller pool of resources requires today's public and non-profit agencies to rethink how they do business, to provide services where appropriate, to avoid duplicating existing comparable services, and to increase collaboration, when possible. In addition, organizations are leveraging all available resources where possible.

An assessment of a **Public Sector Agency Services** is an intensive review of organizational services including activities, facilities, and parklands that leads to the development of an agency's **Service Portfolio**. Additional results indicate whether the service is **"core to the organization's values and vision"**, and provides recommended provision strategies that can include, but are not limited to enhancement of service, reduction of service, collaboration, advancing or affirming market position. This assessment begins to provide a nexus relative to which services are central to the organization's purpose. The process includes an analysis of: each service's relevance to the organization's values and vision; the organization's market position in the community relative to market; other service providers in the service area including quantity and quality of provider; and the economic viability of the service.

Based on the **MacMillan Matrix for Competitive Analysis of Programs**<sup>4</sup>, the Public Sector Services Assessment Matrix is an extraordinarily valuable tool that is specifically adapted to help public agencies assess their services. The MacMillan Matrix realized significant success in the non-profit environment and has led to application in the public sector. The **Public Sector Agency Services Assessment Matrix** is based on the assumption that duplication of existing comparable services (unnecessary competition) among public and non-profit organizations can fragment limited resources available, leaving all providers too weak to increase the quality and cost-effectiveness of customer services. This is also true for public agencies.

The **Public Sector Agency Service Assessment Matrix** assumes that trying to be all things to all people can result in mediocre or low-quality service. Instead, agencies should focus on delivering higher-quality service in a more focused (and perhaps limited) way. The Matrix helps organizations think about some very pragmatic questions.

**Q: Is the agency the best or most appropriate organization to provide the service?**

**Q: Is market competition good for the citizenry?**

**Q: Is the agency spreading its resources too thin without the capacity to sustain core services and the system in general?**

**Q: Are there opportunities to work with another organization to provide services in a more efficient and responsible manner?**

Services Assessment Matrix © 2009 GreenPlay LLC and GP RED		Financial Capacity Economically Viable		Financial Capacity Not Economically Viable	
		Alternative Coverage High	Alternative Coverage Low	Alternative Coverage High	Alternative Coverage Low
Good Fit	Strong Market Position	Affirm Market Position 1	Advance Market Position 2	Complementary Development 5	"Core Service" 6
	Weak Market Position	Divest 3	Invest, Collaborate or Divest 4	Collaborate or Divest 7	Collaborate or Divest 8
Poor Fit	Divest				9

**Note:** Based on MacMillan Matrix for Nonprofit agencies from the Alliance For Nonprofit Management. Adapted by GreenPlay, LLC and GP RED for Public Sector Agencies. April 2009.

<sup>4</sup> Alliance for Nonprofit Management

## Fit

*Fit* is the degree to which a service aligns with the agency's values and vision, reflecting the community's interests. If a service aligns with the agency's values and vision, and contributes to the overall enhancement of the community, it is classified as "good fit", if not, the service is considered a "poor fit".

- Does the service align with agency values and vision?
- Does the service provide community-wide return on investment (i.e. community, individual, environmental, or economic benefits and outcomes that align with agency values such as crime prevention, improved health and well-being, enhancement of property values)?

## Financial Capacity

*Financial Capacity* is the degree to which a service (including a program, facility or land asset is currently or potentially attractive as an investment of current and future resources to an agency from an economic perspective.

No program should be classified as "highly attractive" unless it is ranked as attractive on a substantial majority of the criteria below.

- Does the service have the capacity to sustain itself (break even) independent of General Fund or taxpayer subsidy/support?
- Can the service reasonably generate at least XXXXX% (TBD) from fees and charges?
- Can the service reasonably generate excess revenues over direct expenditures through the assessment of fees and charges?
- Are there consistent and stable alternative funding sources such as donations, sponsorships, grants and/or volunteer contributions for this service?
- Can the service reasonably generate at least XXXXX% (TBD) of the costs of service from alternative funding sources?
- Is there demand for this service from a significant/large portion of the service's target market?
- Can the user self-direct or operate/maintain the service without agency support?

### **Market Position**

*Market Position* is the degree to which the organization has a stronger capability and potential to deliver the service than other agencies – a combination of the agency’s effectiveness, quality, credibility, and market share dominance. No service should be classified as being in a “strong market position” unless it has some clear basis for declaring superiority over all providers in that service category, and is ranked as affirmative on a substantial majority of the criteria below.

- Does the agency have the adequate resources necessary to effectively operate and maintain the service?
- Is the service provided at a convenient or good location in relation to the target market?
- Does the agency have a superior track record of quality service delivery?
- Does the agency currently own a large share of the target market currently served?
- Is the agency currently gaining momentum or growing its customer base in relation to other providers? (e.g., "Is there a consistent waiting list for the service?")
- Can you clearly define the community, individual, environmental and/or economic benefits realized as a result of the service
- Does agency staff have superior technical skills needed for quality service delivery?
- Does the agency have the ability to conduct necessary research, pre and post participation assessments, and/or properly monitor and evaluate service performance therefore justifying the agency’s continued provision of the service? (Benchmarking performance or impact to community issues, values, or vision)
- Are marketing efforts and resources effective in reaching and engaging the target market?

### **Alternative Coverage**

*Alternative Coverage* is the extent to which like or similar services are provided in the service area to meet customer demand and need. If there are no other large (significant), or very few small agencies producing or providing comparable services in the same region or service area, the service should be classified as "low coverage." Otherwise, coverage is "high."



## Unfair Competition

It has become somewhat challenging to draw a line of demarcation between those services that are recognized to be the prerogative of the private sector and those thought to be the responsibility of the public sector. Overlap of service production and provision are common. A continuing problem today is the lack of clarification between what sector should be producing or providing which services, therefore, developing boundaries. What is needed is the reshaping of how public and private sector agencies work independent of each other or together in a more effective way, becoming complementary rather than duplicative.

Service lines are blurred due to a variety of factors. Whether it is due to the emergence of new services, not offered before, in response to customer demand, or reduced availability of public funds and therefore greater dependence on revenue generation, these blurred lines sometimes result in charges that the public sector engages in unfair competition practices by offering similar or like services to those of the private sector. These charges result from the resource advantages the public sector has over the private sector including but not limited to immunity from taxation and the ability to charge lower fees for similar or like services due to receipt of subsidy dollars.

### Recommended Provision Strategies – Defined (numbers refer to graphic above)

Affirm Market Position (1) – a number (or one significant) *alternative provider(s)* exists yet the service has *financial capacity* and the agency is in a *strong market position* to provide the service to customers or the community. **Affirming market position** includes efforts to capture more of the market and investigating the merits of competitive pricing strategies. This includes investment of resources to realize a financial return on investment. Typically, these services have the ability to generate excess revenue.

Advance Market Position (2) – a smaller number or no *alternative providers* exist to provide the service, the service has *financial capacity* and the agency is in a *strong market position* to provide the service. Due primarily to the fact that there are fewer if any alternative providers, **advancing market position** of the service is a logical operational strategy. This includes efforts to capture more of the market, investigating the merits of market pricing, and various outreach efforts. Also, this service may be an excess revenue generator by increasing volume.

Divestment (3, 4, 7, 8, 9) – the agency has determined that the service does not fit with the agency's values and vision, and/or the agency has determined it is in a *weak market position* with little or no opportunity to strengthen its position. Further, the agency deems the service to be contrary to the agency's interest in the responsible use of resources, therefore, the agency is positioned to consider **divestment** of the service.

Investment (4) – **investment** of resources is the agency's best course of action as the service is a *good fit* with values and vision, and an opportunity exists to strengthen the agency's current *weak market position* in the marketplace.

Complementary Development (5) – the service is a *good fit*, a number of or one significant *alternative provider(s)* exists which provide the service, the agency is in a *strong market position* to provide the service, yet it does not have *financially capacity* to the agency. “**Complementary development**” encourages planning efforts that lead to complementary service development rather than duplication, broadening the reach of all providers. Although there may be perceived market saturation for the service due to the number or like services of alternative providers, demand and need exists justifying the service’s continued place in the market.

Collaboration (4, 7, 8) – the agency determines that the service can be enhanced or improved through the development of a collaborative effort as the agency’s current *market position is weak*.

**Collaborations** (e.g., partnerships) with other service providers (internal or external) that minimize or eliminate duplication of services while most responsibly utilizing agency resources are recommended.

Core Service (6) – these services *fit* with the agency’s values and vision, there are few if any *alternative providers*, yet the agency is in a *strong market position* to provide the service. However, the agency does not have the *financial capacity* to sustain the service outside of General Fund support and the service is deemed to not be economically viable. These services are “**core**” to **satisfying the agency’s values and vision** typically benefiting all community members, or are seen as essential to the lives of under-served populations.

## Glossary

Ability - the quality or state of being able; power to perform; competence in doing

Adequate - sufficient for a specific requirement; reasonably sufficient

Capacity - the potential or suitability for accommodating; the maximum amount or number that can be contained or accommodated; the facility or power to produce, perform, or deploy; capability

Quality - meeting or exceeding expectations; degree of excellence; superiority in kind

Superior - of higher rank, quality, or importance; excellent of its kind

Target market – the specific market of a service (e.g., age, sex, race/ethnicity, education level, ability level, residence)

*This Services Assessment Methodology Outline is provided by:*



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## Appendix E – Federal and State Funding Resources and Green Resources, Practices, and Strategic Initiatives

The following is a list of federal and state taxation resources, programs, and grants. Some may be used by THPRD or may be available to them in the future.

- Safe Routes to Schools Initiatives at: [www.saferoutesinfo.org](http://www.saferoutesinfo.org). “This national movement creates safe, convenient, and fun opportunities for children to bicycle and walk to school.” According to the June 2006 issue of *Parks and Recreation*, the official magazine of the National Recreation and Park Association, “Local park and recreation agencies often own or manage much of the land surrounding local schools and connecting local neighborhoods.”
- AmeriCorps\* National Service Resources
- Community Services Block Grant Program
- Urban and Community Forestry for and with Minority and Underserved Populations
- 21st Century Community Learning Centers

### Section 6 of the Endangered Species Act

#### Cooperative Endangered Species Conservation Fund

[http://www.fws.gov/midwest/endangered/grants/S6\\_grants.html](http://www.fws.gov/midwest/endangered/grants/S6_grants.html)

The Cooperative Endangered Species Conservation Fund (Section 6 of the Endangered Species Act) provides funding to States and Territories for species and habitat conservation actions on non-Federal lands. States and Territories must contribute a minimum non-Federal match of 25 percent for the estimated program costs of approved projects, or 10 percent when two or more States or Territories implement a joint project. A State or Territory must currently have, or enter into a cooperative agreement with the U.S. Fish and Wildlife Service (Service) to receive grant funds.

Four grant programs are available through the Cooperative Endangered Species Conservation Fund. They include the “Traditional” Conservation Grants and the “Nontraditional” Grants: Habitat Conservation Plan Land Acquisition, Habitat Conservation Planning Assistance, and Recovery Land Acquisition Grants.

#### Land and Water Conservation Funds (LWCF)

[www.nps.gov/lwcf](http://www.nps.gov/lwcf)

The Land and Water Conservation Fund grant program provides up to 50 percent reimbursement assistance for state and local government subdivisions (towns, villages, cities, counties, park districts, joint recreation districts, and conservancy districts) for the acquisition, development, and rehabilitation of recreational areas. Funding is issued at the state’s discretion – determining how much of that funding will be made available for local government.

Congress determines proposed funding for LWCF. The federal government provides up to 50 percent reimbursement for a public outdoor recreation project through each LWCF grant, while the local agency is responsible for the remainder. Federal funds supporting the LWCF program come from offshore oil lease revenues and other non-tax sources.

LWCF allocations for each State or Territory are determined by a formula based on law and subsequent approval of a “certificate of apportionment” by the Secretary of the Interior. As of this writing, the fate of LWCF is unsure.

### ***How States Plan and Select Projects***

To be eligible for grants, every State must prepare and regularly update a statewide recreation plan (sometimes called a SCORP). Most SCORPs address the demand for and supply of recreation resources (local, state, and federal) within a state, identify needs and new opportunities for recreation improvements, and set forth an implementation program to meet the goals identified by its citizens and elected leaders.

When a State's current plan has been approved by the appropriate field office of the National Park Service, all grant applications submitted must be in accord with the priorities listed in its action plan. To make the connection between the SCORP and concrete project proposals, each State also develops an Open Project Selection Process that contains:

- A set of project-ranking selection criteria that allows scoring of each project proposal according to how well it meets the needs and priorities published in the State recreation plan.
- A process (usually scheduled annually) to ensure that all eligible applicants are notified of funding availability, application deadlines, and selection criteria when a new project selection cycle starts.

In most years, all States receive individual allocations (apportionments) of LWCF grant funds based on a national formula (with state population being the most influential factor). States then initiate a statewide competition for the amount available (including the new year’s allocation, any previous year allocations, and any amounts “recovered” due to cost under runs on previously funded projects). Applications are received by the State and are scored and ranked according to the project selection criteria. Only the top-ranked projects (up to the total amount available that year) are chosen for funding. “Winning” applications are then forwarded to the National Park Service for formal approval and allocation of federal grant monies. Each State has its own priorities and selection criteria (tailored to its own particular needs and unique opportunities). Because individual States make the decision as to which projects will receive LWCF grants, the first step for THPRD is to contact the cooperating State office to find out about local application deadlines, state priorities and selection criteria, and to determine what documentation is required to justify a grant award. Interested applicants should call or write the appropriate state agency to request application information.

### ***Other State Funding Resources***

#### **Admission Tax - Attraction/Entertainment Tax**

Some cities and counties have a tax on all attraction/entertainment fees. Every business receiving payment for admission is required to collect the amount of the admissions tax from the person making the admission payment at the time the admission charge is paid.

#### **Wheel Tax on Cars/Vehicles**

Some cities and counties have a sticker tax on vehicles based on the type of vehicle. This allows for park agencies to receive a portion of this money to cover the costs of roads, hard surface paths, and parking lots associated with parks.

### **Transient Occupancy Tax**

Transient Occupancy Tax (TOT) is levied for the privilege of occupying a room or rooms or other living space in a hotel, inn, tourist home or house, motel, or other lodging (Hotel, Motel, Camping, Temporary Lodging) for a period of 30 days or less.

### **Hotel, Motel, Camping, Temporary Lodging, and Restaurant Tax**

Tax based on gross receipts from charges and meals services may be used to build and operate sports fields, tennis courts, and other special park and recreation facilities.

### **Sin Tax or Sumptuary Tax**

Sin tax is a euphemism for a tax specifically levied on such goods as alcohol and tobacco. Sin taxes are often enacted for special projects (American cities and counties have used them to pay for stadiums) when increasing income or property taxes would be politically unviable. The proper name for such taxes is sumptuary tax.

### **Cigarette Tax (sumptuary tax)**

In some states, the sales tax gain by the state for cigarettes is redistributed to cities and counties for programs to teach and curb youth smoking through effective prevention recreation programs.

## ***Green Resources***

*The following excerpts were taken directly from their respective websites.*

### **U.S. Department of Energy**

<http://www1.eere.energy.gov/calculators/index.html>

The Office of Energy Efficiency and Renewable Energy (EERE) has energy calculators and tools to help you evaluate your energy use and whether energy efficient products or renewable energy are right for you. Commercial focus areas include Buildings, Vehicles, and Industry.

### **LEED® Certification**

[www.usgbc.org](http://www.usgbc.org)

The LEED for Existing Buildings Rating System helps building owners and operators measure operations, improvements and maintenance on a consistent scale, with the goal of maximizing operational efficiency while minimizing environmental impacts. LEED for Existing Buildings addresses whole-building cleaning and maintenance issues (including chemical use), recycling programs, exterior maintenance programs, and systems upgrades.

According to the Green Building Finance Consortium, the lowest level of LEED certification has an estimated 0.8 percent higher initial cost, LEED silver costs 3.5 percent more, LEED Gold 4.5 percent and LEED Platinum 11.5 percent. But LEED certified buildings are able to recoup the costs in the first couple of years and after that it's pure cost and energy savings.

## **Sustainable Sites Initiative**

<http://www.sustainablesites.org/report>

The Sustainable Sites Initiative is a partnership of the American Society of Landscape Architects, the Lady Bird Johnson Wildflower Center at The University of Texas at Austin and the United States Botanic Garden in conjunction with a diverse group of stakeholder organizations to transform land development and management practices with the first national rating system for sustainable landscapes. These guidelines apply to any type of designed landscape, with or without buildings, ranging from shopping malls, streetscapes, subdivisions, corporate and academic campuses, transportation corridors, parks and recreation areas, all the way to single family homes.

### **What is a sustainable site?**

A “site” is a built landscape that encompasses all land in a designated space. Like green buildings, sustainable sites use less energy, water and natural resources; generate less waste; and minimize the impact on the land compared to traditional design, construction and maintenance techniques. Unlike buildings, sustainable sites can even give back by cleaning the air and water, reversing climate change, restoring habitat and biodiversity – all while providing significant social and economic benefits as well to the immediate site and surrounding region.

### **Why do we need a site-specific rating system?**

Green building rating systems developed by the U.S. Green Building Council (USGBC) and other organizations offer excellent tools for new and existing buildings but relatively little beyond a building’s skin. Correctly built landscapes that mimic the natural world will help fill this critical gap.

### **What is the USGBC's position on the Sustainable Sites Initiative?**

USGBC recognizes that there is a need within LEED to improve the site components and supports the Sustainable Sites Initiative. The USGBC is participating in the Initiative and anticipates incorporating the Sustainable Sites Initiative Guidelines and Performance Benchmarks into future iterations of LEED.

The Sustainable Sites Initiative: Guidelines and Performance Benchmarks 2009 is the product of more than four years of work by a diverse group of experts in soils, hydrology, vegetation, materials and human health and well-being. It is expanded and updated from the Guidelines and Performance Benchmarks –Draft 2008, which was released in November 2008. The Initiative developed criteria for sustainable land practices that will enable built landscapes to support natural ecological functions by protecting existing ecosystems and regenerating ecological capacity where it has been lost. This report focuses on measuring and rewarding a project that protects, restores and regenerates ecosystem services – benefits provided by natural ecosystems such as cleaning air and water, climate regulation and human health benefits.

The Guidelines and Performance Benchmarks 2009 includes a rating system for the credits which the pilot process will test for refinement before a formal release to the market place. The rating system contains 15 prerequisites and 51 credits that cover all stages of the site development process from site selection to landscape maintenance. Feedback from the pilot projects will be used to create a reference guide which will provide suggestions on how projects achieved the sustainability goals of specific credits.

## **Pilot Program**

Over 150 Pilot Projects are participating in the SITES two-year Pilot Program (June 2010-June 2012). These projects represent a diverse cross-section of project types, sizes and geographic locations in various stages of development from design to construction and maintenance. SITES Pilot Projects will be the first projects in the United States and abroad to demonstrate the application of The Sustainable Sites Initiative: Guidelines and Performance Benchmarks 2009, released on November 5, 2009. The Guidelines and Performance Benchmarks 2009 includes a four-star rating system which works on a 250-point scale. Based on achieving all 15 of the prerequisites and at least 100 credit points, a pilot project will become Pilot Certified.

### Certification levels (250 total points)

One Star (minimum points 40%):	100
Two Stars (minimum points 50%):	125
Three Stars (minimum points 60%):	150
Four Stars (minimum points 80%):	200

Feedback from the Pilot Program will be used to revise the final rating system and inform the technical reference manual (Reference Guide). This guide will provide real world examples of achieving sustainability goals and document the practices pilot projects used in solving site problems, slated for release in 2013.

Below is a summary of the projects participating in the pilot program.

### **PROJECT TYPES**

- 25% Open space - Park
- 20% Institutional/Educational
- 15% Commercial
- 13% Residential
- 8% Transportation corridor/ Streetscape
- 8% Open space - Garden/Arboretum
- 6% Government Complex
- 4% Mixed-use
- 1% Industrial

### **EXISTING LAND USE**

- 65% Greyfield
- 20% Greenfield
- 15% Brownfield

### **PROJECT SIZE**

- 25% Less than one acre
- 27% 1-5 acres
- 40% 6-100 acres
- 7% 101-500 acres
- 1% Greater than 500 acres

## PROJECT LOCATIONS

- Projects in 34 U.S. States
- 3% of projects outside U.S. in Canada, Iceland and Spain

The companion document titled *The Case for Sustainable Landscapes* provides a set of arguments—economic, environmental, and social—for the adoption of sustainable land practices, additional background on the science behind the performance criteria in the guidelines and performance benchmarks, the purpose and principles of the Sustainable Sites Initiative, and a sampling of some of the case studies the Initiative has followed.

## GreenBiz.com

[www.greenbiz.com](http://www.greenbiz.com)

Greener buildings, design, computing resources and information.

## ***Green Practices Grants***

*The following excerpts were taken directly from their respective websites.*

### **Oregon Energy Savings Performance Contract (ESPC)**

<http://www.oregon.gov/ENERGY/CONS/ESPC/Pages/index>.

An energy savings performance contract is an agreement between an energy services company (ESCO) and a building owner. Oregon defines it as a public contract between a state agency and a qualified energy service company for the identification, evaluation, recommendation, design and construction of energy conservation measures, including a design-build contract, that guarantee energy savings or performance.

At its core, an energy savings performance contract is a “design-build” contract with some highly tailored specializations. The owner uses the energy cost savings to reimburse the ESCO and to pay off the loan that financed the energy conservation projects. Agreements with ESCOs are typically five to seven-year agreements. The ESCO provides an array of services:

- Conducts a facility energy study
- Identifies cost-effective projects
- Designs all aspects of the chosen projects
- Hires subcontractors
- Manages the project installation
- Assists in structuring and securing the financing for the project

### **U.S. Department of Energy**

<http://www.eere.energy.gov/>

The Office of Energy Efficiency and Renewable Energy (EERE) invests in clean energy technologies that strengthen the economy, protect the environment, and reduce dependence on foreign oil.

Federal Energy Management Program works to support sound, cost-effective energy management and investment practices within federal government facilities.

Clean Cities supports local decisions to adopt practices that contribute to the reduction of petroleum consumption.



Energy Efficiency and Conservation Block Grant Program assists state, local, and tribal governments in implementing strategies to reduce fossil fuel emissions, reduce total energy use, and improve energy efficiency in the transportation, building, and other appropriate sectors.

Weatherization and Intergovernmental Program provides funding and technical assistance to partners in state and local governments, Indian tribes, and international agencies to adopt renewable energy and energy efficiency technologies.

### **Kodak American Greenways Award Program**

<http://grants.conservationfund.org>

Improvements to a greenway, trail or waterway may be eligible for up to a fifty percent grant match maxing at \$2,500 from the Kodak American Greenways Award grant. Offered in partnership with Eastman Kodak Company, The Conservation Fund, and the National Geographic Society. One major element is “seed” funds to grow the nation’s trail/waterways network. Past focus areas included projects with a natural, cultural, and/or socio-political historical theme.

### **National Park Service Grants**

[www.nps.gov/history/grants.htm](http://www.nps.gov/history/grants.htm)

National Park Service grants help protect our nation's significant historic and cultural sites and preserve our diverse cultural heritage. More than \$1 billion has been awarded to Federal, State, and local governments, Native American Tribes, nonprofit organizations and educational institutions for preservation projects in all 50 states and the U.S. Territories. Competitive grant programs include:

- American Battlefield
- Historic Black Colleges & Universities
- Japanese American Confinement Sites
- Native American Graves Protection & Repatriation Act
- National Center for Preservation Technology
- Preserve America
- Save America's Treasures
- Tribal Heritage

## ***Strategic Initiatives and Partnerships***

The following excerpts were taken directly from their respective websites.

### **Support America’s Backyard**

[www.americasbackyard.org](http://www.americasbackyard.org)

This NRPA program showcases the value of parks and recreation in the community. America's Backyard was launched in 2010 by the National Recreation and Park Association (NRPA) to draw major public attention to the powerful and essential role of parks and recreation in America impacting the lives of 300 million people. The initiative seeks to educate citizens on the American park and recreation landscape, support and encourage national advocacy for the field, and leverage funding and resources for national programs that benefit local communities.

## **Become a Let's Move City or Town**

<http://www.letsmove.gov>

The First Lady Michelle Obama is calling on mayors and elected officials across the country to join her Let's Move! campaign. Let's Move Cities and Towns engages mayors and other municipal leaders in the campaign to solve the problem of childhood obesity within a generation. Let's Move Cities and Towns emphasizes the unique ability of communities to solve the challenge locally, and the critical leadership mayors and elected officials can provide to bring communities together and spur action.

Let's Move Cities and Towns is designed to encourage mayors and elected officials to adopt a long-term, sustainable, and holistic approach to fight childhood obesity. This initiative recognizes that every city is different, and every town will require a distinct approach to the issue. Once an elected official signs up as a prospective Let's Move City or a Let's Move Town, he or she will choose at least one significant action to take over the following twelve months in each of the four pillar areas:

1. Help Parents Make Healthy Family Choices
2. Create Healthy Schools
3. Provide Access to Healthy and Affordable Food
4. Promote Physical Activity

### **Requirements:**

Let's Move Cities and Towns must submit a first quarter and end-of-year update, describing the city's or town's plan, timeline, and actions. These reports will be posted online. Then, a city or town may become a Let's Move City or Let's Move Town.

Let's Move Cities and Towns for a given year may be recognized in the following ways:

- Let's Move! Intergovernmental Affairs representatives will seek out cities and towns to highlight and celebrate initiative.
- Accomplishments and ideas for future action may be highlighted on the Let's Move! website.
- Mayors from Let's Move Cities and Towns will be invited to participate in conference calls with White House and federal agency staff to share ideas, discuss barriers, celebrate progress.
- Let's Move Cities and Towns will receive a certificate of acknowledgement confirming qualification as a Let's Move City or Let's Move Town.
- Mayors from Let's Move Cities and Towns may be invited to attend events to celebrate collective success in combating childhood obesity.

## **Support More Kids in the Woods**

[www.fs.fed.us/recreation/programs/woods/](http://www.fs.fed.us/recreation/programs/woods/)

"The Forest Service has been a leader in conservation education and recreational opportunities for more than a century. In addition, national forests provide opportunities to urban and rural kids; therefore, they are an ideal location for most of the projects funded by this program. Beyond that, government, with its influence over parks, open spaces, education and health care, has a crucial role to play in helping our nation realize the physical, emotional and cognitive benefits of the great outdoors. The rise in childhood diseases like obesity, diabetes, heart disease is a growing national crisis. All of us have a role to play to ensure the health and well-being of our nation's children. Outdoor experiences in early childhood can help get our children on the pathway to a healthy and active lifestyle."

WASHINGTON, April 27, 2010 - Agriculture Secretary Tom Vilsack today announced that USDA's Forest Service will contribute \$500,000 in 2010 to the "More Kids in the Woods" program for projects that promote active lifestyles and connect kids to nature.

"More Kids in the Woods" challenge not only promotes physical activity, it fosters environmental awareness and stewardship among young people as we face critical environmental challenges, such as the effects of climate change. "More Kids in the Woods" helps kids make the connection between healthy forests, healthy communities and their own healthy lifestyles."

The contribution will be leveraged with \$1.5 million in donations and in-kind services from partners. The "More Kids in the Woods" challenge is a cost-share program in the Forest Service's long-standing Kids in the Woods program that involves thousands of partners who contribute their time, energy and resources to help us connect kids and families with our natural world.

In 2010, the Forest Service selected 21 projects for funding from more than 130 high-quality agency proposals created to promote environmental stewardship through innovative, hands-on activities. All "More Kids in the Woods" projects are designed to spark curiosity about nature and promote understanding of the role of the nation's forests and grasslands in providing clean, abundant water, clean air, wildlife habitat, and recreation. Project partners are committed to helping children develop a love for the land that will enable them to meet the conservation challenges of the 21st century through healthy lifestyles choices and natural resource careers.

This is the fourth year the Forest Service has matched funds and in-kind contributions from partners for "More Kids in the Woods." Partners include local, state, and federal agencies and American Indian tribes. Project activities include summer camps, after-school programs, and wilderness expeditions. The challenge-cost share will serve more than 15,000 children throughout the nation, including under-served and urban youth.

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# Appendix F - Comparative Analysis Criteria

## ***Limits of Comparative Data and Analysis***

Comparative analysis (benchmarking) is an important tool that allows for comparison of certain attributes of THPRD's management practices and fee structure. This process creates deeper understanding of alternative providers, THPRD's place in the market, and varying fee methodologies, which may be used to enhance and improve the service delivery of parks and recreation.

It is very difficult to find exact comparable communities because each has its own unique identity, ways of conducting business, and differences in what populations they serve. The political, social, economic, and physical characteristics of each community make the policies and practices of each parks and recreation agency unique. It is important to keep in mind that while many park and recreation agencies primarily serve residents, others serve a large portion of non-residents, while others still cater to the tourism market.

Despite efforts to promote uniformity in comparison, organizations often have slightly different fee structures and associated benefits. For example, some parks and recreation agencies may not report all benefits associated with the purchase of a center membership, or may not explain the breadth of indoor recreation spaces in their system in the same way as another. The availability of detailed information may also be limited.

Additionally, organizations do not typically define the expenditures of parks, trails, facilities, and maintenance in the same way. Agencies also vary in terms of how they organize their budget information, and it may be difficult to assess whether or not the past year's expenses are typical for the community. Despite these inherent limitations, the comparative analysis and fee comparisons criteria presented in this document should be used as a catalyst for THPRD to continue to research fees, market position, and best practices for more specific areas when they are needed.

## ***Comparative Analysis Data Sought***

The communities selected for benchmarking data should be chosen primarily for their proximity and perceived similarities to THPRD. Requested comparative data in addition to service specific fee structure may also include:

- Values, vision, and mission of the organization
- Population and demographics
- Median household income and household size
- Prior year budget, actual expenses, and revenues for the entire agency
- Prior year budget, actual expenses, and revenues for the parks and recreation divisions
- Number and square footage of Community/Recreation Centers
- Total acres of open space and developed park land
- Number of maintenance acres contracted out and maintenance description
- Total miles of agency maintained trails
- Number of splashparks
- Number of lighted and unlighted softball/baseball fields
- Recreation and parks agency full-time employees and FTEs

Often, comparative analysis data looks to weigh pertinent data along with comparing against a “per thousand” population calculation for categories including: total agency budget, total acres, developed acres, miles of trails, Community/Recreation Center square footage, number of splash parks, number of softball/baseball fields, and recreation FTEs. Parks expenses and FTEs can be calculated per developed acre. Population, demographics, median household income, and household size estimates can be provided by the US Census.

## ***Fee Comparison Considerations***

To compare fees, other factors should be considered along with the price or fee charged for a program, rental, admission, pass, or other services. THPRD should include comparative data for each fee as applicable:

- Program contact hours
- Program session length
- Student/teacher ratio
- Contractor or in-house instructional staff
- Instructor qualifications
- Program quality
- Materials included or additional fees
- Set up/tear down and preparation time included
- Facility amenities included in admission or pass
- Programs included with admission or pass
- Towel service, locker, equipment usage included or extra
- Hours of operation or availability of service
- Peak or off peak pricing
- Packaging
- Value added amenities or services
- Service area demographics
- Subsidy versus cost recovery goals
- Use of alternative funding

# Appendix G – Service Portfolio Sample

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May 24, 2013

### District-Wide - Service Portfolio

KEY	Fit		Financial Capacity		Market Position		Alternative Coverage		Cell	Provision Strategy	Notes	Beneficiary of Service	Cost Recovery Target Tier Minimum By Fund	Pricing Strategy
	Good	Poor	High	Low	Strong	Weak	High	Low						
Category of Service/Type of Service Service Menu (below)	x		x		x		x		1	Affirm Market Position				
	x		x		x			x	2	Advance Market Position				
	x		x			x	x		3	Divest				
	x		x			x		x	4	Invest, Collaborate, or Divest				
	x			x	x		x		5	Complementary Development				
	x			x	x			x	6	Core Service				
	x			x		x	x		7	Collaborate or Divest				
	x			x		x		x	8	Collaborate or Divest				
		x	na	na	na	na	na	na	9	Divest				
<b>Concession and Vending</b>														
									#N/A	#N/A		Mostly Individual Benefit	200%+	#N/A
<b>Merchandise</b>														
									#N/A	#N/A		Mostly Individual Benefit	200%+	#N/A
<b>Rentals/Exclusive Use - Private</b>														
									#N/A	#N/A		Mostly Individual Benefit	200%+	#N/A
<b>Rentals/Exclusive Use - Associates</b>														
									#N/A	#N/A		Balanced Benefit	100%	#N/A
<b>Rentals/Exclusive Use - Affiliates</b>														
									#N/A	#N/A		Balanced Benefit	#N/A	#N/A
<b>Tenant Leases</b>														
									#N/A	#N/A		Mostly Individual Benefit	200%+	#N/A
<b>Equipment Rentals</b>														
									#N/A	#N/A		Mostly Individual Benefit	200%+	#N/A
<b>Open Park Usage</b>														
<b>Outdoor Components</b>														
Aqua Feat, Spray	x			x	x			x	6	Core Service		Mostly Community Benefit	No Fee	Free when Open
Backstop, Practice	x			x	x			x	6	Core Service		Mostly Community Benefit	No Fee	Free when Open
Ballfield	x			x	x			x	6	Core Service		Mostly Community Benefit	No Fee	Free when Open



May 24, 2013

### District-Wide - Service Portfolio

KEY  Category of Service/Type of Service  Service Menu (below)	Fit		Financial Capacity		Market Position		Alternative Coverage		Cell	Provision Strategy	Notes	Beneficiary of Service	Cost Recovery Target Tier Minimum By Fund	Pricing Strategy
	Good	Poor	High	Low	Strong	Weak	High	Low						
	x		x		x		x		1	Affirm Market Position				
	x		x		x			x	2	Advance Market Position				
	x		x			x	x		3	Divest				
	x		x			x		x	4	Invest, Collaborate, or Divest				
	x			x	x		x		5	Complementary Development				
	x			x	x			x	6	Core Service				
	x			x		x	x		7	Collaborate or Divest				
	x			x		x		x	8	Collaborate or Divest				
	x	na	na	na	na	na	na	9	Divest					
Ballfield, Complex	x			x	x			x	6	Core Service	Mostly Community Benefit	No Fee	Free when Open	
Basketball	x			x	x			x	6	Core Service	Mostly Community Benefit	No Fee	Free when Open	
BMX Course	x			x	x			x	6	Core Service	Mostly Community Benefit	No Fee	Free when Open	
Bocce Ball	x			x	x			x	6	Core Service	Mostly Community Benefit	No Fee	Free when Open	
Community Gardens	x			x	x			x	6	Core Service	Mostly Community Benefit	No Fee	Free when Open	
Disk Golf	x			x	x			x	6	Core Service	Mostly Community Benefit	No Fee	Free when Open	
Dog Park	x			x	x			x	6	Core Service	Mostly Community Benefit	No Fee	Free when Open	
Educational Experience	x			x	x			x	6	Core Service	Mostly Community Benefit	No Fee	Free when Open	
Event Space	x			x	x			x	6	Core Service	Mostly Community Benefit	No Fee	Free when Open	
Garden, Display	x			x	x			x	6	Core Service	Mostly Community Benefit	No Fee	Free when Open	
Hockey, Inline	x			x	x			x	6	Core Service	Mostly Community Benefit	No Fee	Free when Open	
Horseshoes	x			x	x			x	6	Core Service	Mostly Community Benefit	No Fee	Free when Open	
Loop Walk	x			x	x			x	6	Core Service	Mostly Community Benefit	No Fee	Free when Open	
MP Field, Small	x			x	x			x	6	Core Service	Mostly Community Benefit	No Fee	Free when Open	
MP Field, Medium	x			x	x			x	6	Core Service	Mostly Community Benefit	No Fee	Free when Open	
MP Field, Large	x			x	x			x	6	Core Service	Mostly Community Benefit	No Fee	Free when Open	
MP Field, Multiple	x			x	x			x	6	Core Service	Mostly Community Benefit	No Fee	Free when Open	
MP Field, Complex	x			x	x			x	6	Core Service	Mostly Community Benefit	No Fee	Free when Open	
Multiuse Court	x			x	x			x	6	Core Service	Mostly Community Benefit	No Fee	Free when Open	
Natural Area	x			x	x			x	6	Core Service	Mostly Community Benefit	No Fee	Free when Open	



May 24, 2013

## District-Wide - Service Portfolio

KEY  Category of Service/Type of Service  Service Menu (below)	Fit		Financial Capacity		Market Position		Alternative Coverage		Cell	Provision Strategy	Notes	Beneficiary of Service	Cost Recovery Target Tier Minimum By Fund	Pricing Strategy
	Good	Poor	High	Low	Strong	Weak	High	Low						
	x		x		x		x		1	Affirm Market Position				
	x		x		x			x	2	Advance Market Position				
	x		x			x	x		3	Divest				
	x		x			x		x	4	Invest, Collaborate, or Divest				
	x			x	x		x		5	Complementary Development				
	x			x	x			x	6	Core Service				
	x			x		x	x		7	Collaborate or Divest				
	x			x		x		x	8	Collaborate or Divest				
	x	na	na	na	na	na	na	9	Divest					
Open Turf	x			x	x			x	6	Core Service	Mostly Community Benefit	No Fee	Free when Open	
Open Water	x			x	x			x	6	Core Service	Mostly Community Benefit	No Fee	Free when Open	
Other-Active	x			x	x			x	6	Core Service	Mostly Community Benefit	No Fee	Free when Open	
Passive Node	x			x	x			x	6	Core Service	Mostly Community Benefit	No Fee	Free when Open	
Picnic Grounds	x			x	x			x	6	Core Service	Mostly Community Benefit	No Fee	Free when Open	
Playground, Destination	x			x	x			x	6	Core Service	Mostly Community Benefit	No Fee	Free when Open	
Playground, Local	x			x	x			x	6	Core Service	Mostly Community Benefit	No Fee	Free when Open	
Restroom	x			x	x			x	6	Core Service	Mostly Community Benefit	No Fee	Free when Open	
Shelter, Group	x			x	x			x	6	Core Service	Mostly Community Benefit	No Fee	Free when Open	
Shelter	x			x	x			x	6	Core Service	Mostly Community Benefit	No Fee	Free when Open	
Skate Park	x			x	x			x	6	Core Service	Mostly Community Benefit	No Fee	Free when Open	
Structure	x			x	x			x	6	Core Service	Mostly Community Benefit	No Fee	Free when Open	
Tennis	x			x	x			x	6	Core Service	Mostly Community Benefit	No Fee	Free when Open	
Tennis Complex	x			x	x			x	6	Core Service	Mostly Community Benefit	No Fee	Free when Open	
Trails, Primitve	x			x	x			x	6	Core Service	Mostly Community Benefit	No Fee	Free when Open	
Trails, Multi-use	x			x	x			x	6	Core Service	Mostly Community Benefit	No Fee	Free when Open	
Trailhead	x			x	x			x	6	Core Service	Mostly Community Benefit	No Fee	Free when Open	
Volleyball	x			x	x			x	6	Core Service	Mostly Community Benefit	No Fee	Free when Open	
Water Feature	x			x	x			x	6	Core Service	Mostly Community Benefit	No Fee	Free when Open	
Water Access, Developed	x			x	x			x	6	Core Service	Mostly Community Benefit	No Fee	Free when Open	



May 24, 2013

### District-Wide - Service Portfolio

KEY	Fit		Financial Capacity		Market Position		Alternative Coverage		Cell	Provision Strategy	Notes	Beneficiary of Service	Cost Recovery Target Tier Minimum By Fund	Pricing Strategy
	Good	Poor	High	Low	Strong	Weak	High	Low						
Category of Service/Type of Service Service Menu (below)	x		x		x		x		1	Affirm Market Position				
	x		x		x			x	2	Advance Market Position				
	x		x			x	x		3	Divest				
	x		x			x		x	4	Invest, Collaborate, or Divest				
	x			x	x		x		5	Complementary Development				
	x			x	x			x	6	Core Service				
	x			x		x	x		7	Collaborate or Divest				
	x			x		x		x	8	Collaborate or Divest				
		x	na	na	na	na	na	na	9	Divest				
Water Access, General	x			x	x			x	6	Core Service		Mostly Community Benefit	No Fee	Free when Open
									#N/A	#N/A		Mostly Community Benefit		
									#N/A	#N/A		Mostly Community Benefit		
<b>Professional Services</b>														
									#N/A	#N/A		Mostly Individual Benefit	200%+	#N/A
									#N/A	#N/A		Mostly Individual Benefit	200%+	#N/A
<b>Permitted Services</b>														
Alcohol	x		x		x			x	2	Advance Market Position		Mostly Individual Benefit	200%+	Cost Recovery, Secondary - Market
Photo Shoots	x		x		x			x	2	Advance Market Position		Mostly Individual Benefit	200%+	Cost Recovery, Secondary - Market
Events by Others	x		x		x			x	2	Advance Market Position		Mostly Individual Benefit	200%+	Cost Recovery, Secondary - Market
other	x		x		x			x	2	Advance Market Position		Mostly Individual Benefit	200%+	Cost Recovery, Secondary - Market
<b>Volunteer Program</b>														
District-wide Volunteer Program	x			x	x			x	6	Core Service		Considerable Community Benefit	N/A	No Fee
<b>Community Service Program</b>														



May 24, 2013

### District-Wide - Service Portfolio

KEY	Fit		Financial Capacity		Market Position		Alternative Coverage		Cell	Provision Strategy	Notes	Beneficiary of Service	Cost Recovery Target Tier Minimum By Fund	Pricing Strategy
	Good	Poor	High	Low	Strong	Weak	High	Low						
	x		x		x		x							
Category of Service/Type of Service Service Menu (below)			x		x		x		1	Affirm Market Position				
			x		x			x	2	Advance Market Position				
			x			x	x		3	Divest				
			x			x		x	4	Invest, Collaborate, or Divest				
				x	x		x		5	Complementary Development				
				x	x			x	6	Core Service				
				x		x	x		7	Collaborate or Divest				
				x		x		x	8	Collaborate or Divest				
		x	na	na	na	na	na	na	9	Divest				
District-wide Community Service Program	x			x	x			x	6	Core Service		Balanced Benefit	100%	No Fee
<b>Inclusion Services</b>														
ADA Mandated Inclusion Services	x			x	x			x	6	Core Service		Mostly Community Benefit	0%	Free
<b>Support Services</b>														
Administrative Support Services	x			x	x			x	6	Core Service		Mostly Community Benefit	0%	N/A



[8C]

## MEMO

**DATE:** August 27, 2013  
**TO:** The Board of Directors  
**FROM:** Doug Menke, General Manager

**RE:** **General Manager's Report for September 9, 2013**

### **2013 Service to Beaverton Awards**

On Thursday, July 11th, the Park District, along with the City of Beaverton and the Beaverton Chamber of Commerce, hosted the 2013 Service to Beaverton Awards Luncheon at the NIKE Tiger Woods Center. A variety of nominations were made for categories including Outstanding Beaverton Individual, Service Organizations, Educator/Teachers, Neighborhood Association Committees, Businesses and Emerging Leaders (Youth).

Mayor Denny Doyle and Beaverton Chamber Board of Director's Chair Elect, Jerry Jones, Jr., presided over the awards presentations. I am pleased to inform you that the Stuhr Center was selected as this year's winner in the Service Organization Award category. Stuhr Center Supervisor, Linda Jo Enger, accepted the award for the Park District and the Stuhr Center. This was a very nice recognition of the volunteers, staff and the services provided at the Center.

### **Adventure Recreation Activities Task Force**

An Adventure Recreation due diligence team of THPRD staff was formed in July 2013 to fully investigate the feasibility of the Adventure Recreation facility for which the build out and operation was budgeted in the current fiscal year. In an attempt to better understand the preferred activities and needs of the 15 to 30 age demographic the District is trying to attract with this facility, the due diligence team is forming an Adventure Recreation Activities Task Force.

Participation on the task force will be limited to in-District residents who are active in extreme types of sports (skateboarding, BMX, rock climbing, etc.). THPRD Communication staff are currently developing a flyer and short, on-line application form to assist in the recruitment process. Flyers will be distributed to local BMX shops, skate shops, recreation shops as well as to targeted THPRD part-time staff. Social media outlets will also be employed as another recruitment tool. Once selected, the group will be asked to meet two to three times during the next two months to share their opinions on preferred activity types and scheduling.

The due diligence team, in addition to soliciting input from the task force, is also reconsidering the use of the available space at the Fanno Creek Service Center in their analysis as there are currently no viable tenants for the space.

### **BIKE Town Hall**

The District has been contacted by the offices of Senator Mark Hass and Representative Tobias Read about their desire to hold a "BIKE Town Hall" on Saturday, September 28th, in the morning. The intent of the ride is to feature off-road and alternative transportation options, as well as constituent outreach. THPRD will serve as a co-sponsor of the Ride.

Our staff suggested the Fanno Creek Trail from the Garden Home Recreation Center to Hall Blvd/Greenway Park and back as the route for their ride, which they liked. Staff met with a representative from Senator Hass's office in the field and reviewed the route options and details.

They intend to plan further (including contacts with the City of Beaverton for traffic control and other logistics) and will stay in contact with us. I will update the Board as details develop and are made available.

### **Board of Directors Meeting Schedule**

The following dates have been proposed for the Board of Directors meeting schedule over the next few months:

- October Regular Board Meeting – Monday, October 14, 2013 (note: this is the second Monday in October)
- November Regular Board Meeting – Monday, November 4, 2013
- December Regular Board Meeting – Monday, December 9, 2013 (note: this is the second Monday in December)
- January Regular Board Meeting – Monday, January 13, 2014 (note: this is the second Monday in January)



[9A]

## MEMO

**DATE:** August 26, 2013  
**TO:** Doug Menke, General Manager  
**FROM:** Keith Hobson, Director of Business & Facilities

**RE:** **Comprehensive Plan Update – Draft Strategic Plan**

### Introduction

With the completion of the Comprehensive Plan Update and the Service and Financial Sustainability Analysis, done in conjunction with GreenPlay, LLC, we now have a set of new recommendations to incorporate into the THPRD Strategic Plan. A draft of the updated Strategic Plan 2013 will be presented for review and discussion to the THPRD Board of Directors at their September 9, 2013 Regular meeting.

### Background

The 2006 Comprehensive Plan was adopted in November 2006. Included within this document was a THPRD Strategic Plan that included the eight goals for the District along with a number of supporting objectives and action steps.

The 2006 Comprehensive Plan called for updates every five to ten years or when significant changes have occurred. Due to the passage of the 2008 bond measure, the availability of more accurate demographic information with the completion of the 2010 Census and the recent completion of the District's reclassification of parks, an update to the Comprehensive Plan was initiated in in 2012. Later in 2012, the District contracted with GreenPlay, LLC to complete the update of the Comprehensive Plan as well as to develop a resource allocation and cost recovery philosophy and model, and a service assessment and service portfolio.

These projects were completed by GreenPlay and presented to the Board of Directors at their June 17, 2013 meeting for review and discussion. The projects were summarized in the two reports that were presented to the Board at that time:

1. Comprehensive Plan Update
2. Service and Financial Sustainability Analysis

Both of these reports contained a number of recommendations for the District to implement, and as such it is necessary to update the District Strategic Plan. The starting point for this update is the Strategic Plan from the 2006 Comprehensive Plan. The eight goals from this plan are considered high-level direction for facilities and services for the District and are not being changed. All of the objectives and actions steps from this strategic plan have been evaluated to determine if they have been completed, if they are in process, if they are no longer relevant and should be superseded, or if they need to be carried into the new strategic plan.

All of the recommendations from the two GreenPlay reports were then similarly analyzed to see how they would integrate into the strategic plan. On August 20, 2013, the District senior management staff spent a whole day with Karon Badamenti, our project manager from GreenPlay, reviewing all of these items and prioritizing them into the draft strategic plan being presented tonight.



### **Proposal Request**

A draft of the updated Strategic Plan 2013, consisting of a spreadsheet summarizing the analysis of the strategic plan resulting from the Comprehensive Plan Update, is attached to this memo. This document is organized by Comprehensive Plan goals, objectives and action items. The eight goals identified in the 2006 Comprehensive Plan have not changed. New objectives and action items have been added as a result of the recommendations from GreenPlay, while some original objectives and action items have been identified as completed or superseded.

Objectives and action steps in the draft Strategic Plan Update 2013 document have been categorized by their current status and represented by the use of the following color code:

- Blue – signifies a superseded objective or action step from the original strategic plan. Objectives and/or action steps were considered superseded if they were replaced by a new objective/action step or deemed no longer relevant to operations.
- Yellow – signifies an objective or action step from the original strategic plan that is currently a work in progress.
- Green – signifies an objective or action step that has been completed as of the Comprehensive Plan Update 2013.
- Orange – signifies a new objective or actions step being added to the Strategic Plan Update 2013 as a result of the recommendations in the Comprehensive Plan Update.

In addition to this status update, all objectives and action steps have been prioritized in the following manner:

- Objectives – all objectives are deemed to be current or new ongoing business practices.
- Action Steps – action step priority was assigned using the following ranking system:
  - BP = some action steps are considered current or new ongoing business practices of the District.
  - IM = immediate implementation, within the current fiscal year 2013-14
  - 1 = implementation in fiscal year 2014-15
  - 2 = implementation between 2015-16 and 2016-17
  - 3 = implementation beyond 2016-17

A similar process was conducted for the recommendations in the Service and Financial Sustainability Analysis. The results of this are also attached to the memo and titled 2013 Service and Financial Sustainability Objectives. While these are not organized by the same eight goals of the Strategic Plan, the objectives and action steps within this document will also become an integral part of the District's Strategic Plan 2013.

### **Benefits of Proposal**

Updating the District's Strategic Plan to reflect the recommendations from the reports prepared by GreenPlay ensures that the District will incorporate them into ongoing planning and operations. It also establishes priorities to ensure that the plan is implemented in a timely and organized manner.

### **Potential Downside of Proposal**

There is no foreseeable downside to updating the strategic plan to reflect recommendations made in the Comprehensive Plan Update or the Service and Financial Sustainability Analysis.

### **Action Requested**

No action is required from the Board of Directors at this time. This information has been presented for discussion and comment purposes only. The final Strategic Plan Update 2013 will be presented to the Board for adoption at a later date.

## 2006 Comp Plan Strategic Goals Update

Color Key: **Green** = Completed; **Yellow** = Work in progress; **Orange** = New goal; **Blue** = Superseded goal

Objectives	Indicators	Status	BP/IM/1/2/3	Other notes
<b>GOAL 1 - Provide quality neighborhood and community parks that are readily accessible throughout the District's service area.</b>				
<b>1A) Plan to serve all patrons as district expands and acquires land over the next 20 years.</b>	Standard acres/population: Neighborhood Parks = 0.9-1.0 acres/1,000 population, within 0.5 mile Community/Special Use Parks = 2.0 acres/1,000 population, within 1.75 miles GIS Level of Service mapping	GIS Level of Service (LOS) maps developed in conjunction with the 2013 Comprehensive Plan Update. Future growth strategies to be developed based on current LOS.		Superseded by 1J Former acreage indicators have been superseded by GRASP® standards.
1) Acquire land for neighborhood parks in areas identified as deficient and in areas that are annexed to THPRD as it expands.		GIS Level of Service (LOS) maps developed in conjunction with the 2013 Comprehensive Plan Update. Future growth strategies to be developed based on current LOS. Board resolution adopted November 2011 to amend the Comprehensive Plan and Trails Master Plan pertaining to North Bethany.		Superseded by 1J
<b>1B/1C) Provide community/neighborhood parks or community/neighborhood park facilities throughout the district.</b>	Standard acres/population: Neighborhood Parks = 0.9-1.0 acres/1,000 population, within 0.5 mile Community/Special Use Parks = 2.0 acres/1,000 population, within 1.75 miles GIS Level of Service mapping	GIS Level of Service (LOS) maps developed in conjunction with the 2013 Comprehensive Plan Update. Future growth strategies to be developed based on current LOS.		Superseded by 1J Former acreage indicators have been superseded by GRASP® standards.
1) Refine and use neighborhood park site acquisition standards related to size, location, access and amenities in acquiring, planning for and maintaining neighborhood parks		GIS Level of Service (LOS) maps developed in conjunction with the 2013 Comprehensive Plan Update. Future growth strategies to be developed based on current LOS.		Superseded by 1J
2) Continue to improve access to neighborhood parks and other facilities according to the District's ADA Transition Plan		Most 2008 Bond ADA projects are completed (HMT project scheduled for 2015). An update to the ADA Transition Plan for recent revisions in the law still to be completed.		Moved to 1M

\* Priority: 1 (within 1 year); 2 (1-4 years); 3 (longer than 4 years)

Color Key: **Green** = Completed; **Yellow** = Work in progress; **Orange** = New goal; **Blue** = Superseded goal

Objectives	Indicators	Status	BP/IM/1/2/3	Other notes
<b>1D) Consider impact of arterial roads and state highways as potential barriers to park development</b>	Baseline inventory (count) of parks adjacent to arterial roads & highways	GIS Level of Service mapping completed in spring 2013 as part of the 2013 Comprehensive Plan Update with barriers identified relative to site coverage gaps.		Superseded by 1K
<b>1E) Provide other parks: linear, special use (e.g., dog park)</b>	Inventory of other parks	PCC dog park site selected- currently working through approval process with external agencies. Winkelman Park dog park opened spring 2013. A skate site opened in spring 2013 at Evelyn Schiffler Park through the 2008 bond project, one splash pad has been added at Conestoga Recreation & Aquatic Center and a second will be added at Cedar Hills Park through the 2008 bond.		Superseded by 1J
1) Develop approach to meet potential future needs for dog parks, including partnerships and sponsorships	Inventory of dog parks	A new dog park will be constructed at PCC in FY 2013/14, a new dog park has been constructed at Winkelman Park and opened spring 2013.		Moved to 1J
<b>1F) Involve citizens, staff and partnering agencies in developing Master Plans</b>	Internal & external task force teams, Advisory Committee involvement, Public Open Houses, Public Hearings, Web site posting	Created a Community Outreach Policy to establish a clear and consistent procedure for informing the general public, neighborhood residents and interested groups in advance of various types and levels of District activities including general maintenance work, master planning, natural resource work and all types of construction on sites and facilities. Ongoing, process employed per Master Plan: 1-2 public meetings, Advisory Committee meeting, Board meeting public comments. All bond projects tracked on THPRD website where public comments are welcome and addressed.	BP	
<b>1G) Work with partnering agencies (e.g., BSD) to jointly acquire land and co-locate facilities</b>	IGA agreements, specific agreements or partnerships	Continued cooperation with Metro, Beaverton, TVF&R, TVWD and BSD in acquiring adjacent sites to allow for shared facilities and land. Examples include: Cooper Mountain Nature Park (Metro), William Walker Elementary School (BSD), Mountain View Middle School (BSD).	BP	

\* Priority: 1 (within 1 year); 2 (1-4 years); 3 (longer than 4 years)

Color Key: **Green** = Completed; **Yellow** = Work in progress; **Orange** = New goal; **Blue** = Superseded goal

Objectives	Indicators	Status	BP/IM/1/2/3	Other notes
1) Develop a formal process of coordinating with the Beaverton School District on a regular basis to identify future neighborhood park & recreation sites and school sites in newly developed areas		Although no formal process exists, frequent communication occurs to coordinate IGAs for shared property and amenity use. An example is the construction of sports fields on BSD school sites.	BP	
2) Identify areas of the district with service gaps in THPRD facilities		GIS Level of Service mapping completed in spring 2013 as part of the 2013 Comprehensive Plan Update with service gaps identified in the NE quadrant of the district. This deficiency will be eliminated with the future development of the Teufel property.		
3) Communicate with the Beaverton School District to determine if school facilities in service gap areas have the capacity for greater community use		IGA with BSD for the use of school courts and sports fields. Per the GIS Level of Service mapping completed in spring 2013, only one area in the district currently shows a gap of service. This gap will be addressed with the ultimate development of the Teufel property.	BP	
4) Identify potential THPRD recreational or community programs that could be accomplished within other agency facilities		The Rec Mobile now offers a Family Fun Night at Housing Authority apartment complexes; a pilot Community School program was offered for two fiscal years at BSD school sites, but was discontinued due to lack of enrollment numbers.	BP	
5) Develop or enhance joint use maintenance agreements to facilitate a greater level of shared use		IGA with BSD for the use of courts (Middle-school basketball program) and school sports fields (THPRD affiliated sports groups) in return for THPRD maintenance services. Agreements with local churches to use church grounds as sports fields. Shared equipment agreements with CoB and CPAWC.	BP	

\* Priority: 1 (within 1 year); 2 (1-4 years); 3 (longer than 4 years)

Color Key: **Green** = Completed; **Yellow** = Work in progress; **Orange** = New goal; **Blue** = Superseded goal

Objectives	Indicators	Status	BP/IM/1/2/3	Other notes
<b>1H) Acquire land of adequate size and appropriate location to provide needed amenities</b>	Standard acres/population: Neighborhood Parks = 0.9-1.0 acres/1,000 population, within 0.5 mile Community/Special Use Parks = 2.0 acres/1,000 population, within 1.75 miles GIS Level of Service mapping	GIS Level of Service mapping completed in spring 2013. The only service gap identified was in the NE quadrant and this deficiency will be eliminated with the development of the Teufel property. Added Acreage post FY 2006: Neighborhood Parks - 101.05 Community Parks - 37.00 Trails & Greenways - 38.90 Natural Areas - 40.29  Hired 3 land acquisition specialists between 2006 to 2013 specializing in trail corridor/easements, parks and natural areas.		Superseded by 1J Former acreage indicators have been superseded by GRASP® standards.
1) Develop Master Plans to guide the development of new parks and/or improvements to existing parks that lack amenities	Standard acres/population: Neighborhood Parks = 0.9-1.0 acres/1,000 population, within 0.5 mile Community/Special Use Parks = 2.0 acres/1,000 population, within 1.75 miles GIS Level of Service mapping	Master Plans developed for all new parks and existing park renovations including public outreach as defined in the Public Outreach Policy developed in 2009. Park renovations funded through the 2008 Bond: Barsotti, AM Kennedy, Roger Tilbury Memorial, Roy Dancer, Kaiser Ridge, Cedar Mill, Camille, Somerset West, Pioneer, Vista Brook, Cedar Hills, Evelyn Schiffler. Camille and Schiffler complete as of June 2013.		Superseded by 1J Former acreage indicators have been superseded by GRASP® standards.
<b>1I) Use strategies for addressing low-scoring/functioning GRASP® components in parks.</b>	Component is underdeveloped for the site or seems lacking; shared resources; inconvenient placement; insufficient parking or poor parking lot conditions; aging or outdated components or a need for replacement/maintenance; erosional issues		BP	
1) Review apparent themes or trends in facilities to determine how to improve GRASP® scores.			2	
2) Develop Parks Functional Plan	Appropriate amenities in the right sized park		IM	

\* Priority: 1 (within 1 year); 2 (1-4 years); 3 (longer than 4 years)

Color Key: **Green** = Completed; **Yellow** = Work in progress; **Orange** = New goal; **Blue** = Superseded goal

Objectives	Indicators	Status	BP/IM/1/2/3	Other notes
<b>1J) Use current baseline GRASP® analysis to guide future park development and land acquisition</b>	Current park scoring & service population can be used as a baseline for future park development.		BP	
1) Develop approach to meet potential future needs for dog parks, or other special use facilities including partnerships and sponsorships	Inventory of dog parks	A new dog park will be constructed at PCC in FY 2013/14, a new dog park has been constructed at Winkelman Park and opened spring 2013.	BP	Moved from 1D
2) Develop Master Plans to guide the development of new parks and/or improvements to existing parks that lack amenities		Master Plans developed for all new parks and existing park renovations including public outreach as defined in the Public Outreach Policy developed in 2009. Park renovations funded through the 2008 Bond: Barsotti, AM Kennedy, Roger Tilbury Memorial, Roy Dancer, Kaiser Ridge, Cedar Mill, Camille, Somerset West, Pioneer, Vista Brook, Cedar Hills, Evelyn Schiffler. Camille and Schiffler complete as of June 2013.		Moved from 1H
<b>1K) Address walkable level of service in areas where service is currently below the threshold and areas that are not currently served.</b>	Components to consider include: community gardens; dog parks or dog off leash areas; spray features or spray grounds; more picnic areas/shelters		BP	
1) Develop Parks Functional Plan to address percent of district adequately served by facilities within walkable distance			IM	
2) Develop Trails Functional Plan to address the number of different trailsheds versus single interconnected system			2	
3) Consider impact of arterial roads and state highways as potential barriers to park development	Baseline inventory (count) of parks adjacent to arterial roads & highways	GIS Level of Service mapping completed in spring 2013 as part of the 2013 Comprehensive Plan Update with barriers identified relative to site coverage gaps.	BP	Moved from 1D
<b>1L) Consider design/development criteria by putting appropriate amenities in the right sized park</b>			BP	
1) Develop Parks Functional Plan	Improved baseline GRASP scores		IM	

\* Priority: 1 (within 1 year); 2 (1-4 years); 3 (longer than 4 years)

Color Key: **Green** = Completed; **Yellow** = Work in progress; **Orange** = New goal; **Blue** = Superseded goal

Objectives	Indicators	Status	BP/IM/1/2/3	Other notes
<b>1M) General improvement and acquisition recommendations</b>			BP	
1) Continue to improve ADA access.			BP	
2) Continue to improve access to neighborhood parks and other facilities according to the District's ADA Transition Plan		Most 2008 Bond ADA projects are completed (HMT project scheduled for 2015). An update to the ADA Transition Plan for recent revisions in the law still to be completed.	BP	Moved from 1B/1C

<b>GOAL 2 - Provide quality sports and recreation facilities and programs for Park District residents and workers of all ages, cultural backgrounds, abilities and income levels.</b>				
<b>2A) Recreation programming to address the needs of all user groups and all income levels</b>			BP	
1) Enhance recreational and other THPRD programs in the following areas: water therapy programs, wellness programs, aquatics programs for seniors, less structured and drop-in programs for teens (including non-sports activities), adventure sports for youth, performing arts classes and programs (may be in conjunction with other agencies), senior programs marketed to younger, more active seniors, programs that appeal to ethnic and minority groups		Enhanced recreational programs: Adventure sports- FY 2013/14 budget for Adventure Recreation Center Water therapy/senior aquatics- continuing at Harman Swim Center Teen middle school dances Wellness- added Rx Play, Silver & Fit, senior wellness lecture series Licensed fitness programs with Les Mills Co., added Zumba Senior programs- added evening programs at Elsie Stuhr Center, increased number of senior fitness programs, including Wellness on Wheels Added Theater in the Park program and additional Concert in the Park dates (including Groovin' on the Grass), added Trailways event.		Superseded by objectives in the Service and Financial Sustainability Analysis
2) Enhance recreation program offerings in underserved areas	Specific programs organized for outreach, Rec Mobile program, program waiting lists (e.g., Nike soccer outreach program)	Added second Rec Mobile with Spanish speaking staff; added one Nature Mobile; added Family Fiesta and Soccer Clinic; added Wellness on Wheels (WOW), a mobile senior fitness program; added nature programs for underserved.		Superseded by objectives in the Service and Financial Sustainability Analysis

\* Priority: 1 (within 1 year); 2 (1-4 years); 3 (longer than 4 years)

Color Key: **Green** = Completed; **Yellow** = Work in progress; **Orange** = New goal; **Blue** = Superseded goal

Objectives	Indicators	Status	BP/IM/1/2/3	Other notes
3) Conduct lifecycle analysis of programs and activities	Registration level for program	Term to term attendance statistics monitored to determine lifecycle end of programs. Conducted Service Assessment of all programs/activities with GreenPlay, LLC to determine market provision strategy. Timing for implementation of market strategies to be determined.		Superseded by objectives in the Service and Financial Sustainability Analysis
4) Adopt program standards and performance measures to track financial performance of each program as it compares to budget goals	Enrollment and program revenue	% Minimum class registration % Cost recovery per class Standard fee calculation formula utilized Developed Cost Recovery Pyramid Model with GreenPlay, LLC to establish recovery targets. Model to be implemented upon Board approval.		Superseded by objectives in the Service and Financial Sustainability Analysis
5) Continue to expand partnerships to provide specialized services (e.g., cultural programs, special needs programs)	# partner-run programs (e.g., Red Cross, affiliated youth programs, concert/event sponsors, TR Drop-in partners, NACs, etc.)	Added Beaverton International Celebration, Oregon Food Bank cooking classes for Latinos, local restaurant profit-sharing nights for the specialized recreation program, Kaiser Rx Play program, Kaiser Silver & Fit program, federal free lunch program added at Cedar Hills Recreation Center and some Rec Mobile/Nature Mobile locations. Rec Mobile/Nature Mobile visits to some Head Start locations.		Superseded by objectives in the Service and Financial Sustainability Analysis
6) "Brand" specific programs to expand & reinforce the market	Logo and tagline, recognizable program offerings: Rec Mobile, Party in the Park, Chocolate Fantasy, Big Truck Day, etc.	Logo refresh in process.		Superseded by 7H
7) Increase online registration	# patrons who register online, increased online capacity from new MAC grant cable project	Online registration increase of 143% from FY 07 to FY 12		
8) Continue to track registration with demographics	# patrons who register, age & gender of patrons registered	Currently tracking age and gender. Not currently tracking ethnicity. Language to be tracked beginning Fall 2013.		
9) <del>Create system for</del> Continue to solicit patron feedback on programs	Evaluation process	Currently use program evaluation forms (some program evaluations are available on Survey Monkey). Evaluations are reviewed and programs adjusted accordingly.	BP	

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Objectives	Indicators	Status	BP/IM/1/2/3	Other notes
10) Identify additional programs or opportunities to meet the needs of individuals and families with low income, including reviewing and refining THPRD's family assistance program. (e.g., Rec Mobile)	# youth served per year, # vehicles in service	Added second Rec Mobile. Number patrons served in FY 12 = 8,700, Rec Mobile Friday Fun Nights added for evening child activities, Rec Mobile available at all THPRD events. Added one Nature Mobile, available at all THPRD events as well as patron site visits. Revised Family Assistance program grant amounts.		
11) Identify additional programs to meet low income needs	Family Assistance grants, Rec Mobile visits	Added federal free lunch program to Cedar Hills Recreation Center and Rec Mobile/Nature Mobile visits. Oregon Food Bank cooking classes for Latinos. Free Thanksgiving dinner served at the Elsie Stuhr Center. Sponsorships for Community Garden spots.		
<b>2B) ADA Accessibility</b>	Completed five-year Implementation Plan, # special needs programs offered to people with disabilities as % of total offerings (e.g., Camp Rivendale, TR drop-in), Inclusion Program	A consultant-led Transition Plan for ADA upgrades for all of the THPRD park sites will be completed in FY 2013/14. Developed a complete inventory of park components needed to bring each park up to the new ADA standards. A facility inventory to be completed next.	BP	
1) Develop program and services ADA transition plan			IM	
<b>2C/2D) Multigenerational facility additions</b>	Standard 1 facility/50,000 population, within 1.75 miles, patron Bond Survey results for viability	No new centers built since 2006 Comp Plan		Superseded by 2H
1) Acquire land for new recreation/aquatic centers in areas that are deficient and in newly annexed areas		NE community park site land acquisition with 2008 Bond, purchase of Winkelman Park in SW, SW Community Park site available for building when funding is available.		Moved to 2K
2) Assess existing facilities to determine physical condition and effective life span	Facility age, major mechanical system age/condition, develop standard facility for cost comparison	Conducted consultant-led Aging Facility Study for Garden Home Recreation Center and Beaverton Swim Center to develop methodology for evaluating building useful life. Additional assessments to be completed by in-house staff.		Superseded by 2K
3) Involve citizens and staff representatives in the design of new recreation/aquatic centers	Task force team composition, Advisory Committee involvement, Public Outreach meetings	No new centers since 2006 Comp Plan; THPRD ongoing process includes public outreach through public meetings		Moved to 2K

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Objectives	Indicators	Status	BP/IM/1/2/3	Other notes
2E) Design centers and facilities with unique identities and programs that reflect the needs, desires and demographics of surrounding residents				Superseded - Deemed irrelevant
2F) Provide playing fields throughout the district per standards				Superseded by 2I
1) Provide desired amount of usable field hours	Goal 2014: Field hours desired vs usable field hours available, field inventory	Calendar year 2011/12- Projected field hours used as allocated: Baseball/softball - 74% Football - 84% Lacrosse (high school) - 62% Lacrosse (youth) - 80% Soccer - 96%		Superseded by 2I
a) Update the 2005 Playing Fields Needs Assessment Report (including a THPRD field inventory)	Goal 2014: Field hours desired vs usable field hours available, field inventory	Total available field hours were analyzed for FY 2011/12. Available field hours are calculated every term for allocation. Users are billed annually for field hours used. To date, all field hour requests have been met.		Superseded by 2I
b) Continue to partner with other groups to schedule use of fields and rec/aquatics centers	Goal 2014, IGA agreements, youth affiliate partnerships	Three-step process: 1) AC staff meet with BSD to determine field hour availability 2) AC staff meeting to allocate field hours by sport 3) Affiliated sports groups meeting to allocate field hours by sport & team		Moved to 2I

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Objectives	Indicators	Status	BP/IM/1/2/3	Other notes
c) Explore options to increase scheduling efficiency	Goal 2014, # of games accommodated should equal the # of usable hours	Fields are allocated in a hierarchical order: BSD Field Allocations- 1) BSD athletic programs 2) BSD school-related programs (e.g., field days) 3) THPRD direct delivery programs (e.g., track) 4) Affiliated sports group programs THPRD Field Allocations- 1) THPRD direct delivery programs 2) Affiliated sports groups programs 3) BSD athletic programs 4) Other uses		Moved to 2I
d) Implement strategies for minimizing conflicts among field users	Goal 2014, THPRD staff participation in the Unified Fields Committee, User group meetings with THPRD participation	Per affiliate policy, users required to submit team schedules. These schedules are aligned with staff field allocations. Allocation alignment used in affiliated sports group meeting to allocate field hours by sport & team.		
<b>2G) Use multi-purpose fields, focus on ways to reduce conflicts among different sports/user groups, increase efficiency of use, improve field conditions, and prolong field life.</b>	# multi-use field hours available, # field hours from multi-purpose field above what would be available with a regular field instead	Adding new multi-purpose fields through the 2008 Bond		Superseded by 2I
1) Prolonged field life and improved field conditions	Field usability (condition for play)	Field condition assessments completed and reviewed, future use needs determined, hours allocated based on the conditions to preserve field useful life. If current conditions indicate possible field damage based on anticipated use, field schedules are adjusted (i.e., type of sport played on the field may be changed to give certain field aspects a "rest").		Moved to 2I
2) Pursue development of new synthetic turf fields or replace existing grass fields with turf when cost effective	# synthetic turf fields owned/maintained BSD IGA	Future use considered during purchase, community park sites expect to have sports fields, other park site purchases reviewed on a site-by-site case. Work with BSD on site redesigns for field incorporation. Adding 4 new synthetic fields through the 2008 Bond.		
<b>2H) Consider design/development criteria</b>			BP	

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Objectives	Indicators	Status	BP/IM/1/2/3	Other notes
1) Co-locate aquatics & recreation centers for operational efficiency			3	
2) Re-purpose areas/create flexible space			2	
<b>2) Conduct a field capacity analysis for peak times</b>	Scheduled vs used % players in vs out-of-District Prioritize usage & convert high-use District fields to synthetic and/or lighted fields		BP	
1) Develop Sports Field Functional Plan to determine the type, location and number of fields needed to meet peak capacity, including prioritization and allocation.			1	
2) Continue to partner with other groups to schedule use of fields and rec/aquatics centers	Goal 2014, IGA agreements, youth affiliate partnerships	Three-step process: 1) AC staff meet with BSD to determine field hour availability 2) AC staff meeting to allocate field hours by sport 3) Affiliated sports groups meeting to allocate field hours by sport & team	BP	Moved from 2F
3) Explore options to increase scheduling efficiency	Goal 2014, # of games accommodated should equal the # of usable hours	Fields are allocated in a hierarchical order: BSD Field Allocations- 1) BSD athletic programs 2) BSD school-related programs (e.g., field days) 3) THPRD direct delivery programs (e.g., track) 4) Affiliated sports group programs THPRD Field Allocations- 1) THPRD direct delivery programs 2) Affiliated sports groups programs 3) BSD athletic programs 4) Other uses	1	Moved from 2F

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Objectives	Indicators	Status	BP/IM/1/2/3	Other notes
4) Prolonged field life and improved field conditions	Field usability (condition for play)	Field condition assessments completed and reviewed, future use needs determined, hours allocated based on the conditions to preserve field useful life. If current conditions indicate possible field damage based on anticipated use, field schedules are adjusted (i.e., type of sport played on the field may be changed to give certain field aspects a "rest").	1	Moved from 2G
<b>2J) Explore opportunities for enterprise facilities or additional amenities</b>	Examples: indoor adventure at TBD; tree to tree zip lines at HMT; water park at TBD; slide & waterplay features at Somerset West; public fitness space at HMT		BP	
1) Actively pursue enterprise fund facilities and perform appropriate due diligence studies to determine feasibility.			IM	
<b>2K) General improvement and acquisition recommendations</b>			BP	
1) Update aging infrastructure of existing, well-loved facilities.			3	
2) Continue to conduct aging facility study on each indoor space to include useful life remaining in the physical building, and also improving functionality for its intended purpose.			BP	
3) Continue to improve ADA access.			BP	
4) Acquire land for new recreation/aquatic centers in areas that are deficient and in newly annexed areas		NE community park site land acquisition with 2008 Bond, purchase of Winkelman Park in SW, SW Community Park site available for building when funding is available.	BP	Moved from 2C/2D
5) Involve citizens and staff representatives in the design of new recreation/aquatic		No new centers since 2006 Comp Plan; THPRD ongoing process includes public outreach through public meetings	BP	Moved from 2C/2D

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Objectives	Indicators	Status	BP/IM/1/2/3	Other notes
<b>GOAL 3 - Operate and maintain parks in an efficient, safe and cost-effective manner, while maintaining high standards.</b>				
<b>3A) Continue to improve efficiency &amp; cost effectiveness including cost reduction for transportation</b>	Cost/maintained developed acre, annual fuel expense per mile driven, DSL, develop Centralized (Bulk) Purchasing policies with drop shipping	Implemented ESPC to increase energy efficiency. Restructured maintenance service delivery model to zones. Total miles per vehicle traveled decreased by 9% from FY 2009/10 to FY 2011/12.	BP	
1) Continue to pursue target site for centralized maintenance operations	Real estate market availability	Site acquired FY 2011, occupied October 2012		
a) Pursue possible joint maintenance yard with other agencies	Real estate market availability, partner agency need or interest	Centralized maintenance facility acquired in FY 2011. May pursue joint maintenance yards for satellite maintenance facilities (e.g. PCC Rock Creek). Joint maintenance yard with Metro at Cooper Mountain. Fuel station sharing with TVWD. Storage sharing with CoB.	BP	
2) Prioritize deferred maintenance on a 5- and 10-year plan of funding, update	List of routine deferred maintenance capital projects	Will continue with annual updates		
3) Continue capital depreciation/ replacement budget for major facilities and equipment which incorporates lifecycle cost estimates	List of major capital replacement projects	Will continue with annual updates		Superseded by sinking fund recommendation found in the Service and Financial Sustainability Analysis
4) Establish a 5-year capital improvement plan for new facilities, major renovations/maintenance, land acquisitions and other major capital expenditures. Update annually.	Master Plan, SDC Project List, Bond Project List, Aging Facility 10-Year Plan, Goal 2014 Plan	Will continue with annual updates		
5) Develop distinct levels of service for different types of park and recreational amenities to improve cost effectiveness and more accurately reflect the proper level of service needed for each facility	Use & visibility: levels of service (high, medium, low) DSLs	Created photo-based maintenance standards manual which can be found in the Asset Database.		

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Objectives	Indicators	Status	BP/IM/1/2/3	Other notes
6) Develop guidelines to determine which maintenance functions should be contracted out	Define functions as regular vs specialized, low vs high use areas (including remote sites), cost, equipment availability. Analysis of in-house production vs outside (i.e., signs)	Evaluation grid currently under development		Moved to 6A
7) Determine if other organizations could handle any maintenance functions (inter-agency)	Perform a feasibility study for IGA, Joint Use Agreements (e.g., TVWD refueling)	Member of the Cooperative Public Agencies of Washington County (CPAWC) with a joint use agreement for equipment and service sharing, City of Beaverton ethanol fueling agreement as of FY 2011/12, TVWD ongoing joint fueling		
8) Review all MOUs and IGAs at least every three years to assess the maintenance impacts of the agreements. Explore opportunities to establish new		All MOUs and IGAs current and functional. Cost recovery calculations to be completed to determine equality of services exchanged.		Superseded by sinking fund recommendation found in the Service and Financial Sustainability Analysis
9) Develop plan to automate all appropriate irrigation and lighting within 5 to 10 years	Inventory of automated vs un-automated irrigated sites, inventory of lighted vs un-lighted sites	List of desired irrigation sites identified. Two sites funded for central control connection in FY 2011/12. HMT south ballfield irrigation automation completed October 2011. 19 remaining irrigated sites on quick coupler or manual DC, of these sites 10 are BSD sites which may not be automated to Maxicom.	IM	
10) Develop a plan for disposition of small ineffective parcels/facilities	Perform a study of small (or inaccessible) sites to develop list for possible disposition	Current Board and THPRD management staff approach is to not sell THPRD property inventory unless the sale was tied to the original intent for the property when it was purchased.		Superseded - Deemed irrelevant
<b>3B) Use most cost-effective combination of park district staff, volunteers, user groups, community groups, other jurisdictions &amp; contractors to provide maintenance services</b>			BP	
1) Co-managed sites (e.g., Cooper Mountain Regional Park). Work with Metro to explore cooperative arrangements for future maintenance of CMRP and other regional parks and recreation facilities	List of co-managed sites, IGAs, MOUs, Joint Use Agreements, Advisory Committees, Impact on cost of service (i.e., DSL), volunteer participation	Cooper Mountain site is operational. Other co-owned/managed sites-Fanno Creek Trail section, Raleigh Wood Wetlands Natural Area fully operational. 7,614 volunteer hours were donated in FY 2011/12 for park maintenance and natural resource maintenance work.		

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Objectives	Indicators	Status	BP/IM/1/2/3	Other notes
2) Field hours traded for in-kind services rendered	# field hours traded, develop a list of qualified activities/projects for trade	In-kind criteria and an application/approval process have been developed, to date no project has been proposed that qualifies for the in-kind trade of services for fees.		
3) <del>Increased</del> Maximize volunteer hours worked for park district	# volunteer hours worked	Ongoing: 64,000 volunteer hours in FY 2011/12, an increase of 9.4% from FY 2006/07	BP	
<b>3C) Base management standards and practices for specific facilities on each one's design, intended level of use, and extent of active use amenities</b>			BP	
1) Develop stand alone maintenance plans for each indoor facility-daily and long-term custodial and maintenance functions, mechanical systems, other operating system maintenance.	A written plan per facility	Currently under development	IM	
2) Continue to use and enhance THPRD system of tracking maintenance	General Ledger expenditure report	Developed Excel-based Standard Purchase Order Tracking Tool for building and aquatics operations	BP	
<b>3D) Organize maintenance activities by a combination of function and geographic region, with some carried out at a central location and other dispersed throughout the District</b>	Develop written regional maintenance operation plans by quadrant	Restructured zone maintenance service delivery model. Centralized maintenance service center acquired and fully operational in 2012.		
1) Move primary maintenance yard to central district site with satellite sites in other three quadrants		Acquired Fanno Creek Service Center maintenance site, occupied October 2012.		
<b>3E) Ensure timely communication &amp; coordination about safety and security issues among facility staff, security personnel, and facility patrons.</b>				
<b>3F) Conduct ongoing review of GIS data, specifically review &amp; update GIS boundaries for individual sites &amp; facilities &amp; easements</b>	Incorporate GIS data specific to component locations		BP	

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Objectives	Indicators	Status	BP/IM/1/2/3	Other notes
1) Add all easement properties into the GIS data			IM	
a) Ensure that asset descriptions and GIS shape files accurately reflect the property owned/managed by THPRD			1	
<b>3G) Complete inventory and updated LOS analysis</b>	Complete full inventory; update all mapping		BP	
1) Complete GRASP analysis on properties with assumed scoring			3	
<b>3H) Consider design/development criteria</b>			BP	
1) New development should follow <del>LEED</del> -green building practices or other applicable standards, ADA, CPTED			BP	
2) Develop set of restroom criteria	Permanent restrooms vs port-o-lets		IM	Include in Parks Functional Plan
<b>3I) General improvement and acquisition recommendations</b>			BP	
1) Consider enclosing port-o-lets in areas without them.			IM	Include in Parks Functional Plan

**GOAL 4 - Acquire, conserve and enhance natural areas and open spaces with the District.**

<b>4A) Acquire, conserve &amp; enhance high quality natural areas by working cooperatively with other groups</b>			BP	
1) Work with appropriate agencies, advocacy groups and others to identify and acquire natural areas per the district Natural Resource Management Functional Plan	IGAs, MOUs, partnerships (e.g., TPL, Metro)	Continued partnerships with Metro and City of Beaverton in natural area acquisitions such as the Cooper Mountain Nature Park and Tenax Woods Natural Area.	BP	

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Objectives	Indicators	Status	BP/IM/1/2/3	Other notes
a) Continue to work with other jurisdictions in the Tualatin Valley to protect natural resources pursuant to statewide planning Goal 5 requirements, including through regional partnerships and programs		Continued participation with Metro-led Goal 5 efforts, no specified/required action steps for THPRD at this time but continued partnership on stream restoration projects with Clean Water Services, as well as continued compliance with Washington County and City of Beaverton Goal 5 regulations in improvement and maintenance of natural areas.		
2) Use policies and procedures outlined in the THPRD NR Management Functional Plan to guide development and maintenance of structures or amenities in natural areas		Ongoing THPRD practice	BP	
3) Remove & control non-native plants where feasible and appropriate	Natural Resources work plans by site	Ongoing THPRD practice; work on 23 bond enhancement projects underway	BP	
4) Regularly maintain and monitor condition of natural areas, consistent with policies and procedures outlined in the THPRD NR Management Plan	Natural Resource Site Inventory	Inventory completed in 30 natural area sites as of 6/15/2013. Inventory work is ongoing and will continue through early summer 2013.	BP	
5) Regularly review and coordinate maintenance protocols and activities among Natural Resources and Maintenance personnel	Park Info Group (PIG) meeting agendas	Monthly Park Information Group meetings held to coordinate project schedules and discuss challenges; frequent informal inter-departmental meetings held for site specific discussions.	BP	
<b>4B) Develop an interconnected system of open spaces and wildlife habitat working cooperatively with other groups</b>	IGAs and MOUs	IGAs for co-acquisition and co-management of natural areas: Tenax Woods Property (co-acquisition with CoB), Cooper Mountain Nature Park (co-managed with Metro).	BP	
1) Work with Clean Water Services, the City of Beaverton, Washington County, Metro, environmental advocacy groups and others to identify and acquire natural areas based on criteria provided in the THPRD NR Management Plan		IGAs for co-acquisition and co-management of natural areas: Tenax Woods Property (co-acquisition with CoB), Cooper Mountain Nature Park (co-managed with Metro). Possible future acquisition opportunities with Washington County.	BP	

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Objectives	Indicators	Status	BP/IM/1/2/3	Other notes
<b>4C) Use park district facilities &amp; programs, as well as partnerships with schools and other agencies to increase the public's understanding of natural resources, processes and habitats</b>	Ranger/NR programs offered, total hours of programming available, # of students attending sessions	The Nature Mobile Outreach Program was added in 2009 and has reached more than 40,000 people with nature programs and activities at District parks and natural areas, via traveling preschool programs, and at community events. The nine-month Nature Kids Preschool program expanded to afternoons in 2012/13 reaching 50% more children than two years ago.		Superseded by objectives in the Service and Financial Sustainability Analysis
1) Provide environmental education programs through in-school programs staffed by the district staff	Program registration, hours of programming available	More than 22,000 children have been reached through school field trip programs and group programs since 2006. A new, underserved audiences program ran in partnership with Beaver Acres Elementary School in 2012/13 reaching more than 500 children with nature education programs and activities at their school and the Tualatin Hills Nature Park.		Superseded by objectives in the Service and Financial Sustainability Analysis
2) Integrate exploration of district natural areas into existing summer camp programs	Program registration	Summer nature Camps for children ages 4-15 have increased both in the number of offerings and locations across the District. Nature camps are offered at the Tualatin Hills Nature park, Cooper Mountain Nature Park, Greenway Park, Jackie Husen park, Kaiser Woods Natural Area, and Raleigh Swim Center/Park for 11 weeks in the summer.		Superseded by objectives in the Service and Financial Sustainability Analysis
<b>4D) Manage open spaces and natural areas to lessen human impacts and allow natural processes to continue while providing safe access</b>			BP	
1) Coordinate trails development and maintenance activities with natural resource management objectives and activities	Park Info Group (PIG) meeting agendas, NR Master Plan, Trails Master Plan, Park Maintenance Plans	THPRD staff-developed and taught maintenance programs (e.g., Everybody Prunes program)	BP	
a) Create park inspector routes to provide baseline service levels for natural areas	Desired Service Level (DSL)	Completed: District zones developed, zone-based NR Specialists perform routine inspections, identify events (natural or unnatural) requiring restoration, manage restoration projects.		

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Objectives	Indicators	Status	BP/IM/1/2/3	Other notes
b) Continue to work with Clean Water Services, PGE, Bonneville Power Admin, NW Natural Gas and others to manage rights-of-way for utilities within natural areas, including vegetation management, replanting and other activities, consistent with approved agreements with those agencies	Easement agreements	Easement IGAs with Clean Water Services for site restoration work by CWS (e.g., Bauman Woods Natural Area, Rock Creek Trail stream corridor). Informal discussions with BPA staff prior to site clean-up work.	BP	
<b>4E) Maintain man-made amenities in natural areas to meet educational and recreational needs while managing or limiting access and maintaining the natural resource</b>			BP	
1) Use policies and procedures outlined in the THPRD NR Management Plan to guide development and maintenance of structures or amenities in natural areas		Design of nature study areas where amenities are created from natural objects such as logs and rocks (e.g., Lowami); Nature Play areas (e.g., Camille, Schiffler, Cooper Mountain); Off-Trail Play Areas (e.g., Hyland Forest).	BP	
<b>4F) Allow for most natural processes to occur in natural areas or natural area elements of other district facilities</b>	NR Restoration Plans, Park Maintenance Plans	Update of the Tualatin Hills Nature Park maintenance management plan was completed. 2008 bond project restoration plans underway. THPRD procedure to leave natural debris where possible for habitat (e.g., hazardous tree remains- Jordan Trail, Lowami Woods). Development of Natural Resource Functional Plan in FY 2013/2014.	BP	
<b>4G) Strive to provide adequate funds to pay for natural areas monitoring, maintenance, restoration and other needed activities</b>	DSL	2008 Bond established \$9M for natural area acquisitions and \$3M for natural area preservation		Superseded - Deemed irrelevant
<b>4H) General improvement and acquisition recommendations</b>			BP	
1) Continue to look for opportunities to acquire natural resources and open space			BP	GreenPlay Comp Plan Update Recommendation: J5
2) Prepare NR Functional Plan			IM	

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Objectives	Indicators	Status	BP/IM/1/2/3	Other notes
<b>GOAL 5 - Develop and maintain a core system of regional trails, complemented by an interconnected system of community and neighborhood trails, to provide a variety of recreational opportunities, such as walking, bicycling and jogging.</b>				
<b>5A) Close gaps in regional trail system by completing missing segments</b>	Trails Master Plan	2008 Bond trail projects when completed will create a continuous 10-mile regional trail corridor.		Superseded by 5I
1) Work with other agencies & private entities to acquire trail easements or land to develop high priority trails and trail connections identified in the 2006 Trails Master Plan.	Easement agreements, IGAs and MOUs	Most trail development involves acquisition of easements which is currently being accomplished through the use of a part-time Land Acquisition Specialist.		
2) Investigate the feasibility of improving trail connectivity of isolated trail segments by various methods (e.g., temporary soft trails, directional signage, on-street trail route markings)	Develop analysis of connectivity options	Awarded \$60,000 federal Regional Transportation Options Grant for trail signage which will be used for trail connectivity; 2008 Bond funds for soft trail projects		Moved to 5H
<b>5B) <del>Attempt to provide</del> Provide access to the trail system for people of all abilities</b>	Trails Master Plan District policy- install ADA whenever possible ADA Transition Plan	Current policy- when new trails are constructed, they will be made as accessible as topography allows	BP	
<b>5C) Continue to link trails to parks, neighborhoods and community facilities</b>	Trails Master Plan	2008 Bond trail gap closure projects (3 links), SDC funded trail work (Fanno Creek Trail), MTIP grant funded trail work (Westside Trail- Segment 18).	BP	
1) Resolve trail encroachments expeditiously	Encroachment policies and procedures	Two level patron encroachment notification and tracking process developed. Level 1 notification can be delivered by any trained THPRD staff member. Level 2 must be delivered by Security staff.	BP	
2) Work with neighbors, community groups and trail user/advisory groups to schedule and conduct community events and projects along trails	Task force composition for event development, NR volunteer projects, Park/Trail Maintenance Plans	Staff have run multiple Nature Days in the Park events which connect trail users to educational and commuting resources along trails. Volunteers have done trail work at multiple parks including Hyland Woods, Tualatin Hills Nature Park and Morrison Woods. Added Sunday Trailways event in FY 2012.	BP	
<b>5D) Locate trailheads at parks, schools or other community facilities and furnish trails with amenities</b>	Trail Master Plan	2008 Bond trail projects and signage; added trail amenities- kiosks, benches, trash receptacles (Bethany Lake, Fanno Creek, Garden Home, Westside Trail)		To be superseded by Trails Functional Plan

\* Priority: 1 (within 1 year); 2 (1-4 years); 3 (longer than 4 years)

Color Key: **Green** = Completed; **Yellow** = Work in progress; **Orange** = New goal; **Blue** = Superseded goal

Objectives	Indicators	Status	BP/IM/1/2/3	Other notes
<b>5E) Develop and implement trail design and development standards that are easy to access for maintenance, security &amp; emergency vehicles</b>				
1) Organize, coordinate and implement a trails operation plan, develop & implement a trails maintenance plan for routine, major and renovation activities	Trails Operation Plan Maintenance replacements- trail annual resurfacing budget	Developed Trails Management Program- defines standards, procedures, roles/responsibilities and safety for trails and trail amenities; design standards currently in development for bridges and boardwalks.		
2) Develop and implement a trail maintenance plan to identify processes and procedures for routine and major maintenance and renovation activities; coordinate these efforts with Planning, Maintenance, Natural Resource and Security staff.		Completed: Implemented Trails Management Program- maintenance, trail & amenity inspections		
3) Use standards to design and develop specific classes of trails	Trails Master Plan	Ongoing, per 2006 Trails Master Plan. Development of Trails Functional Plan in FY 2013/14.		
4) Regularly monitor condition and security of existing trails through routine inspections	Trails Management Plan Park Maintenance Plans	Staff currently GIS mapping trails for overall quality, including amenities (50% of inventory completed).		Moved to 5I
5) Refine preliminary regulations identified for trail use in the 2006 Trails Master Plan, provide regulation information through signage, the THPRD website and other informational materials.	Signage Master Plan Trails Management Plan	Signage Master Plan adopted, including regulatory signs. Implementation underway. \$60,000 trail signage grant received, 2008 Bond trail projects include all signage.		
<b>5F) Preserve view corridors, view sheds and public rights-of-way in designing and developing trails</b>	Trails Master Plan IGAs & partnership agreements (e.g., Metro)	THPRD design process includes amenity preservation and enhancement, including view corridors and view sheds (Winkelman Park design, Cooper Mountain Nature Park no tree areas to preserve view).		To be superseded by Trails Functional Plan
1) Work with utility providers in planning for shared use- planning, funding for utility placement	Easement agreements, cell tower agreements, utility agreements	Several cell tower lease renewals currently underway.		To be superseded by Trails Functional Plan

\* Priority: 1 (within 1 year); 2 (1-4 years); 3 (longer than 4 years)

Color Key: **Green** = Completed; **Yellow** = Work in progress; **Orange** = New goal; **Blue** = Superseded goal

Objectives	Indicators	Status	BP/IM/1/2/3	Other notes
<b>5G) Partner with other agencies to develop safe on-street bikeways, road crossings, and parallel multi-use paths</b>	Develop inventory of trails, IGAs MOUs, management agreements (Cooper Mtn), other agency Transportation Plans	Current partnership with Washington County (i.e., Walker Road mid-block crossing, Rock Creek Trail-185th crossing)		To be superseded by Trails Functional Plan
1) Incorporate design guidelines to promote privacy, minimize litter, trespassing, vandalism and other crimes and promote safety along the trails		Park Watch Program at Greenway Park, Commonwealth Lake Park, Nature Park Interpretive Center; Adoption of Crime Prevention Through Environmental Design (CPTED)		
<b>5H) Pursue variety of funding sources to design, develop and maintain trails</b>	Grants received and volunteer hours donated to trail maintenance, Trails Advisory Committee work, Bond funding	Secured trail funding sources: grants, SDC, 2008 Bond funds	BP	
1) Pursue grant opportunities to fund trail	Grants applications (i.e., Metro)	Secured various grant trail funding: MTIP, RTP, LGGP, LWCF	BP	
2) Use staff and volunteers to keep trails free of litter and obstructions	Develop Trail Inspection Routes, Trail Management Plan	Volunteer clean-up days, volunteer trail-use counting, Boy Scout trail maintenance work, Washington County corrections trail work.	BP	
<b>5I) Update the Trails Functional Plan to become a Trails Functional Plan that addresses connectivity of trailsheds to each other and to recreational opportunities as well as the expanding need for bike commuter connectivity</b>			BP	
1) ensure consistency with Metro's Regional Active Transportation Plan	Metro Regional Active Transportation Plan	Metro scheduled to adopt RATP in mid-2014; revised THPRD standards to be addressed through the development of the Trails Functional Plan	1	
2) Update trails inventory to identify system gaps and substandard trails	GIS analysis of existing trails to map newly constructed trail segments and identify system gaps and substandard facilities	to be undertaken as part of the Trails Functional Plan development	1	

\* Priority: 1 (within 1 year); 2 (1-4 years); 3 (longer than 4 years)

Color Key: **Green** = Completed; **Yellow** = Work in progress; **Orange** = New goal; **Blue** = Superseded goal

Objectives	Indicators	Status	BP/IM/1/2/3	Other notes
3) Investigate the feasibility of improving trail connectivity of isolated trail segments by various methods (e.g., temporary soft trails, directional signage, on-street trail route markings)	Develop analysis of connectivity options	Awarded \$60,000 federal Regional Transportation Options Grant for trail signage which will be used for trail connectivity; 2008 Bond funds for soft trail projects	1	
4) Regularly monitor condition and security of existing trails through routine inspections	Trails Management Plan Park Maintenance Plans	Staff currently GIS mapping trails for overall quality, including amenities (50% of inventory completed).	BP	Moved from 5E

**GOAL 6 - Provide value and efficient service delivery for taxpayers, patrons and others who help fund Park District activities.**

<b>6A) Provide and maintain facilities in a flexible manner to continue to respond to changing needs &amp; conditions within the district</b>	Comprehensive Plan, operating & capital expenses per facility, age of facility, statistics on specific facility use	Completed and Energy Savings Performance Contract Phase I, undergoing Phase II to save utility costs and use the savings to finance the installation of new, high efficiency equipment. Initiated zone-centric park maintenance delivery model to decrease vehicle miles traveled.	BP	
1) Establish criteria and protocols for replacing major park & rec facilities as an alternative to making capital improvements	Aging Facility Engineer Reports, Develop Aging Facility 10-Year Plan	Conducted consultant-led Aging Facility Study for Garden Home Recreation Center and Beaverton Swim Center to develop methodology for evaluating building life. Next steps include in-house staff conducted studies on other THPRD aged facilities.	2	
2) Develop guidelines to determine which maintenance functions should be contracted out	Define functions as regular vs specialized, low vs high use areas (including remote sites), cost, equipment availability. Analysis of in-house production vs outside (i.e., signs)	Evaluation grid currently under development	1	Moved from 3A
<b>6B) Continue to pursue partnerships in land acquisition, facility development, programming, marketing, maintenance and other activities</b>	IGAs, MOUs, Field Use Agreements (BSD, churches)		BP	
1) Identify and pursue partnerships with private vendors in developing and managing facilities	Sponsorships, partnership agreements (concessions, cell towers, GH preschool lessees, Nike/Intel internships)	Timbers rental agreement at FCSC Twenty-five multi-year cell tower leases in place.	BP	

\* Priority: 1 (within 1 year); 2 (1-4 years); 3 (longer than 4 years)



Color Key: **Green** = Completed; **Yellow** = Work in progress; **Orange** = New goal; **Blue** = Superseded goal

Objectives	Indicators	Status	BP/IM/1/2/3	Other notes
<b>6C) Solicit funding from the private sector to help finance specific projects with possible ongoing funding</b>	Private sector partnerships	Hired Director of Community Partnerships in spring 2013 to develop relationships with local private industries. Currently seeking funds for Champions Too playing field.		Addressed in the Service and Financial Sustainability Analysis
1) Develop a 5-10 year strategic plan for the Foundation	Foundation Board of Trustees Goals, Foundation financial statements	Program currently under development by the Director of Community Partnerships.		Addressed in the Service and Financial Sustainability Analysis
2) Support Foundation to expand contributions to district funding, improve cost-effectiveness of fundraising, enhance donor management and better market and communicate its activities	Revenue- contributions, grants, sponsorships	Program currently under development by the Director of Community Partnerships.		Addressed in the Service and Financial Sustainability Analysis
3) Establish a committee to assist the Foundation in identifying annual, minor/major capital & program fundraising goals & priorities	Hire Executive Director for the Foundation to define & lead the fundraising efforts	Program currently under development by the Director of Community Partnerships.		Addressed in the Service and Financial Sustainability Analysis
<b>6D) Continue to ensure SDC revenue to cover cost of growth</b>	SDC Fee Methodology Annual CPI adjustment to SDC rates	SDC Fee Methodology and fee rates updated FY 2007/08	BP	
1) Update SDC rates and regularly monitor to reflect updated CIPs	SDC Fee Methodology Annual CPI adjustment to SDC rates	SDC Fee Methodology and fee rates updated FY 2007/08	BP	
2) Work with developers to make sure land in lieu of SDCs is adequate to meet district needs & goals	SDC developer contracts Comprehensive Plan Trails Master Plan		BP	
<b>6E) Ensure operating and maintenance funds for new facilities before construction</b>	Center revenue and expenses from comparable facility	Completed and on-going: Long-term Financial Plan model developed and board approved in FY 2006 to run what-if scenarios to ensure financial sustainability	BP	
<b>6F) Continue to assess user fees equitably and cost-effectively</b>				Superseded by Programs Functional Plan

\* Priority: 1 (within 1 year); 2 (1-4 years); 3 (longer than 4 years)

Color Key: **Green** = Completed; **Yellow** = Work in progress; **Orange** = New goal; **Blue** = Superseded goal

Objectives	Indicators	Status	BP/IM/1/2/3	Other notes
1) Implement Fee Study fee increases and develop formal process for continuing to regularly evaluate and adjust fees as needed	User fee revenue, program registration Cost recovery by center	2006 Fee Study adopted in 2007 Fee increases phased in over five years- to be completed FY 2012/13. Comparative market survey updated FY 2011/12 with fees adjusted accordingly. Fees adjusted annually for instructor wage increases and CPI. Completed cost recovery model development with GreenPlay, LLC in spring 2013 for phased-in utilization beginning fall 2013.		
2) Develop a plan for meeting deferred maintenance needs	User fee reviews, energy performance contracting agreements	2006 Fee Study adopted in 2007 Fee increases phased in over five years- to be completed FY 2012/13, Comparative market survey update completed FY 2011/12, ESPC Phase 1 completed FY 2010/11, Phase 2 started FY 2011/12 Cost recovery model phased-in implementation to begin FY 2013/14.		
3) Continue Family Assistance program for participants and families in need	Continued patron interest in FA program	Approximately 4,450 FA grants to individuals used in FY 2011/12.		Superseded by Programs Functional Plan
<b>6G) Continue to attract, retain and train highly qualified employees</b>			BP	
1) Provide professional development and training for staff, including participation in professional organizations	Annual Training Calendar  Leadership Academy  Educational Aid Reimbursement Program	Internal Training Hours: FY 2006/07 = 1,456, FY 2007/08 = 1,350, FY 2008/09 = 1,860, FY 2009/10 = 1,629, FY 2010/11 = 1,051, FY 2011/12 = 424. Leadership Academy training program developed for RPT, FT staff with January 2012 launch. 38 staff completed Tier 1 & Tier 2 as of May 2013, 7 completed Tier 3 as of March 2013. Tier 4 (final tier) to launch fall 2013. FY 2006/07 to FY 2011/12 - average 2-3 staff participating in program	BP	

\* Priority: 1 (within 1 year); 2 (1-4 years); 3 (longer than 4 years)

Color Key: **Green** = Completed; **Yellow** = Work in progress; **Orange** = New goal; **Blue** = Superseded goal

Objectives	Indicators	Status	BP/IM/1/2/3	Other notes
2) Continue to monitor and adjust compensation and other personnel policies in relation to industry standards	Annual base labor market rate Exempt salary market survey (every 2-3 years) Annual COLA for represented staff	Updated annually for regional COLA Last update August 2011 Ongoing	BP	
<b>6H) Continue to encourage and recognize the importance of volunteers and other community groups in meeting district needs</b>			BP	
1) Continue to work with sports association and other user groups/volunteers to manage/maintain/improve district activities	Continued partnership with sports associations	Volunteer Coordinator as acting participant of annual Communications Business Plan team dedicated to developing ways to increase volunteer participation in THPRD endeavors. Annual volunteer recognition event held.	BP	

**GOAL 7 - Effective communicate information about Park District goals, policies, program and facilities among District residents, customers, staff, District advisory committees, the District Board, partnering agencies and other groups.**

<b>7A) Use standing district advisory committees, CPOs, NACs and other community groups to review and solicit guidance on district policies, plans and projects</b>	Policy decisions driven by outside group input	2013 Comprehensive Plan Update will involve feedback meetings with Advisory Committees, CPOs, NACs. Advisory Committee feedback sought on new program ideas when applicable (e.g., ropes course concept presented to Sports Advisory Committee and Natural Resource Advisory Committee. Planning & Development project plans are presented to CPO & NAC in master planning phase for feedback/input.	BP	
1) Complete work of Advisory Committee Task Force to separate fund raising (Friends' Groups) from board appointed advisory committees			2	Further clarified by Goal 20A in THPRD Service and Financial Sustainability Analysis
2) Establish project/plan specific advisory groups, task forces and ad hoc committees to provide guidance on specific efforts	Group/committee/task force groups used	Fee Study Task Force created FY 2005/06, Bond Oversight Committee created FY 2008/09 with THPRD Board and THPRD residents	BP	
3) Define advisory committee roles/responsibilities, review regularly	Advisory Committee Task Force	Reorganized Advisory Committee FY 2009/10 structure to district-wide groups instead of building-centric groups		

\* Priority: 1 (within 1 year); 2 (1-4 years); 3 (longer than 4 years)

Color Key: **Green** = Completed; **Yellow** = Work in progress; **Orange** = New goal; **Blue** = Superseded goal

Objectives	Indicators	Status	BP/IM/1/2/3	Other notes
4) Consider evaluating advisory committee structure, roles, responsibilities and procedures so that they can provide comprehensive, balanced guidance	Advisory Committee Task Force	Reorganized Advisory Committee structure FY 2009-/0 to district-wide groups instead of building-centric groups		
<b>7B) Regularly communicate with and provide opportunities for the general public to learn about and comment on district activities</b>	Community Outreach Procedure	Continued outreach efforts: project master plan reviews and public meetings, bond updates via THPRD website, Resident survey completed fall 2012 as a part of the 2013 Comprehensive Plan Update.	BP	
1) Update the district Web site to provide information and feedback opportunities on plans & policies, using project specific Web sites when needed	Web site organization & usability Bond Web site	Bond project page added in 2008 with project descriptions and status and patron feedback opportunity. Added social media components (Facebook & Twitter) in FY 2008/09.		
<b>7C) Work with partnering agencies and groups on plans/projects of mutual interest</b>	IGAs, MOUs	Partner with City of Beaverton on annual Party in the Park and International Festival. Rec Mobile & Nature Mobile participation at Mayor's picnics.	BP	
1) Market district programs and opportunities via partner Web sites, newsletters, etc.	Partner publications that mention THPRD, event partnerships		BP	
<b>7D) Provide timely and accurate information to the Board of Directors to allow consistent and effective decisions</b>			BP	
1) Conduct quarterly updates/work sessions for the Board of Directors on planning-related issues and policies	Monthly Board meetings	Monthly Board reports and/or master plans presented on both bond and non-bond projects		Superseded - Deemed irrelevant
2) Continue to provide annual goal outcome report to the Board of Directors summarizing progress in meeting the	Annual Board Goal setting meeting	Adopted budgeting for goal outcomes FY 2011/12. Goals directly aligned with Comp Plan goals. Final results presented at January 2013 Budget Committee meeting.	BP	
<b>7E) Provide opportunities for all district departments and staff to participate in the planning &amp; development processes</b>			BP	

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Color Key: **Green** = Completed; **Yellow** = Work in progress; **Orange** = New goal; **Blue** = Superseded goal

Objectives	Indicators	Status	BP/IM/1/2/3	Other notes
1) Regularly update the Comp Plan (every 5-10 years). Update sections sooner where necessary.		Update completed June 2013. Strategic Plan to be updated by September 2013	BP	
2) Require a review of the Comp Plan by each department as they develop their annual budget and work plans	Annual Board Goal setting meeting	Implemented budget-by-objectives for FY 2010/11; specific performance measures tied directly to Comp Plan goals	BP	
<b>7F) Work with ethnic/cultural advocacy or community groups to enhance communications about district programs, facilities and opportunities</b>	Special event involvement, school presentations, Public Awareness Program (Outreach component)		BP	
1) Expand and use targeted methods to provide district information to ethnic groups	Spanish section of Web site Spanish translator for registration  Bilingual Office Tech position E-Subscription program  Rec/Nature Mobile program Participation in outreach groups (e.g., Somali outreach group, BSD parent outreach)	Updated format in March 2009 Part-time Spanish-speaking staff added for opening day of registration. Position added August 2009 12,000 subscribers for Tualatin Hills Today (THT), an online e-newsletter. FY 2011/12 attendance = 8,700 Outreach programs attended by bilingual Office Tech : back-to-school nights, Spanish-speaking parents nights (at schools), Head Start information meetings, Family Resource Fairs, CoB Mayor's picnics, and all THPRD public events. Dedicated staff members to assist Spanish-speaking patrons of THPRD.	BP	
<b>7G) Regularly communicate with public through media</b>	Newspaper articles TV spots Other print/online media		BP	
1) Continue to market programs, facilities & volunteer opportunities- assess demand (e.g., using surveys)	Customer satisfaction results (Web surveys, site surveys)	Patron survey completed spring 2011: 89% awareness of THPRD 8.75 out of 10 satisfaction rating		Moved to 7H
2) Establish "brand" for all materials	Logo and tagline	Logo redevelopment underway		Moved to 7H

\* Priority: 1 (within 1 year); 2 (1-4 years); 3 (longer than 4 years)

Color Key: **Green** = Completed; **Yellow** = Work in progress; **Orange** = New goal; **Blue** = Superseded goal

Objectives	Indicators	Status	BP/IM/1/2/3	Other notes
3) Continue producing high quality print material as well as increased use of electronic media to inform & register patrons	Produce Activities Guide that meets high quality set of goals/guidelines	Continue to produce Activities Guide- moved to glossy cover, established Facebook pages in FY 2008/09 and Twitter in FY 2008/09. Increased online registration of 143% from FY 2006/07 to FY 2011/12		Moved to 7H
4) Continue to implement the district's media communication strategy to publicize district information	Advertising Video production Community events Print materials Web site Activities Guide Newspaper articles TV spots Other print/online media (social media)			
<b>7H) Coordinate THPRD marketing efforts</b>			BP	
1) Develop District Marketing Plan			1	
a) Consider policy options regarding tracking of demographics for specific and strategic programs and initiatives			1	
2) Continue to market programs, facilities & volunteer opportunities- assess demand (e.g., using surveys)	Customer satisfaction results (Web surveys, site surveys)	Patron survey completed spring 2011: 89% awareness of THPRD 8.75 out of 10 satisfaction rating	BP	Moved from 7G
3) Establish "brand" for all materials	Logo and tagline	Logo redevelopment underway	IM	Moved from 7G
4) Continue producing high quality print material as well as increased use of electronic media to inform & register patrons	Produce Activities Guide that meets high quality set of goals/guidelines	Continue to produce Activities Guide- moved to glossy cover, established Facebook pages in FY 2008/09 and Twitter in FY 2008/09. Increased online registration of 143% from FY 2006/07 to FY 2011/12	BP	Moved from 7G
<b>GOAL 8 - Incorporate principles of environmental and financial sustainability into the design, operation, improvement, maintenance and funding of Park District programs and facilities.</b>				
<b>8A) Design facilities in an environmentally and cost conscious manner</b>				Superseded by 8E

\* Priority: 1 (within 1 year); 2 (1-4 years); 3 (longer than 4 years)

Color Key: **Green** = Completed; **Yellow** = Work in progress; **Orange** = New goal; **Blue** = Superseded goal

Objectives	Indicators	Status	BP/IM/1/2/3	Other notes
1) Incorporate materials and designs that promote longer facility life and reduce environmental impacts	Annual review of asset condition and type and quantity of materials used	As facilities are being built or updated, sustainable features are considered. Current use of: pervious paving, concrete instead of asphalt, solar arrays (PCC), energy efficient windows, high-efficiency boilers, pool ultraviolet filtration systems, synthetic turf fields.		Superseded by 8E
2) Work with partnering agencies to help protect water quality by acquiring and protecting natural areas	Acres of natural areas owned, IGA agreements	Acquired properties with Metro assistance using Metro local share funds. Use of funds through the Nature in the Neighborhoods Capital Grant program currently being explored to assist with acquisition. Actively looking for acquisition sites in stream corridors and flood plain areas for water quality protection through 2008 Bond.		Moved to 8E
<b>8B) Consider environmental impacts of maintenance and operational activities and standards</b>	District Sustainability Plan and purchasing policies. Decreasing carbon footprint by employing sustainable practices (recycling trash, using recycled products, using alternate fuel vehicles, buying green tags, etc.). McKinstry performance contracting program for utility savings. Baseline purchasing & operational levels, sustainable costing model, sustainability audit	Sustainable Purchasing Policy implemented 2012. ESPC- Phase 1 completed summer 2011 ESPC- Phase 2 started 2012 with 2013 anticipated completion. Combined phase 1 & 2 energy savings estimated at approximately \$125,000/year.	BP	
1) Continue and expand use of alternative fuel- <del>hybrid</del> vehicles	Develop replacement schedule to replace gasoline vehicles with hybrid vehicles, # of alternate fuel vehicles in use by the district	Ethanol to be used in all flex-fuel vehicles as long as the prices is no more than 10% higher than the price for unleaded gasoline.	BP	
2) Promote reduced water consumption design guidelines and standards	Central control designs, water conservation equipment replacement standards, partnership with TVWD to evaluate equipment	Renovation projects with irrigation will be connected to the automated Maxicom system. Other current water saving practices: synthetic turf fields, low-flow showers/sinks/toilets, pool covers and ultraviolet sanitation systems.	BP	
3) Promote on-site filtration and reuse of grey water for irrigation and develop practices to reduce storm drain runoff	Use of permeable surfaces (synthetic turf, permeable parking)	Current use of: pervious paving (approximately 2 acres total by fall 2013), bioswales, synthetic turf. Grey water re-use design for Cedar Hills Park being evaluated. Roof drainage systems being evaluated for HMT.	BP	
4) Promote health & fitness and reduce automobile use by implementation of the	Achieve Trails Master Plan milestones	2008 bond funding to connect gaps in regional trails will result in 10 continuous miles of trail available for extended travel.		Superseded - Deemed irrelevant

\* Priority: 1 (within 1 year); 2 (1-4 years); 3 (longer than 4 years)

Color Key: **Green** = Completed; **Yellow** = Work in progress; **Orange** = New goal; **Blue** = Superseded goal

Objectives	Indicators	Status	BP/IM/1/2/3	Other notes
5) Encourage district use of recycled paper material content		All administrative office paper purchases as of FY 2009/10 are 100% recycled paper. Sustainable Purchasing Policy encourages use of recycled paper at all district locations.		
6) Continue to develop maintenance plans that incorporate sustainable practices	Purchasing policy Develop District Sustainability Plan (including sustainable purchasing policies), use of ESPC, solid waste generation	Sustainable Purchasing Policy implemented 2012. Sustainable purchasing model developed and in use. DEQ Eco-certifications received for Fleet and Park Maintenance.	BP	
7) Continue district recycling program where feasible	District Sustainability Plan District recycling policies	Developed and implemented Comprehensive Recycling Program (paper, plastic, toxic materials)	BP	
<b>8C) Provide facilities and services in a financially sustainable manner</b>	Level of deferred maintenance Fee Study	Fee Study completed with subsequent user fee increases initiated January 2008. Long-term financial plan adopted by Board in FY 2005/06: model allows for what-if scenarios for financial sustainability. 10-year deferred maintenance projection completed.		Addressed in the Service and Financial Sustainability Analysis
<b>8D) Provide and enhance opportunities for employees to reduce impacts on the natural environment (alternate energy &amp; transportation)</b>	# of employees who carpool or take public transportation to work	Part-time THPRD courier position added, bike rack installations throughout the district, conference calls versus travel to other sites, carpooling required for out-of-town meetings, FCSC consolidation of Planning & Development, Natural Resources and Maintenance operations into one facility. Buses used for all staff meetings from HMT Complex to Nature Park Interpretive Center.	BP	
<b>8E) Consider design/development criteria</b>			BP	
1) New development should follow green building practices LEED or other applicable standards, ADA, CPTED			BP	
2) Work with partnering agencies to help protect water quality by acquiring and protecting natural areas	Acres of natural areas owned, IGA agreements	Acquired properties with Metro assistance using Metro local share funds. Use of funds through the Nature in the Neighborhoods Capital Grant program currently being explored to assist with acquisition. Actively looking for acquisition sites in stream corridors and flood plain areas for water quality protection through 2008 Bond.	BP	Moved from 8A

\* Priority: 1 (within 1 year); 2 (1-4 years); 3 (longer than 4 years)



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Objectives	Indicators	Status	BP/IM/1/2/3	Other notes
8F) Provide all services in accordance with the Service Financial Sustainability Analysis			BP	

\* Priority: 1 (within 1 year); 2 (1-4 years); 3 (longer than 4 years)

## 2013 Service and Financial Sustainability Objectives

Color Key: **Green** = Completed; **Yellow** = Work in progress; **Orange** = New GreenPlay goal; **White** = Open/Superseded

Objectives	Indicators	Status	IM/1/2/3	Other notes
<b>Theme 1: Policy Strategies</b>				
1A) Explore possibility of expanding the self-sustaining enterprise fund.				S&FSA: Goal 1
1) Identify selective opportunities to implement enterprise funds	New enterprise activities		IM	S&FSA: Objective 1.A
a) Consider opportunities to convert self-sustaining programs & services			2	
2A) Establish a sinking fund for life cycle repair/replacement projects				S&FSA: Goal 2
1) Fund sinking fund with excess revenues from increasing overall cost recovery	Percentage of current liability for future replacements funded		3	S&FSA: Objective 2.A
a) Implement cost recovery as outlined by GreenPlay			IM	
3A) Adopt the Target Tier Minimum Cost Recovery Percentage as the fiscal target for budget preparation, the basis for establishing fees, and public accountability				S&FSA: Goal 3
1) Recommend to the Board formal acceptance of GreenPlay's Service & Financial Sustainability Analysis as foundation for THPRD's decision-making regarding cost recovery	Cost of recovery by service area		IM	S&FSA: Objective 3.A
a) Present plan to Board at June 17, 2013 meeting.				
b) Request Board formally accepts the study, and recommended goals, objectives, and action steps at a later date.			IM	
4A) Adopt the pricing strategies as the methodology for fee setting by THPRD				S&FSA: Goal 4

\* Priority: 1 (within 1 year); 2 (1-4 years); 3 (longer than 4 years)

Color Key: **Green** = Completed; **Yellow** = Work in progress; **Orange** = New GreenPlay goal; **White** = Open/Superseded

Objectives	Indicators	Status	IM/1/2/3	Other notes
1) Recommend to the Board to authorize THPRD to set fees using the pricing strategies outlined by GreenPlay as the foundation for THPRD's decision-making			IM	S&FSA: Objective 4.A
a) Present plan to Board at June 17, 2013 meeting.				
b) Recommend Board formally accepts the study, and recommended goals, objectives, and action steps at a later date.			IM	
5A) Revise current Sponsorship Policy				S&FSA: Goal 5
1) Consider revising current sponsorship policy for implementation to include a menu to potential donors/sponsors that could offer the sponsorship of the operations of a park/facility, trails, fields, special events, and/or programs provided at one of THPRD's sites.	Cost recovery percentage from sponsorships		1	S&FSA: Objective 5.A
a) Mgmt Team to review and customize sample Sponsorship Policy provided by GreenPlay			IM	
b) Recommend draft policy to Board			IM	
c) Use final policy as basis for negotiated sponsorships of selected projects.			1	
d) Research using a consultant to identify sponsorship opportunities in THPRD market			1	
6A) Implement at Partnership Policy				S&FSA: Goal 6
1) Create partnership policy for implementation			1	S&FSA: Objective 6.A

\* Priority: 1 (within 1 year); 2 (1-4 years); 3 (longer than 4 years)

Color Key: **Green** = Completed; **Yellow** = Work in progress; **Orange** = New GreenPlay goal; **White** = Open/Superseded

Objectives	Indicators	Status	IM/1/2/3	Other notes
a) Mgmt Team to review and customize sample Partnership Policy provided by GreenPlay			IM	
b) Recommend draft policy to Board			IM	
c) Use final policy as basis for negotiated partnerships for selected projects.			1	
7A) Revise current Non-Resident Fee policy				S&FSA: Goal 7
1) Recommend to the Board revised non-resident fee policy	Revenue from non-resident participation		IM	S&FSA: Objective 7.A
8A) Revise current Family Assistance Program				S&FSA: Goal 8
1) Ensure services are accessible for those who are socio-economically disadvantaged.			1	S&FSA: Objective 8.A
a) Focus providing financial support for participation in Mostly or Considerable Community benefit levels of the pyramid			IM	
b) Ensure FAP may be used for daily admission to THPRD facilities or FUP discount fee package or to register for any THPRD-operated or managed Tier 2 or 3 services (except for rentals)			IM	
c) Continue to ensure non-residents are not eligible for FAP				
d) Cease cash awards made directly to third-party providers			1	

**Theme 2: Service Provision and Management**

9A) Implement provision strategies identified through the Service Assessment				S&FSA: Goal 9
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\* Priority: 1 (within 1 year); 2 (1-4 years); 3 (longer than 4 years)

Color Key: **Green** = Completed; **Yellow** = Work in progress; **Orange** = New GreenPlay goal; **White** = Open/Superseded

Objectives	Indicators	Status	IM/1/2/3	Other notes	
1) Evaluate alternative provision strategies through market research for identified services.	Programs in compliance with service assessment recommendations		1	S&FSA: Objective 9.A	
a) Evaluate opportunities for complementary development		See p. 79 of Service Assessment report for list of recommendations	IM		
b) Evaluate opportunities for collaboration		See p. 80 of Service Assessment report for list of recommendations	IM		
2) Develop systematic process for divestment of identified services to mitigate resource loss.	Programs in compliance with service assessment recommendations		IM	S&FSA: Objective 9.B	
a) Divest Teen-adult kickboxing at Conestoga Recreation and Aquatic Center.			IM		
b) Divest NIA (fitness program) at the Elsie Stuhr Center.			IM		
3) Develop systematic process for either collaborating with others to continue these identified services or divesting to mitigate resource loss.	Programs in compliance with service assessment recommendations		1	S&FSA: Objective 9.C	
10A) Explore a systematic approach to and strategies for advancing or affirming market position for identified services.				S&FSA: Goal 10	
1) Advance market position of identified services through increased marketing efforts	Improved market position		1	S&FSA: Objective 10.A	Rec Program Plan
a) Capitalize on THPRD's strong market position for these services by increasing offerings as demand dictates.			1		

\* Priority: 1 (within 1 year); 2 (1-4 years); 3 (longer than 4 years)

Color Key: **Green** = Completed; **Yellow** = Work in progress; **Orange** = New GreenPlay goal; **White** = Open/Superseded

Objectives	Indicators	Status	IM/1/2/3	Other notes
b) Advance market position of permitted services (alcohol, photo shoots, events by others), concession and vending, and merchandise in most (if not all)			1	
c) Advance field rentals and facility rentals at most locations.			1	
d) Increase private and semi-private lessons at most locations (such as swim), and professional services such as physical education swim classes with instruction at most (if not all) locations.			1	
e) Promote organized parties at most locations.			1	
f) Promote adult sports at the Athletic Center.			1	
g) Promote specialized activities and some community-wide events at most locations.			1	
h) Capitalize on Summer Camps and non-school day programs at several locations.			1	
i) Offer more Introductory/Multi level aquatic classes at Beaverton Swim Center such as diving 1-4, synchronized swimming 1-6, water polo, and back-arthritis.			1	
j) Offer various introductory/multi-level and intermediate/advanced classes, workshops and clinics at Recreation Centers throughout the District.			1	

\* Priority: 1 (within 1 year); 2 (1-4 years); 3 (longer than 4 years)

Color Key: **Green** = Completed; **Yellow** = Work in progress; **Orange** = New GreenPlay goal; **White** = Open/Superseded

Objectives	Indicators	Status	IM/1/2/3	Other notes
k) Capitalize on indoor playground (CH)			1	
2) Affirm market position of identified services through program outcome planning and market			1	S&FSA: Objective 10.B
a) Ensure that services offered fill a strategic niche market.			1	
b) Use niche positioning and messaging as a marketing strategy.			1	
3) Consider strategies to deal with waiting lists on services which are at or near capacity and are determined to advance the market position	Increased participation levels in programs with wait lists		1	S&FSA: Objective 10.C
a) Consider summer package of multi-level learn to swim lessons to assist with aligning skill advancement with class scheduling.			1	
b) Consider determining advancement recommendations earlier in the session.			IM	
c) Require patrons to pay the full class fee to register on waitlists or create a cancellation fee.			1	
d) Ensure that staff are monitoring registration, scheduling instructors for typical capacity regardless of level of instruction, and that adequate support staff is available to help manage high demand program registration needs at peak times.			IM	

\* Priority: 1 (within 1 year); 2 (1-4 years); 3 (longer than 4 years)

Color Key: **Green** = Completed; **Yellow** = Work in progress; **Orange** = New GreenPlay goal; **White** = Open/Superseded

Objectives	Indicators	Status	IM/1/2/3	Other notes
11A) Continue to explore targeted menus of services that are specific to the unique needs of individual communities throughout the District. (Avoid a "one-size-fits-all" approach.)				S&FSA: Goal 11
1) Conduct a service assessment and review portfolio of services annually to ensure responsiveness to each unique service area and their socio-economic conditions			1	S&FSA: Objective 11.A
a) Add as a function to management performance plans			IM	
2) Adopt a systematic approach to new program implementation and management			IM	S&FSA: Objective 11.B
a) Monitor minimum registration			IM	
b) Make adjustments as necessary			IM	
c) Cancel and/or replace under-performing services			IM	
3) Manage programs' lifecycles through monitoring registration, attendance figures, and cost recovery goals on an ongoing and regular basis	Monitor registration counts annually to assess program demand		IM	S&FSA: Objective 11.C
a) Watch for the warning signs of program saturation point, such as declining participation, and pursue revitalization efforts such as new instructor, new outcomes, title and description, and new day or time			IM	
12A) Improve intra-division cooperation and labor management				S&FSA: Goal 12

\* Priority: 1 (within 1 year); 2 (1-4 years); 3 (longer than 4 years)



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Objectives	Indicators	Status	IM/1/2/3	Other notes
1) Explore centralizing recreation and aquatics programs and move away from complete site based budget and management structure			2	S&FSA: Objective 12.A
a) Improve efficiencies and collaborations, decrease intra-divisional competition, improve consistency in service delivery, and eliminate "silo-ed" thinking by moving away from site-based management for some programs and services			IM	
2) Enhance and deepen understanding of true labor costs for services; this is especially valuable for decision-making regarding return on investments for certain programs, activities, and events (special events, fundraising events, etc.)			1	S&FSA: Objective 12.B
a) Conduct a time-in-motion/activity log			IM	

**Theme 3: Cost Savings - Cost Avoidance Strategies**

13A) Continue to develop a consistent methodology and budget planning approach for service management				S&FSA: Goal 13
1) Ensure that all staff is using zero-based (cost-based or activity-based) budgeting principles to determine the direct and indirect cost to provide a service as the basis for the budget development process			1	S&FSA: Objective 13.A

\* Priority: 1 (within 1 year); 2 (1-4 years); 3 (longer than 4 years)

Color Key: **Green** = Completed; **Yellow** = Work in progress; **Orange** = New GreenPlay goal; **White** = Open/Superseded

Objectives	Indicators	Status	IM/1/2/3	Other notes
a) Expand use of existing budgeting, project, and time management tools to track actual costs over the next year.			1	
b) Compare tracked actual costs against current direct costs assumptions and make adjustments as necessary.			1	
c) Use cost-based budgeting tools as the details for the next fiscal year budget preparation.			IM	
14A) Continue to use cost savings practices that align with the District's vision and produce cost effective results				S&FSA: Goal 14
1) Review internal management practices and evaluate cost savings measures			2	S&FSA: Objective 14.A
a) Conduct internal process meetings to determine efficiencies, management styles, efficient uses of assets, and create recommendations to reduce costs and simplify processes, sharing approval/decision-making throughout THPRD.			1	
b) Managers to document recommended process changes and management strategies, which reduce costs.			2	
15A) Continue to track and communicate cost of major maintenance				S&FSA: Goal 15

\* Priority: 1 (within 1 year); 2 (1-4 years); 3 (longer than 4 years)

Color Key: **Green** = Completed; **Yellow** = Work in progress; **Orange** = New GreenPlay goal; **White** = Open/Superseded

Objectives	Indicators	Status	IM/1/2/3	Other notes
1) Continue to maintain a current rolling 10-year capital lifecycle repair and replacement list of the physical assets of THPRD	10-Year Maintenance Replacement Balance		IM	S&FSA: Objective 15.A
a) Managers will continue to update the lifecycle repair and replacement list annually.			IM	
b) Discuss a consensus approach to capital budget requests and message the escalation costs of not being able to address the repair and replacement plan with Leadership Team.			IM	
2) Continue to identify parks that have active community support and continue to implement an Adopt-A-Park program to assist in ongoing maintenance efforts			2	S&FSA: Objective 15.B
a) Research best practices.			IM	
b) Create a policy and procedures.			1	
c) Develop a list and schedule of tasks to be accomplished and whether or not the tasks are enhancements or are replacing current work being done as a labor cost savings measure.			2	
d) Account for the direct costs to manage this program.			2	
e) Market and promote the program.			2	
16A) Identify and track the value of volunteers as an alternative revenue source and cost savings measure				S&FSA: Goal 16

\* Priority: 1 (within 1 year); 2 (1-4 years); 3 (longer than 4 years)

Color Key: **Green** = Completed; **Yellow** = Work in progress; **Orange** = New GreenPlay goal; **White** = Open/Superseded

Objectives	Indicators	Status	IM/1/2/3	Other notes
1) Continue to track the use of volunteers that supplement critical service functions and include the value of this as an alternative funding source	Annual dollar value of volunteer hours		IM	S&FSA: Objective 16.A
a) Actively engage volunteers where appropriate as an alternative funding resource.			IM	
b) Follow best management practices for volunteer programs.			IM	
c) Account for the value of the volunteers as alternative funding contributing to cost recovery if replacing the cost to provide the service, and account for the same value of the service on the expense side.			IM	
d) Classify the value of volunteers when supplementing operations or providing an enhancement.			IM	

**Theme 4: Cost Recovery Alignment**

17A) Ensure long-term sustainability by focusing taxpayer funding on those services that produce the widest community benefit, using a cost recovery pyramid				S&FSA: Goal 17
1) Increase cost recovery to meet target goals through recommended pricing strategies and/or use of alternative funding sources as appropriate to specific service through staff	Cost recovery percentages by service area		1	S&FSA: Objective 17.A

\* Priority: 1 (within 1 year); 2 (1-4 years); 3 (longer than 4 years)

Color Key: **Green** = Completed; **Yellow** = Work in progress; **Orange** = New GreenPlay goal; **White** = Open/Superseded

Objectives	Indicators	Status	IM/1/2/3	Other notes
a) Staff will evaluate appropriate pricing by conducting a market analysis using suggested comparative analysis of like facilities and services and submit it to Supervisors.			IM	
b) Supervisors will determine if they can make services meet the recommended cost recovery goals by looking at costs, fee adjustments, and alignment with available alternative funding strategies.			IM	
c) Supervisors will articulate a recommendation to divest some or all of the services in the event that cost recovery goals cannot be achieved.			IM	
d) Managers will consider recommendation and forward to The Leadership Team for approval.			IM	
e) Strive to have all categories of services on tiers 3, 4 and 5 at least break even as the primary goal; then strive to reach target tier minimums in aggregate on each tier; then strive to have each category reach the target tier minimum on each tier; then each service in each category on each tier reach the target tier minimum.			1	

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Color Key: **Green** = Completed; **Yellow** = Work in progress; **Orange** = New GreenPlay goal; **White** = Open/Superseded

Objectives	Indicators	Status	IM/1/2/3	Other notes
2) Monitor the amount of resource dedicated to social services; services that provide a social, wellness, or safety benefit that do not fit into other traditional park and recreation instructional, special event and/or athletics offerings			1	S&FSA: Objective 17.B
a) Closely monitor these expenditures as the current Federal Government sequester is predicted to impact funding for Meals on Wheels (and perhaps congregate meal sites)			IM	
3) Review all independent contract agreements in relation to THPRD costs and adjust to match the category of service level on the pyramid annually	Cost recovery for contracted services		IM	S&FSA: Objective 17.C
a) Educate current contract agreement holders on the financial and service sustainability plan, the results of the cost recovery goals, the service assessment and provision analysis.			IM	
b) Discuss strategies to efficiently and effectively comply with the plan.			IM	
c) Develop specific and measureable action steps for each contract holder including alternative funding strategies.			IM	
4) Consider implementing additional peak/off-peak or prime/non-prime time, and seasonal demand pricing strategies	Increased revenue generated in off-peak time once instituted		2	S&FSA: Objective 17.D

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Objectives	Indicators	Status	IM/1/2/3	Other notes
a) Develop fees based on cost/value of and demand for the experience.			1	
b) Develop marketing strategy and campaign.			1	
c) Additional discounts aimed at admission should not be applied.			1	
5) Consider implementing additional bulk purchase discounted frequent user pricing strategies for admissions or drop-in services			2	S&FSA: Objective 17.E
a) Develop an annual pass fee structure where a formula of use equals a discount (for instance: an annual pass equals 60 daily admissions, etc.)			1	
b) Consider different fees for different experiences (for instance: create an aquatics only pass for swimming or a recreation center only pass for fitness and gymnasium use, and an all-inclusive pass for the richer experience of having everything at one site, or admission to all sites.			1	
c) Consider automatic debiting for monthly passes.			1	
6) Consider scaling back the number of fitness classes that are included with the daily admissions or drop-in services to a basic level			IM	S&FSA: Objective 17.F

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Objectives	Indicators	Status	IM/1/2/3	Other notes
a) Evaluate the number of fitness classes included with admission by monitoring attendance over a typical month.			IM	
b) Recommend including a range of basic fitness classes as part of the admission package with specialty classes requiring additional registration.			IM	
7) Consider phasing out discounted fees for select groups, and/or raising the age for senior discounts			1	S&FSA: Objective 17.G
a) Recommend if admission fees are discounted for various groups, that the discount is the same for youth, senior, disabled and military; and that the discount is the target cost recovery rate.			1	Adjust class calc to recover
b) Recommend if admission fees discounts are continued for select age groups, that the youth are under 18 years and the senior age follow social security and Medicare guidelines.			1	
c) Recommend that discounted fees only apply to drop-in admission, and that program, class, event, trip or activity fees be based on cost of service provision and cost recovery goals.			1	

\* Priority: 1 (within 1 year); 2 (1-4 years); 3 (longer than 4 years)



Color Key: **Green** = Completed; **Yellow** = Work in progress; **Orange** = New GreenPlay goal; **White** = Open/Superseded

Objectives	Indicators	Status	IM/1/2/3	Other notes
d) Recommend that barrier free access includes those with an ability-to-pay concern, and that the Family Assistance Program is the solution.			1	
e) Recommend that the Board of Directors fund strategic initiatives to target groups for specific outcomes (for instance: at risk youth afterschool program; low-income art program; older adult active lifestyle/healthy aging program; unrestricted unified sports league buddy program; etc.)			1	
8) Encourage non-resident participation to add to cost recovery			IM	S&FSA: Objective 17.H
a) Staff to re-consider the residency buy-in as equal to the amount of annual property tax payment a resident would pay.			IM	
b) Benefits of residency buy-in would be the ability to pay the resident rate for all classes, events, admission, passes, etc.			IM	
c) Residents would still get priority registration for services that fill and have wait list, like aquatics classes.			IM	
d) Consideration could be given to granting early registration for non-residents to services that don't typically fill.			IM	

\* Priority: 1 (within 1 year); 2 (1-4 years); 3 (longer than 4 years)

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Objectives	Indicators	Status	IM/1/2/3	Other notes
e) To encourage non-resident participation in classes, programs, admission, passes, etc. (which typically are not at capacity) use a resident and non-resident rate structure, typically 10-50% higher for non-residents depending on the direct cost of service provision; and not as a punitive measure. Several services and facilities have service areas and target markets which extend outside of the District's boundaries.			IM	
18A) Review all Intergovernmental Agreements (IGAs), Memorandums of Understanding (MOUs), Rentals and Tenant Leases to reflect cost of service provision and value received				S&FSA: Goal 18
1) Annually review all Intergovernmental Agreements (IGAs), Memorandums of Understanding (MOUs), rentals and long-term Tenant Lease agreements to assure compliance with cost recovery goals in relation to the direct cost to provide the service (the value) and the category of service level on the cost recovery pyramid	Cost recovery for IGA/MOU services, rentals and long-term leases		1	S&FSA: Objective 18.A
a) Educate current IGA, MOU, rental and Tenant Lease holders regarding the Financial and Service Sustainability Plan, the cost recovery goals, the service assessment and provision analysis.			IM	

\* Priority: 1 (within 1 year); 2 (1-4 years); 3 (longer than 4 years)

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Objectives	Indicators	Status	IM/1/2/3	Other notes
b) Develop specific and measurable action steps for each IGA, MOU, and rental and Tenant Lease holders including alternative funding strategies.			1	
c) Review IGA with Beaverton School District. Field use fees are very commonly used by park and recreation agencies to help with cost recovery for these services, the District is not alone in charging them.			1	
d) Review and confirm who is an affiliate and formalize the criteria and process to become one.			IM	
e) Review all affiliate rentals with THPRD aquatic clubs, THPRD sports clubs, Foundations/Advisory Committees/Friends Groups, West Portland Boxing, Meals on Wheels, etc. to assure that cost recovery goals are addressed.			IM	
2) Consider optional provision strategies and locations for Meals on Wheels			2	S&FSA: Objective 18.B
a) Move Meals on Wheels from the Elsie Stuhr Center to a church. Meals on Wheels funding may be effected by the Federal Government sequester.			2	

**Theme 5: Revenue Enhancement**

19A) Explore alternative funding sources that strategically align with targeted services				S&FSA: Goal 19
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\* Priority: 1 (within 1 year); 2 (1-4 years); 3 (longer than 4 years)

Color Key: **Green** = Completed; **Yellow** = Work in progress; **Orange** = New GreenPlay goal; **White** = Open/Superseded

Objectives	Indicators	Status	IM/1/2/3	Other notes
1) Identify a couple of several (3-5) ideas per budget cycle from the Alternative Parks and Recreation Operations and Capital Development Funding Sources section of Service Assessment document and formulate a work team to explore the pros and cons, and potential outcomes for consideration to implement through Managers	Annual alternative funds received		1	S&FSA: Objective 19.A
a) Leadership team to select and pursue alternative funding ideas annually for presentation to THPRD Foundation			1	
2) Pursue alternative funding for efficiency measures to reduce the costs to the taxpayer of operations, maintenance, and safety over the next several years	Annual alternative funds received for operations and energy efficiency replacements		1	S&FSA: Objective 19.B
a) Research efficiency grants to analyze investing in and converting to green practices.			1	
b) Research return on investment (ROI) amortization schedules for investing in and converting to green practices.			IM	
3) Expand alternative funding for strategic initiatives through grants for new and existing capital projects			2	S&FSA: Objective 19.C
a) Actively seek new grant opportunities for healthy and active living initiatives.			2	

\* Priority: 1 (within 1 year); 2 (1-4 years); 3 (longer than 4 years)

Color Key: **Green** = Completed; **Yellow** = Work in progress; **Orange** = New GreenPlay goal; **White** = Open/Superseded

Objectives	Indicators	Status	IM/1/2/3	Other notes
b) Pursue grants for trail development such as Safe Routes to Schools.			2	
c) Continue to pursue grants for cultural and natural resource projects.			2	
4) Continue seeking alternative funding sources for programs and operations			2	S&FSA: Objective 19.D
a) Explore alternative funding sources for ongoing programs and operations.			2	
20A) Improve effectiveness of friends' groups for appropriate fundraising efforts				S&FSA: Goal 20
1) Continue to align Friends' groups with the District Vision, Mission, and Values to ensure that fundraising efforts support District needs	Alternative funding provided by Friends' groups		2	S&FSA: Objective 20.A
a) Review revenue sources for the Friends' Groups and Advisory Committees. Many current efforts are dedicating revenue positive services that the District should be managing to improve its cost recovery (like merchandise for resale and vending revenues), and are using it for Friends' Groups or Advisory Committees projects.			IM	Use project cost accounting/employee timesheets to track expenses for fundraising events; Deb Fife may already be collecting some of this info
b) Review all by-laws for these groups and distinguish the difference between a fundraising body, an advisory committee, and a policy board.			1	

\* Priority: 1 (within 1 year); 2 (1-4 years); 3 (longer than 4 years)

Color Key: **Green** = Completed; **Yellow** = Work in progress; **Orange** = New GreenPlay goal; **White** = Open/Superseded

Objectives	Indicators	Status	IM/1/2/3	Other notes
c) Staff liaisons will work with "Friends" Groups to revitalize them or work with community members to create new groups to support THPRD programs and facilities.			1	
d) Encourage community members to become members as fundraisers with necessary skills (such as grant writing, community or business connections, philanthropy, etc.).			1	
e) Align fundraising activities to primarily meet the priority goals and critical needs of the District; secondarily member driven initiatives.			2	
f) Develop fundraising goals based on program and facility objectives or specific initiatives and programs.			2	
g) Assist these groups in other fundraising activities that the District cannot employ, like 501 (c)(3) pass through grants, fund raising events, capital campaigns, etc.			2	
2) Engage Advisory Committees to advise staff on interest area specific services			1	S&FSA: Objective 20.B
a) Review all by-laws for these groups and distinguish the difference between a fundraising body, an advisory committee, and a policy board.			IM	

\* Priority: 1 (within 1 year); 2 (1-4 years); 3 (longer than 4 years)

Color Key: **Green** = Completed; **Yellow** = Work in progress; **Orange** = New GreenPlay goal; **White** = Open/Superseded

Objectives	Indicators	Status	IM/1/2/3	Other notes
b) Staff liaisons will work with Advisory Committees to revitalize them or work with community members to create new groups to support THPRD programs and facilities.			1	
c) Encourage community members to become members of existing interest groups as advisors.			1	
d) Create new groups in areas with interested community members.			1	
21A) Explore the opportunities for and use of Sponsorships through naming rights				S&FSA: Goal 21
1) Develop a list of potential park and facility sites and amenities to consider for naming rights and costs	Revenue generated from naming rights sold		2	S&FSA: Objective 21.A
a) Develop a policy regarding appropriate naming criteria and protocol.			1	
b) Develop the list of opportunities including historic sites.			2	
c) Develop fees and timeframes for naming rights (annual, in perpetuity, etc.)			2	
d) Develop sponsorship packages to bundle opportunities and market to major businesses such as hospitals, insurance companies, sports organizations, and related for-profit businesses.			2	

\* Priority: 1 (within 1 year); 2 (1-4 years); 3 (longer than 4 years)

Color Key: **Green** = Completed; **Yellow** = Work in progress; **Orange** = New GreenPlay goal; **White** = Open/Superseded

Objectives	Indicators	Status	IM/1/2/3	Other notes
e) Market this option to corporations (larger facilities and parks), and individuals (benches, rooms, and equipment, etc.).			2	
22A) Increase targeted marketing and outreach efforts				S&FSA: Goal 22
1) Increase marketing and promotional opportunities funding	Increased revenue following a targeted marketing effort		1	S&FSA: Objective 22.A
a) Create a District-wide marketing plan.			1	
b) Create a style guide and branding as part of marketing plan.			1	
2) Expand the use of email blasts to increase promotion of upcoming opportunities for program registration and special events	Number of email blasts per term		1	S&FSA: Objective 22.B
a) Increase the number of email addresses receiving THPRD email distribution by collecting them on registration forms			1	
3) Add a "QR" electronic code to all marketing and promotional materials			2	S&FSA: Objective 22.C
a) Research the use of QR codes (matrix bar codes), current technology trends or augmented reality technology to provide people with a new way to view/experience park or facility (through their mobile devices)			2	
4) Consider a reduction in printing of the voluminous activities guide, in favor of more strategic marketing efforts	Reduction in annual cost to print activities guide		2	S&FSA: Objective 22.D

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Color Key: **Green** = Completed; **Yellow** = Work in progress; **Orange** = New GreenPlay goal; **White** = Open/Superseded

Objectives	Indicators	Status	IM/1/2/3	Other notes
a) Make activities guide available as an online resource only (like a college curriculum catalog).			2	
b) Spend printing budget on more targeted marketing.			2	
c) Get information regarding THPRD in Welcome Wagon kits.			2	
d) Outreach to short-term (more transient) District residents.			2	
5) Consider creating non-prime time program packages to reach those available during the hours of 9:00am to 4:00pm weekdays and selectively marketing to the target audience/market segment			2	S&FSA: Objective 22.E
a) Create an annual program like "Active Adults" which includes admission to selected facilities for working out with a variety of options (weight room, cardiovascular equipment, lap swimming, selective classes, etc.) plus sessions with a personal trainer when starting, and periodic check-in points during the year. Package could also include social activities and could be paid for by or applied to a silver sneaker program.			2	

**Theme 6: Future Growth**

23A) Explore new services using the Service Assessment				S&FSA: Goal 23
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\* Priority: 1 (within 1 year); 2 (1-4 years); 3 (longer than 4 years)

Color Key: **Green** = Completed; **Yellow** = Work in progress; **Orange** = New GreenPlay goal; **White** = Open/Superseded

Objectives	Indicators	Status	IM/1/2/3	Other notes
1) Use Service Assessment to determine THPRD's position in the market relative to service fit, economic viability, or dependence on taxpayer investment, strength or weakness in the market, and other similar available providers before implementation of a particular service	Number of new program offerings		IM	S&FSA: Objective 23.A
a) Review annually the service portfolio and use the Service Assessment to evaluate market position and provision strategies			IM	
24A) Provide a variety of community outreach strategies				S&FSA: Goal 24
1) Continue to provide ongoing opportunities for community input through a variety of outreach efforts	Number of outreach activities per year; total patron attendance at outreach events		1	S&FSA: Objective 24.A
a) Continue to participate in stakeholder and planning group meetings, etc.			IM	
b) Conduct regional community forums, at least annually.			1	
2) Keep the community input process current and reflective of changing demographics, interests, and economic conditions			3	S&FSA: Objective 24.B
a) Plan for conducting a District-wide or target planning area statistically-valid community survey every five years			3	
25A) Pursue collaborations				S&FSA: Goal 25
1) Continue collaborations and discussions with other jurisdictions			IM	S&FSA: Objective 25.A

\* Priority: 1 (within 1 year); 2 (1-4 years); 3 (longer than 4 years)

Color Key: **Green** = Completed; **Yellow** = Work in progress; **Orange** = New GreenPlay goal; **White** = Open/Superseded

Objectives	Indicators	Status	IM/1/2/3	Other notes
a) Using the results of the Service Assessment for existing services, as well as analyzing market position and public providers for new services, staff will recommend services for collaborative consideration on an annual basis			IM	
2) Continue collaborations and discussions with other agencies			IM	S&FSA: Objective 25.B
a) Using the results of the Service Assessment for existing services, as well as analyzing market position and other non-profit and private providers for new services, recommend services for collaborative consideration on an annual basis.			IM	
3) Continue collaborations and discussions with the Beaverton School District			1	S&FSA: Objective 25.C
a) Using the results of the Service Assessment for existing services, as well as analyzing market position and schools as providers for new services, recommend services for collaborative consideration on an annual basis.			IM	
b) Discuss additional use of schools sites for afterschool and weekend programming.			1	

\* Priority: 1 (within 1 year); 2 (1-4 years); 3 (longer than 4 years)



[9B]

## MEMO

**DATE:** August 26, 2013  
**TO:** Doug Menke, General Manager  
**FROM:** Keith Hobson, Director of Business & Facilities  
**RE:** **Recommended Goal Outcomes for Fiscal Year 2014-15 Planning and Budgeting**

### Introduction

A priority list of performance measures with associated goal outcomes has been compiled for consideration by the Board of Directors for use in the Fiscal Year 2014-15 planning and budgeting process. Staff is requesting Board of Directors adoption of the goal outcomes for the priority measures to use in the planning and budget process for FY 2014-15.

### Background

On August 8, 2011, the Board of Directors adopted 24 goal outcomes with 52 performance measures for use in the FY 2012-13 planning and budget process. Staff used these goal outcomes in the budget development process for that year by creating business plans to address the goal outcomes. Those business plans that most cost-effectively addressed the goal outcomes were funded in the FY 2012-13 Adopted Budget.

On August 13, 2012, the Board of Directors adopted one additional goal outcome with a net increase of one in the number of performance measures for use in the FY 2013-14 budget development. Business plans were funded where the plans were expected to positively impact the goal outcomes.

With the close of FY 2012-13, a preliminary review of goal performance for that fiscal year is possible. The goal outcome spreadsheet also shows each approved priority measure with actual results for FY 2009-10, FY 2010-11 and FY 2011-12, as well as preliminary results for FY 2012-13. Although FY 2009-10 and FY 2010-11 are valuable for trend analysis, only the results for FY 2011-12 and FY 2012-13 reflect the use of performance outcomes with funded business plans in the actual budget numbers.

### Preliminary FY 2012-13 Performance Measure Outcomes

Twenty business plans were approved for funding in the FY 2012-13 budget impacting 12 performance measures. The results of these performance measures have been highlighted in orange on the goal outcome spreadsheet.

The performance measures expected to be effected by implementation of the business plans in FY 2012-13 were:

- Decrease vehicle miles traveled/developed acre
- Decrease transportation costs/developed acre
- Decrease cost per mile traveled

- Decrease cost per square foot buildings maintained
- Increase the number of automated irrigation sites
- Increase acres of permeable parking surface
- Develop trail quality standards rating system
- Maintain program registrations per 1,000 population
- Increase the number of volunteer hours per year
- Decrease gallons of water consumed/athletic fields and courts
- Decrease gallons of water consumed per developed acre
- Decrease total metric tons of CO<sub>2</sub> generated

In five cases, the outcome goal was not achieved:

- Maintain program registrations/1,000 population
- Decrease cost/mile traveled
- Decrease transportation costs/developed acre
- Decrease gallons of water consumed/year/athletic fields and courts
- Decrease gallons of water consumed/year/developed acre

Despite the addition of programs intended to maintain the number of registrations per 1,000 population, this measure has decreased for the past two fiscal years. The decreases are due in part to lengthy facility closures for seismic and bond construction work. This coupled with the indexing of the district population by 1.25% per year as estimated in the Portland State University demographic study update completed in February 2012 has resulted in decreased registrations per 1,000 population.

Although vehicle miles traveled per developed acres continues to decrease for the third year in a row, the transportation costs per developed acre continue to increase instead. This means that the variable that can be controlled by staff remains effectively controlled even though costs for gasoline, supplies and other costs increased.

Water consumption for fields and courts increased in FY 2012-13 versus the goal to decrease use. This increase was due to a dryer spring in 2013 than 2012 as measured by the evapotranspiration rate (ETr) which increased from 10 to 15; also both years were significantly higher than 2011 which was an unusually wet spring. ETr measures the sum of evaporation from the ground together with plant transpiration. As it increases, more moisture is lost that needs to be replaced. In addition, new irrigation was installed for the fields at Winkelman Park. Park water consumption also increased in parks because of the increased ETr and the addition of irrigation at the John Marty Park new community garden and the repair of a leak at Somerset Park.

### **Proposal Request**

The attached list of priority performance measures includes the staff recommendation for goal outcomes for the FY 2014-15 budget preparation. With Board adoption of the proposed list of priority performance measures and goal outcomes, staff will use them in the FY 2014-15 planning and budgeting process. Staff will once again convene cross-departmental teams to develop business plans designed to achieve these outcomes. Business plans will feed into the budget process as priority funding items.

For budget and planning purposes for FY 2014-15, goals are being held static to those used in FY 2013-14. Staff is currently updating the strategic plan to reflect the GreenPlay, LLC recommendations from the Comprehensive Plan Update 2013 and the Service and Financial Sustainability Analysis, but this work will not be completed in time to include in the normal

FY 2014-15 planning and budgeting process. If any priority goals are identified in the new strategic plan that requires additional funding in the FY 2014-15 budget, staff will make direct adjustments to the budget to reflect them. Starting with the FY 2015-16 planning and budgeting cycle, staff will make significant modifications to the Goal Outcomes and Performance Measures to reflect the new strategic plan and the GreenPlay recommendations.

**Benefits of Proposal**

Board adoption of the priority performance measures and their goal outcomes will ensure that the District places a planning and budgeting priority on all of the Comprehensive Plan Goals, and will also engage all District departments. Use of performance measures will gauge effectiveness in goal achievement while allowing flexibility in the approach taken to achieve the goal. By adopting specific goal outcomes this early in the FY 2014-15 planning process, it will allow the cross-departmental teams sufficient time to develop meaningful business plans for budget funding consideration.

**Potential Downside of Proposal**

By selecting the priority performance measure list and goal outcomes, the Board of Directors will be limiting possible new budget funding to only those goal objectives that have been chosen for that fiscal year of budgeting.

**Action Requested**

Board of Directors adoption of the goal outcomes for the established priority performance measurements for use in the Fiscal Year 2014-15 planning and budget process.



## FY 2014-15 THPRD Goal Outcomes

Comprehensive Plan Goal, Objective, Action Step.	2009-10 (PY Service Level)	2010-11 (PY Service Level)	2011-12 (PY Service Level)	Prelim 2012-13 (Current Service Level)	2013-14 Goal Outcome (Target)	Basis of Measurement	2014-15 Goal Proposed Outcome (Target)	Ultimate Goal Outcome (Target)
<b>Goal 1. Quality, Accessible Parks</b>								
<b>Primary Measures:</b>								
1.B.) Provide neighborhood parks or park facilities throughout the District*	1.16	1.22	1.21	1.21	increase	# Acres/1,000 pop. (0.8 - 1.0 acres/1,000)	increase	0.8- 1.0 acres/1,000
	N/A	N/A	N/A	N/A	increase	% District coverage (within 0.5 miles)	increase	100%
1.C.) Provide community parks and special use facilities or park facilities throughout the District*	2.99	3.06	3.06	3.04	maintain	# Acres/1,000 pop. (2.0 acres/1,000)	maintain	2.0 acres/1,000
	N/A	N/A	N/A	N/A	maintain	% District coverage (within 2.0 miles)	maintain	100%
* Population measures updated per the park reclassification project, proximity measures to be determined upon completion of GIS mapping								
<b>Goal 2. Recreational Programs and Facilities</b>								
<b>Primary Measures:</b>								
2.A.) Provide a variety of programs to address the needs of all user groups, including children, teens, adults, seniors, ethnic and minority residents, and persons with disabilities: provide programs that meet the needs of people of all incomes	411.5	414.22	402.87	388.60	maintain	Program Registrants / 1,000 population Demographic % served as compared to total population	maintain	
2.F.) Provide playing fields throughout the District	62%	68%	84%	81%	increase	% Field hours used of hours allocated	increase	100%
	23.21	30.93	28.16	28.01	maintain	Field maintenance cost per field hour used	maintain	
<b>Secondary Measures:</b>								
2.A.) Provide a variety of programs at recreation centers to address the needs of all user groups and all income levels including the tracking of demographics).	3,938	4,820	4,452	3,881	maintain	# Family Assistance patrons served	maintain	
	6,690	7,982	8,717	TBD	maintain	# Rec Mobile patrons served	maintain	
	3,595	3,391	4,756	TBD	maintain	# Therapeutic Rec patrons	maintain	
	1,704	1,475	1,618	TBD	maintain	# Specialized Rec patrons	maintain	
2.A.2.) Conduct lifecycle analysis of programs & activities	159.6%	163.0%	161.0%	163.8%	maintain	Aggregate registration as % of aggregate class minimums	maintain	100%
2.A.3.) Adopt program standards & performance measures to track financial performance of each program as it compares to the budget goals								
2.A.6.) On-line registrations	28,913	39,645	42,761	44,071	N/A	# on-line registrations completed	N/A	
<b>Goal 3. Maintenance and Operations</b>								
<b>Primary Measures:</b>								
<b>Secondary Measures:</b>								
3.C.4.) Prioritize deferred maintenance on a five-year and ten-year plan of funding with annual updates						Replacement balance (includes deferred replacement backlog plus projected future replacements:		
	\$17,024,168	\$18,286,668	\$17,934,668	\$16,722,068	decrease	5-year balance	decrease	zero deferred
	\$32,011,737	\$31,300,736	\$31,100,236	\$29,565,636	decrease	10-year balance	decrease	zero deferred
3.D.) Organize maintenance activities by a combination of function and geographic region	\$0.68	\$0.74	\$0.85	\$0.91	decrease	Cost/mile traveled	decrease	
	454	423	398	394	decrease	Vehicle miles traveled/developed acre	decrease	
	\$310.24	\$311.51	\$337.40	\$359.20	decrease	Transportation costs/developed acre	decrease	



## FY 2014-15 THPRD Goal Outcomes

Comprehensive Plan Goal. Objective. Action Step.	2009-10 (PY Service Level)	2010-11 (PY Service Level)	2011-12 (PY Service Level)	Prelim 2012-13 (Current Service Level)	2013-14 Goal Outcome (Target)	Basis of Measurement	2014-15 Goal Proposed Outcome (Target)	Ultimate Goal Outcome (Target)
3.A.10.) Automate all irrigation and lighting within 5-10 year	84.7%	84.8%	84.9%	85.2%	increase	% Number of irrigation systems automated (of irrigation systems desired to be automated)	increase	100%
						% Number of desired lighted sites automated:		
	61.0%	61.0%	61.0%	61.0%	increase	Athletic Fields (of fields desired to light)	increase	100%
	100.0%	100.0%	100.0%	100.0%	maintain	Parking Lots (of parking lots desired to light)	maintain	100%
	92.0%	92.0%	92.0%	92.0%	increase	Pathways (of pathways desired to light)	increase	100%
3.E.2.) Operate safe parks and facilities	95	77	37	64	decrease	# Graffiti incidents	decrease	
	1,862	2,260	1,789	2,097	decrease	# After hour incidents	decrease	
<b>Goal 4. Natural Areas</b>								
<b>Primary Measures:</b>								
4.A.7.) Regularly maintain & monitor condition of natural areas	N/A	N/A	% Sites Estimated as Meeting Target: Low= 92% Med= 54% High= 40%	Initial trends indicate improved natural ground cover, anticipate 2 years to complete study	increase	Sites categorized & assessed by low-medium-high % native cover by acre. Targets established as follows: Low priority property >40% native ground cover Medium priority property >60% native ground cover High priority property >80% native ground cover	increase	100% DSL
4.C.) Use Park District facilities and programs to increase the public's understanding of natural resources, processes and habitats	42,444	45,083	60,959	70,973	increase	# NR education contact hours- Children	increase	
	4,880	6,167	6,981	8,695	increase	# NR education contact hours- Adults	increase	
<b>Goal 5. System of Connected Trails</b>								
<b>Completed</b>								
<b>Primary Measures:</b>								
5.A.) Close gaps in regional trail system by completing missing segments	21.49	21.60	22.26	23.30	increase	# Total continuous trail miles (regional & community)	increase	
						# of Trail Segments Completed:		
	13 of 42 complete	13 of 42 complete	14 of 42 complete	16 of 42 complete	increase	Regional	increase	
	11 of 54 complete	11 of 54 complete	11 of 54 complete	12 of 54 complete	increase	Community	increase	
5.E.) Implement a trails operation plan, and a trails renovation maintenance plan	N/A	N/A	N/A	Ranking system to be developed in FY 2013-2014		Trail quality standards rating system		
<b>Goal 6. Efficient Service Delivery</b>								
<b>Primary Measures:</b>								
6.A.) Provide & maintain facilities in a flexible manner to continue to respond to changing needs & conditions within the District	\$7.15	\$7.13	\$7.28	\$6.57	decrease	Cost/Square foot building maintained	decrease	
	\$18.26	\$18.29	\$17.07	\$16.83	decrease	Cost/Square foot pool maintained	decrease	
6.F.) Continue to establish, adjust and assess user fees for Park District facilities and programs in an equitable and cost-effective manner	81.7%	91.6%	92.1%	96.4%	increase	% Classes with fee at cost recovery targets	increase	100%
6.G.1.) Provide professional development and training for staff. Including participation in professional organizations.	1,629	1,051	424	1,283	maintain	# Total training contact hours	maintain	





## FY 2014-15 THPRD Goal Outcomes

Comprehensive Plan Goal. Objective. Action Step.	2009-10 (PY Service Level)	2010-11 (PY Service Level)	2011-12 (PY Service Level)	Prelim 2012-13 (Current Service Level)	2013-14 Goal Outcome (Target)	Basis of Measurement	2014-15 Goal Proposed Outcome (Target)	Ultimate Goal Outcome (Target)
<b>Secondary Measures:</b>								
6.B.) Continue to pursue partnerships in land acquisition, facility development programming, marketing, maintenance and other activities	488	488	488	488	increase	<b>Total # acres co-owned/maintained properties</b>	increase	
6.H.) Continue to encourage and recognize the importance of volunteers and other community groups in meeting District needs	63,000	64,000	62,000	64,000	increase	<b># Volunteer hours per year</b>	increase	
<b>Goal 7. Effective Information &amp; Communication</b>								
<b>Primary Measures:</b>								
7.B.) Regularly communicate with and provide opportunities for the general public to learn about and comment on District activities	N/A	89%	89%	89%	increase	<b>Population (patron) awareness</b>	increase	
	N/A	8.75 out of 10	8.75 out of 10	8.75 out of 10	maintain	<b>Population (patron) satisfaction</b>	maintain	
<b>Secondary Measures:</b>								
7.B.5.) Update the Park District website to provide information and feedback opportunities on plans & policies, using project specific websites when needed	49,000	50,700	57,100	63,400	maintain	<b># Website hits/month</b>	maintain	
7.G.) Regularly communicate with public through media: continue to implement the District media communication strategy to publicize Park District information	1,120	1,300	1,600	4,800	maintain	<b>Total # newspaper column inches (including THPRD related articles)</b>	maintain	
	380,000	410,000	460,000	507,400	maintain	<b>Print communication- # household contacts per year with THPRD information</b>	maintain	
	30	42	60	102	maintain	<b>Total # District electronic/website mentions</b>	maintain	
<b>Goal 8. Environmental and Financial Sustainability</b>								
<b>Primary Measures:</b>								
8.A.) Design facilities in an environmentally and cost-conscious manner						<b>Utility units consumed/year/Building &amp; Pool square foot:</b>		
	56.17	56.34	48.55	57.79	decrease	<b>Water (Gallons)</b>	decrease	
	73,789	49,260	57,081	59,500	decrease	<b>Utility units consumed/year/developed acre:</b> <b>Water (Gallons)</b>	decrease	
	36,378.0	30,250.5	55,400	73,625.5	decrease	<b>Utility units consumed/year/# athletic fields &amp; courts maintained:</b> <b>Water (Gallons)</b>	decrease	
	14,990	14,856	14,549	TBD	decrease	<b>Total annual metric tons of CO2 generated</b>	decrease	
<b>Secondary Measures:</b>								
8.A.) Design facilities in an environmentally and cost-conscious manner						<b>Utility units consumed/year/Building &amp; Pool square foot:</b>		
	1.15	1.14	1.06	0.94	decrease	<b>Gas (Therms)</b>	decrease	
	13.56	13.32	12.73	12.42	decrease	<b>Electric (kWh)</b>	decrease	
	107.23	98.83	99.51	117.48	decrease	<b>Utility units consumed/year/developed acre:</b> <b>Electric (kWh)</b>	decrease	
	812.13	806.47	751.93	816.76	decrease	<b>Utility units consumed/year/# athletic fields &amp; courts maintained:</b> <b>Electric (kWh)</b>	decrease	
	2.0	2.0	2.0	2.0	increase	<b>Acres of permeable parking surface</b>	increase	
8.B.) Consider environmental impacts of maintenance and operational activities and standards: continue and expand use of hybrid vehicles	11.4%	12.1%	15.3%	16.6%	increase	<b>% miles traveled by alternate fuel vehicles on road</b>	increase	



[9C]

## MEMO

**DATE:** August 29, 2013  
**TO:** Doug Menke, General Manager  
**FROM:** James McElhinny, Director of Park and Recreation Services

**RE:** District Smoking Policy Proposal

### Introduction

At their January 15, 2013 meeting, members of the Parks Advisory Committee voted to support a policy banning smoking at Park District-owned and maintained properties. The Parks Advisory Committee will be making a brief presentation on the proposed smoking ban at the September 9, 2013 Board of Directors meeting. Carla Bennett, a representative from the Washington County Tobacco Prevention and Education Program, will also attend the meeting to address the Board in support of a smoking ban.

### Background

The Parks Advisory Committee vote is reflected in the Committee's January minutes which are attached (Attachment A). With the assistance of a Graduate Student working on his Master's degree, the Committee conducted extensive research on the topic and discussed it thoroughly before taking the vote. A copy of the student's research is attached (Attachment B).

In the research conducted by the student and the Committee, a number of findings were made. Examples include, in the State of Oregon, many cities and agencies are adopting no smoking policies. The City of Hillsboro adopted a no smoking policy for Hillsboro parks in 2009. The Beaverton School District has maintained a zero tolerance policy for smoking on school grounds for many years. Portland Community College declared their campuses smoke free in the fall of 2012. The City of Beaverton very recently passed a resolution (that went into effect on September 1, 2013) that will prohibit tobacco use on city-owned or leased properties, and at city-sponsored events and venues.

### Review and Research to Date

Following the research completed by the Parks Advisory Committee, staff has completed the following steps in researching and reviewing a possible implementation of a smoking ban.

- April/May 2013: All Park District Advisory Committees were polled regarding a smoking ban. More than 95 percent of Advisory Committee members are in favor of the proposed change.
- May 2013: Staff drafted a policy statement and sent it to legal counsel for review. The draft was sent, and a response received from legal counsel that states that the Park District is allowed to implement a policy prohibiting the smoking of tobacco products at all Park District-owned and maintained properties.
- September 2013: At the September Board of Directors meeting, staff provides the Board of Directors with a plan for banning smoking and a process for implementation. The Parks Advisory Committee is invited to attend and participate in the presentation as well.

With the Board of Directors concurrence and direction at their September 9, 2013 meeting, the next steps that will be implemented in the smoking ban process are listed below.

- September/October 2013: Staff coordinates with the Human Resources Department and the Wellness Committee on development of an education and smoking cessation program for employees. Employees are informed of the plan via the Employee Newsletter and All Staff emails.
- October 2013: Two public meetings will be held, one at Cedar Hills Recreation Center and one at Conestoga Recreation & Aquatic Center to solicit public input on the proposed ban. Further comments are solicited through the website and other available communications/media tools. The information is also presented at the THPRD All Staff Meetings.
- December 2013: Assuming a positive response from Park District residents, staff makes a final recommendation for adoption of the smoking ban at the December 2013 Board of Directors meeting. The first reading for adoption of the smoking ban as an ordinance (to be included within the District's Park Rules) occurs at this meeting.
- January 2014: Final reading of the ordinance for the smoking ban occurs at this meeting.
- May 1, 2014: Assuming adoption by the Board, a no-smoking policy goes into effect. A sticker advising of the change is applied to all Park District rules signs. Further information is placed on the website and other forms of media. The education and smoking cessation program for employees is implemented.

#### **Benefits of Proposal**

The implementation of a smoking ban in all Park District-owned and maintained properties supports our goal of promoting healthy, active lifestyle choices for our residents.

#### **Potential Downside of Proposal**

There is no apparent downside to this proposal.

#### **Action Requested**

Board of Directors consensus to authorize staff to proceed with outreach for this proposal. Staff will return to the Board with a final recommendation at the December Regular meeting.



## Tualatin Hills Park & Recreation District ADVISORY COMMITTEE MEETING MINUTES

Parks Advisory Committee Meeting  
Date: Tuesday, January 15, 2013  
Time: 6:15 p.m.  
Location: Fanno Creek Service Center

### In Attendance

Committee Members:	Greg Cody, Miles Glowacki, Sue Remkeit
Staff:	Mike Janin, Dave Chrisman
Guests:	Fred Meyer, Beaverton Veterans Memorial Management Corp Matt Kilmartin, THPRD Park Planner

### I. Call to Order

Meeting was called to order by Committee Chairman, Miles Glowacki, at 6:15 p.m. at the Fanno Creek Service Center.

### II. Approval of Minutes

The Committee approved minutes from the November 13, 2012, Parks Advisory Committee Meeting.

### III. Staff Reports

#### Memorial Park Master Plan Presentation:

Matt Kilmartin presented a Master Plan for Memorial Park. Matt explained that THPRD staff have been working cooperatively with American Legion Post 124 and the Beaverton Veterans Management Corporation. Memorial Park is somewhat unique in that it is owned by the City of Beaverton, maintained by THPRD and all the memorials and memorial events are managed by the American Legion Post and their BVMM Corporation. Given recent interest to provide additional memorials in the park, it became apparent that a master plan should be developed.

Matt presented a design to scale that displayed all current memorials and areas where additional memorials might be added. Opportunity for additional monuments is limited since the site is nearly built to capacity. One of the key features of the master plan is to identify those remaining spaces available and provide considerations for growth. Matt explained that the District and ALP-124 have agreed to the construction of a new monument to be funded by the Sons of the American Revolution (SOAR). Space is available in the south side of the park and construction may occur only after all funds are raised by SOAR. The Master Plan reflects that opportunity as well as other limited growth opportunities.

Matt explained that he will be conducting a neighborhood meeting for public input and then seeking final approval from the THPRD Board of Directors.

Sue Remkeit made a motion to approve the plan as presented with recognition to American Legion Post 124 for the significant volunteer efforts and contributions to the park.

The motion was unanimously approved.

#### Somerset West Park Master Plan Presentation:

Matt Kilmartin presented a Master Plan for Somerset West Park. The primary feature of the master plan is a Champions II Sports Field designed specifically for disabled youth athletes. Cost to develop the fields is estimated between \$3.3 and \$3.7 million for site improvements and the ball field. The Park Foundation is expected to fund approximately \$1.7-\$2 million.

Matt presented two designs explaining the differences and unique features of each. Advisory Committee members discussed the differences and offered opinions of the strengths/weaknesses of each.

Matt will be presenting the two proposals during neighborhood meetings before finalizing a recommendation to be presented to the THPRD Board of Directors.

Other

Mike Janin informed the Committee that the Beaverton Police are now occupying a small office in the THPRD maintenance compound at the HMT Recreation Complex. The office will be used as a neighborhood satellite providing access to a phone, desk and work space. Their presence is viewed as favorable in terms of added security and visibility.

IV. Old Business

Mike Janin and Dave Chrisman shared results of a recent survey conducted by a THPRD consultant.

GreenPlay LLC of Colorado recently conducted a survey of citizens who live within THPRD boundaries. Respondents were told that THPRD is considering a ban on tobacco products within parks and outdoor spaces. Respondents were then asked if they would support or oppose this policy. The overwhelming majority of respondents (89%) indicated that they would support the policy, while only 6% were opposed. Five percent were neutral on the topic.

To evaluate further, 97% of respondents stated they do not use tobacco products. As such, it is clear that several non-tobacco users were either opposed or neutral on the topic of banning tobacco products within parks and outdoor spaces.

Given these survey results and a prior presentation by the Washington County Tobacco Coalition, and further recommendations noted in a study completed by former Committee Park Advisory Committee member Blair Thomas, the Parks Advisory Committee were asked if they were ready to make a recommendation about smoking in THPRD Parks.

A motion was made and unanimously approved as follows:

“The Parks Advisory Committee supports a policy of banning the use of tobacco or other smoking products on all District owned or maintained properties. The Parks Advisory Committee will support an implementation time line developed by staff and approved by the Board of Directors.”

V. New Business  
No New Business

VI. Next Meeting will be held on Tuesday, February 12, 2013 , 6:15 p.m. at Fanno Creek Service Center

Meeting adjourned at 8:10 p.m.

Respectfully submitted,

Dave Chrisman  
Recording Secretary

Overview and Recommendation  
Of a Smoking Ban

Presented to  
The THPRD Parks Advisory Committee

By  
Blair Thomas

This report is a general overview of smoking bans and other related materials to inform Tualatin Hills Parks and Recreation District (THPRD) leadership and the THPRD Parks Advisory Board (PAB) in regards to the implementation of a the institution of a smoke-free ban in their parks. Included is my personal recommendation on what policy the organization should institute regarding a smoking ban in THPRD parks.

Statistics pertaining to smoking prevalence will not be found in this report. There are references made to academically-based sources that support parts of my recommendation. The purpose of the project was not to stir feelings about personal views towards smoking or to make comparisons with smokers across the region. This report was meant to be as relevant as possible to THPRD leadership and the PAB.

While my report takes into account input from various sources, I do not represent anyone or any organizations with my final recommendation and the conclusions made are solely my own unless otherwise stated. A brief literature review of related academically-based material accompanies this report.

### **Relevant Oregon Legislation**

According to the American Lung Association (ALA) (2012), there are 38 states throughout the country that have public smoking bans in some capacity. Among them is Oregon, which passed a smoke-free law in 2007 and was implemented in 2009. The ALA reports that law states:

No person shall smoke in a public place or place of employment, including restaurants, bars and non-tribal gaming establishments. 'Public places' means any enclosed indoor area open to the public. Smoking is also prohibited within 10 feet of entrances, exits, windows that open and ventilation intakes to public places and places of employment.

Currently, there are no provisions that disallow local communities from passing stronger laws and ordinances to restrict smoking (ALA).

### **Smoking and Tobacco Bans in Oregon**

There are two different bans that have been passed throughout the state: Smoke-free and tobacco-free. According to Smokefree Oregon (2010), a tobacco-free policy includes ban of the use of any tobacco product, which does include “smokeless” tobacco. Organizations such as colleges, have implemented tobacco-free policies due to concerns about sanitary issues such as chew spit on sidewalks, in water fountains, and in classroom trash cans (Smokefree Oregon).

Reports compiled by Carla Bennett (2012) of the Washington County Department of Health and Human Services show that at least eight cities and park districts throughout the state have passed and implemented partial or total smoke-free park policies. The list of cities includes: Ashland, Bandon, Brookings, Corvallis, Dallas, Hillsboro, Independence, Lebanon, Lincoln City, North Plains, Portland, and Stayton. In addition to these communities, Washington County is also completely smoke-free.

Oregon cities with tobacco-free policies within their parks include: Bend, Happy Valley, Lake Oswego, Pendleton, Roseburg and Sherwood. In addition, North Wasco County parks are also completely tobacco-free. Bennett Hall (2012) reported that Benton, Deschutes, and Multnomah counties have passed tobacco-free policies which will be implemented throughout 2012 and 2013.

Regional government organization Metro enacted a ban in 2011 which prohibits the use of all tobacco products at all of its facilities, including the Oregon Zoo. The zoo went tobacco-free campus-wide on May 26<sup>th</sup>.



### **Stakeholder Perspectives: Neighborhood Action Committee (NAC) Survey Results**

Based on meetings with neighborhood association committees, there appears to be support for a smoking ban if implemented by THPRD. In the completed surveys I attained in addition to help from the City of Beaverton, there appears to be preliminary support for a smoking-ban among non-smokers.

Of the 34 surveys considered, 31 (91.1 percent) identified themselves as non-smokers. Over 45 percent stated that they were not affected by smoking at parks maintained by THPRD, compared to 29 percent that were somewhat affected and 25 percent that were very affected by it. Overall, 29 percent of non-smokers were against the institution of a THPRD smoking-ban. Concerns submitted by constituents against the ban include fear of increased government regulation, the potential cost of enforcement, and the effectiveness of such a ban if implemented.

All three people surveyed that identified themselves as smokers were not affected by smoke at parks maintained by THPRD. All three opposed a smoking ban by the organization.

There are a few problems with the surveys collected. First, the sample size is too small to make conclusions about the overall opinions of THPRD park users. Second, a potential problem to consider with surveys taken from NACs is that many of the citizens that appear at meetings are often the most interested in what occurs in their community and will likely provide the most "extreme" answers one way or another, given their passion for their neighborhood.

### **Reasons for Smoke-free Policy**

A smoke-free policy would be accompanied by a number of reasons that would support its passing. First, there are environmental reasons such as limiting the amount of litter produced by smokers such as used cigarettes and tobacco-related products. Other reasons include: A policy would be consistent with THPRD's mission statement; other communities have created policies that THPRD could use as examples; and there are viable partnerships that the organization could develop if it chooses to implement a smoke-free policy.

Given THPRD's mission statement, the implementation of a smoke-free policy is completely consistent with what the organization stands for and is not counter-intuitive in any manner. There would not be any mixed signals if a policy is passed, because if the rebuttals are made about the relationship between health and second-hand smoke, the organization could implement it on the basis of improving the environment of the parks by attempting to eliminate the litter that comes with tobacco-related products.

THPRD is almost certain to gain support from local groups if they choose to pass a smoke-free policy and could likely gain help about how to implement a policy to fulfill their specific goals. The Oregon Governor's Council on Physical Fitness and Sports led by Portland-area cardiologist and author Dr. James Beckerman has expressed support if a policy is passed. There are other coalitions and organizations that would also lend their support if a policy is passed.

### **Reasons against Smoke-free Policy**

There is an assortment of reasons against passing a smoke-free related policy. Reasons include the allocation of budget funds for signage, a concern about the level of necessity of this policy, and the opposition of this policy throughout its debate.

If THPRD leadership chooses to pass a policy, funds will likely need to be dedicated towards signage, promotion of the policy, and educating constituents about it. PAB members expressed concerns about how high of a priority that instituting a smoking ban should take, given that the organization does not receive a significant amount of complaining from park users regarding cigarette smoke.

At NACs, constituents expressed concerns about THPRD instituting another policy that would be viewed as limiting rights and freedoms. In cities throughout the state and the country where smoking policies have been voted on, smoking advocates have complained that smoke-free policies infringe on the basic rights of citizens to partake in an activity that is viewed as some to not be harmful to others.

### **Policy Feasibility**

The successful implementation of smoke-free policies in other areas implies that an attempt to implement similar policies by this organization would be successful. Portland Metro Regional Council's implemented a smoke-free policy throughout all of their facilities that the organization oversees, including the Oregon Zoo without any notable public outcry.

The Portland Metro Regional Council (2012) reported that one of the reasons for the policy was that it was part of a consistent message of the organization:

The policy is a part of larger efforts at Metro to promote healthy and sustainable communities and maintain clean outdoor spaces free of pollutants. It also supports the agency's primary responsibility of preserving and enhancing the quality of life and the environment for future generations.

The issue of enforceability is one that has been discussed at various NACs as well as meetings with THPRD's Dave Chrisman, Mike Janin, and the Parks Advisory Board. There is an understanding that the organization cannot levy fines within the jurisdiction of their parks. Constituents in violation of a smoke-free ban would likely be asked to dispose of their products or be asked to leave the park.

In events such as "Concerts at the Park," THPRD could choose to use a greater force of park security to enforce such a ban. In these settings, the organization could show constituents that the policy is taken seriously by leadership.

An official at the Washington County Department of Health and Human Services recommends that THPRD could use a policy's passing as an opportunity to educate the public on the negative effects associated with smoking. The organization could use the legislation of a smoke-free ban to educate the public about the impacts that smoking has the environment, specifically a park or trail.

Complaints associated with enforceability would likely diminish over time, because signage would likely empower park users to ask smokers and tobacco users to follow the regulations of the park. THPRD could add a link for constituents to report violations of the policy in their neighborhood, similar to one that is already in place for other users.

### **Policy Recommendation**

I recommend implementing a tobacco-free and smoke-free policy that would eliminate the use of all tobacco products in all THPRD parks, including smoke-less

products. This would help to close any loopholes regarding to non-tobacco products that could be smoked. Bennett suggests that the policy should be smoke-free and tobacco-free, and I agree. The policy should be as explicit as possible.

Studies have indicated across the country that once a smoking ban is passed in public areas, the ban usually gains support over time. Specifically in parks, 90 percent of Minnesota park directors with tobacco-free policies stated that they would recommend a tobacco-free policy in parks to other communities that expressed interest, (Klein, et. al., 2007).

A ban on tobacco products in THPRD parks is consistent with the values of the organization, because of the potential health effects that tobacco-related products have on people and the environment. As one constituent lamented in a survey:

“A primary goal is to promote healthy living. Making any allowances for smoking on THPRD premises would fly in the face of this goal.”

The upfront cost of instituting a policy is minimal and is not time-consuming in its implementation. It is difficult to argue against a smoke-free policy from an environmental perspective as the absence of tobacco-related products would likely lead to a reduction of tobacco-related litter (Smokefree Oregon). As a result, the organization would likely save time and other resources associated with cleaning tobacco-related waste.

THPRD already has the experience of implementing policies as Washington County indicated that two of THPRD's parks are smoke-free. Mike Janin and Dave Chrisman would not need to drastically change the way that the parks are currently patrolled or maintained.

Enforcement is not as big of a problem as one would anticipate. Klein et. al (2007), reported that of the Minnesota park directors in charge of jurisdictions with tobacco-free policies, only 25 percent complained about non-compliance issues.

Constituents have suggested that designated areas where smokers can use products would be a viable alternative to a ban. While the idea appears to be a logical compromise with others that have an issue with cigarette smoke, the problem is that smoke travels outside of the marked area and still has the ability to inconvenience park users despite the distance of where the cigarette is smoked.

Whatever the organization chooses to do with a smoke-free related policy, there will be opposition. If THPRD does pass policy, I argue that educating citizens and providing transparency as to why the policy was passed would ease any opposition to it both in the short-term and the long-term.

### References

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Smokefree Oregon. (2012). *Frequently Asked Questions*. Retrieved from <http://www.smokefreeoregon.com/smokefree-places/community-colleges/college-leadership/frequently-asked-questions#>

### **Relevant Oregon Legislation**

- Eight cities and park districts throughout the state have passed and implemented partial or total smoke-free park policies.
- Ashland, Bandon, Brookings, Corvallis, Dallas, Hillsboro, Independence, Lebanon, Lincoln City, North Plains, Portland, and Stayton.
- Washington County is also completely smoke-free.
- Oregon cities with tobacco-free policies within their parks include: Bend, Happy Valley, Lake Oswego, Pendleton, Roseburg and Sherwood. North Wasco County parks are also completely tobacco-free.
- Benton, Deschutes, and Multnomah counties have passed tobacco-free policies which will be implemented throughout 2012 and 2013.
- Metro enacted a ban in 2011 which prohibits the use of all tobacco products at all of its facilities, including the Oregon Zoo.

### **Features of NAC Surveys**

- Of the 34 surveys considered, 31 (91.1 percent) identified themselves as non-smokers.
- Over 45 percent stated that they were not affected by smoking at parks maintained by THPRD, compared to 29 percent that were somewhat affected and 25 percent that were very affected by it.
- Overall, 29 percent of non-smokers were against the institution of a THPRD smoking-ban.
- Concerns submitted by constituents against the ban include fear of increased government regulation, the potential cost of enforcement, and the effectiveness of such a ban if implemented.

### **Reasons for Smoke-free Policy**

- Environmental reasons such as limiting the amount of litter produced by smokers such as used cigarettes and tobacco-related products.
- A policy would be consistent with THPRD's mission statement; other communities have created policies that THPRD could use as examples
- There are viable partnerships that the organization could develop if it chooses to implement a smoke-free policy.

### **Reasons against Smoke-free Policy**

- Allocation of budget funds for signage and community education.
- A concern about the level of necessity of this policy.
- Limitation of constituents' rights.

### **Policy Feasibility**

- Metro and Hillsboro have proven that it is viable.
- THPRD would save resources because of less tobacco-related litter.
- Studies show that support for policy would increase after implementation.

### **Personal Recommendation**

- Smoke-free and tobacco-free policy.





## Management Report to the Board September 9, 2013

### **Communications & Outreach**

*Bob Wayt, Director of Communications & Outreach*

1. An estimated 300 people attended the grand opening of Paul & Verna Winkelman Park on August 20. Guests were treated to free food, a variety of activities, prizes and information. Members of the Aloha United Soccer Club scrimmaged on the new youth athletic field and ran through the ceremonial ribbon to cap the grand opening program. Many guests brought their dogs and let them loose to frolic in the facility's new dog park. Five Winkelman family descendants attended the grand opening and praised THPRD for developing the site into a public park, as Paul Winkelman wanted.
2. THPRD's 2013 Concerts & Theater in the Park series concluded on August 22 with a performance by the Patrick Lamb Band at Cedar Mill Park. The highlight of the series was the Quarterflash/Stone in Love doubleheader on August 10 that drew 3,500 people to the HMT Recreation Complex despite threatening weather. The Park District presented a total of eight concerts and one theatrical performance this summer, all between July 6 and August 22. This was the 10<sup>th</sup> consecutive year THPRD has provided free music in the park for patrons (theater was added in 2009).
3. The Park District's second annual Sunday Trailways event is set for Sunday, September 22, from 11 a.m. to 3 p.m. Introduced last year on the Fanno Creek Trail, this year's event will celebrate the Rock Creek Trail (RCT) between the Rock Creek West Soccer Fields and Kaiser Woods. A variety of fun and educational activities are planned along the route for bicyclists, walkers and runners. New segments of the RCT that were funded by the bond measure will be dedicated.

### **Community Partnerships**

*Geoff Roach, Director of Community Partnerships*

1. The development of the Champions Too! campaign continues and remains on schedule. In September, with newly minted recruitment materials, the effort moves from the identification of prospects for the Champions Council and into active recruitment of the council. In addition, compliments are extended to the Beaverton Rotary for its success with the inaugural Sun Run, which raised \$5,000 for Champions Too!

### **Aquatics**

*Sharon Hoffmeister, Superintendent of Aquatic Program Services*

1. The Sunset Swim Center parking lot project is complete and has reopened for use. Patrons and staff were grateful to be able to use the Sunset High School parking lot during the summer. Many thought walking through the park was a pleasant way to get to the Center.

2. Beaverton Swim Center is closed for 13 weeks (September 2-December 1) for seismic improvements and pool tank resurfacing. Our other indoor pools will be able to accommodate most of the patron needs through existing programs. The Specialized Aquatics program (instructional program for the developmentally disabled and physically limited) is being offered at Sunset Swim Center during the fall season.
3. The pools had a very busy summer with the benefit of having warm, dry weather. Staff did an excellent job. The fall season is well underway and kicked off with strong registration numbers. Evening classes filled very quickly, especially with having one pool closed. We will add classes wherever we have space and instructors available. The supervisors are now busy planning winter and spring programs.

### **Maintenance**

*Dave Chrisman, Superintendent of Maintenance Operations*

1. Resurfacing and crack repair have been completed on 12 outdoor tennis courts:
  - Eight outdoor courts at Westview High School (last resurfaced in 1999).
  - Two outdoor courts at Terra Linda Park (last resurfaced in 2000).
  - Two outdoor courts at Lost Park (last resurfaced in 1998).
2. Phases 1 & 2 of the residing and painting project at Garden Home Recreation Center are scheduled to be complete August 30. The two phases consisted of replacing the siding on the south end of the west wing, the south end of the gym and ramp area, and the east side (upper portion) of the gym. Phase 3 is scheduled to start September 3. The project scope of Phase 3 will be to remove the existing siding, replace and paint the new siding located outside the offices, weight room and kitchen areas in front of the building. Phase 3 is estimated to take about three weeks to complete.
3. The 20,000 square foot "All Season" area at the PCC Rock Creek Dog Park is scheduled to open to the public on September 9. The entire PCC Rock Creek Dog Park consists of 1.5 acres, broken into three sections (All Season, Small Dogs, and All Dogs). The Small Dogs and All Dogs areas are scheduled to open next spring, after the turf becomes established. The All Season area, which is designed to stay open year round, is composed of recycled chips with a gravel walking path around the perimeter.

### **Natural Resources & Trails Management**

*Bruce Barbarasch, Superintendent of Natural Resources & Trails Management*

1. Fanno Creek Trail at Scholls. Staff and agency partners completed raising the level of the path under Scholls Ferry Road to improve access during wet times of the year when mud gets deposited on the low-lying trail surface.
2. Power Pole Removal. Staff have been working with the Bonneville Power Administration (BPA) to ensure that park resources and patrons are protected as BPA contractors remove a de-energized power line and supports that run through the Rock Creek Greenway.
3. Bethany Lake. Maintenance and Natural Resources staff coordinated to harvest algae and aquatic weeds from the lake. Staff held a neighborhood meeting to discuss lake and natural area management on August 29.
4. Bug Fest. More than 800 people learned about the little critters that make the world go round during the 13<sup>th</sup> annual event at Tualatin Hills Nature Park on Saturday, August 24.

5. Trail Use Counts. Volunteers will perform trail user counts and brief surveys at four locations throughout the District, in conjunction with Metro and the National Bicycle and Pedestrian Documentation Project. We have been collecting trail usership information at these sites since 2008. Sites include the Waterhouse Trail at Waterhouse Park, the Westside Trail just south of Farmington Road, the Fanno Creek Trail at Greenway Park, and the Fanno Creek Trail at Fanno Creek Park.

### **Planning & Development**

*Steve Gulgren, Superintendent of Planning & Development*

1. Ben Graf Trail Update: The project is proceeding on schedule and is now in the Design Development phase. A Type I land use application was submitted to Washington County in mid-August for the trail development. Staff is currently working with the design consultant and permitting agencies for all environmental permits required for related impacts to the wetland and buffers.

### **Programs & Special Activities**

*Lisa Novak, Superintendent of Programs & Special Activities*

1. The electrical work for the air structure replacement project at the Tennis Center began on September 3.
2. September is National Senior Center Month. The Elsie Stuhr Center will feature displays and special tours with an emphasis on healthy aging.
3. Camp Rivendale completed their final week of camp, which is Adult Camp, August 26-30. The session was full with 20 campers.
4. Volunteer Services and Special Events staff completed the series of eight summer concert and theater events on August 22. This season is notable for exceeding attendance at all events and spectacular outdoor event weather. Over 10,400 people attended summer music and theater events held in July and August.

### **Recreation**

*Eric Owens, Superintendent of Recreation*

1. Garden Home Recreation Center has had another successful summer camp season with growth in both their full-day summer camps and their teen specialty camps.
2. The Garden Home gymnastics program continues to grow in popularity with parents and kids. The room was remodeled a year ago and has seen consistent increases in class registrations from term to term.
3. Big Truck Day was held on August 10, 2013, with 40 big vehicles on site to the delight of the 4,900 participants who visited the Conestoga Recreation & Aquatic Center for the event. A program evaluation distributed to staff and drivers provided valuable feedback for improvements to the event for 2014.
4. Cedar Hills Cardio Theater has been installed in the cardio room. This provides those who want to watch television while running on the elliptical trainer, treadmill or stair master the opportunity to plug their headphones into the machine and watch/listen to televisions preset to three different stations. Feedback from the users has been positive.

## **Security Operations**

*Mike Janin, Superintendent of Security Operations*

1. From May 15 through August 25, Park Patrol had written 113 exclusions to individuals in violation of District rules. The bulk of the exclusions are for drugs (usually marijuana), alcohol, and individuals in a park after hours.
2. Security Operations/Park Patrol has a new statistical computer program that captures the 38 types of activities that we investigate or monitor on a daily basis. The program has the ability to search by "park name" or by "incident" which reveals those parks by location where the specific incidents occurred. The program also records each individual Park Patrol Officer's daily activity and at the end of the month, we get a report showing the total of all activities. We can also search via "date range", for example, over the period of three months, how many incidents occurred at one specific location.

## **Sports**

*Scott Brucker, Superintendent of Sports*

1. Fields: Fall 2013 field sports (football and soccer) have been underway since the first week of August. Initial allocations have been received and the organizations are working on turn back time and finalizing schedules. Several fall baseball programs have begun practicing; they started earlier this year to provide more play before wet weather.
2. Adult Leagues
  - A. Fall 2013 adult softball league registration has closed. Fall 2013 has 73 teams registered as compared to 65 softball teams in 2012 and 70 softball teams in 2011.
  - B. Adult Volleyball continues to be strong; there are 40 teams in summer and fall as compared to 37 in 2012 and 36 in 2011.
3. Affiliate Review: The affiliated organizations are progressing on their 10-year vision and have met with staff at least once. Staff is receiving positive feedback on the request although there is some concern on the timeline. Staff has adjusted the due date when requested to afford time for the volunteers to develop a quality product.

## **Business Services**

*Cathy Brucker, Finance Manager*

*Nancy Hartman-Noye, Human Resources Manager*

*Mark Hokkanen, Risk and Contract Manager*

*Ann Mackiernan, Operations Analysis Manager*

*Phil Young, Information Services Manager*

1. Fall class registration began on Saturday, August 24. Phone-in and web registration began at 8:00 a.m. Staff responded to 696 phone calls on Saturday, with 25% of our invoices, 20% of our revenue and 23% of our classes being processed by our operators. Our website processed over 2,200 invoices on Saturday. The online registration performed very well; during the first 15 minutes of registration, it processed 52% of our invoices for the day. Also in the first 15 minutes, we had 137 classes reach their maximum enrollment; in total, 365 classes reached their maximum enrollment on opening day.
2. The telecommunication site lease with AT&T at Garden Home Recreation Center was extended. This site is a co-location in which Sprint is the tower owner, with three other carriers present: AT&T, T-Mobile and Verizon. Staff was able to negotiate an overall increase of \$10,148 over the life of the lease, with 10-years less than requested. Currently,

the District has 25 lease agreements and is receiving approximately \$250,000 in payments. In addition, the District is beginning to see increased activity in telecommunication companies wishing to locate new sites for their equipment. Staff is following its operational procedures and will bring forth proposals for new locations to the Board for final approval.

3. Representatives from the potential ropes course concessionaire visited the HMT Recreation Complex on August 4, 2013. Following their visit, staff walked the site to provide answers to questions raised by Go Ape. Next steps include discussion of concession contract options and the development of a prototype course layout.
4. Talbot, Korvola & Warwick, the District's Auditors, will complete the audit field work for the Tualatin Hills Park Foundation FY 2012/13 financial statements by the end of August. Staff continues to work on the closing of the FY 2012/13 District's financial records, for the return of the auditors in mid-October for audit field work on the District financial statements.
5. Due diligence for the proposed Adventure Recreation Facility continues. Members of the due diligence team are developing detailed operating budgets for multiple scenarios. The team is also developing an outreach campaign for a youth advisory task force to provide public input on amenity and program options.

# September

<i>Sun</i>	<i>Mon</i>	<i>Tue</i>	<i>Wed</i>	<i>Thu</i>	<i>Fri</i>	<i>Sat</i>
<b>1</b> Doggie Paddle @ Beaverton Swim Center	<b>2</b> HOLIDAY	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b> Harvest Bazaar @ Stuhr Center	<b>7</b> Harvest Bazaar @ Stuhr Center
<b>8</b>	<b>9</b> Board Meeting 7pm @ Dryland/HMT	<b>10</b> Parks Advisory Committee 6pm  Stuhr Center Advisory Committee 9:30am	<b>11</b> Aquatics Advisory Com:mittee 7pm	<b>12</b> Parks Bond Oversight Committee Meeting 6pm @ Dryland/HMT	<b>13</b>	<b>14</b> Nature Day in the Park @ Greenway Park
<b>15</b>	<b>16</b>	<b>17</b> Trails Advisory Committee 7pm	<b>18</b> Recreation Advisory Com:mittee 7pm	<b>19</b> Sports Advisory Committee 4:30pm	<b>20</b>	<b>21</b>
<b>22</b> Sunday Trailways along Rock Creek Regional Trail	<b>23</b>	<b>24</b> Natural Resources Advisory Committee 6:30pm	<b>25</b>	<b>26</b>	<b>27</b>	<b>28</b>
<b>29</b>	<b>30</b>					

2013

# October

<i>Sun</i>	<i>Mon</i>	<i>Tue</i>	<i>Wed</i>	<i>Thu</i>	<i>Fri</i>	<i>Sat</i>
		<b>1</b>	<b>2</b> Aquatics Advisory Committee 7pm	<b>3</b>	<b>4</b>	<b>5</b> Fall Native Plant Sale @ Tualatin Hills Nature Park
<b>6</b>	<b>7</b>	<b>8</b> Parks Advisory Committee 6pm	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>13</b>	<b>14</b> Board Meeting 7pm @ Dryland/HMT  Stuhr Center Advisory Committee 10am	<b>15</b> Trails Advisory Committee 7pm	<b>16</b> Recreation Advisory Committee 7pm	<b>17</b> Sports Advisory Committee 4:30pm	<b>18</b>	<b>19</b> Fall Festival @ Cedar Hills
<b>20</b>	<b>21</b>	<b>22</b> Natural Resources Advisory Committee 6:30pm	<b>23</b>	<b>24</b>	<b>25</b> Great Pumpkin Hunt @ Garden Home  Pumpkin Fest & Flick 'n Float @ Conestoga	<b>26</b>
<b>27</b>	<b>28</b>	<b>29</b>	<b>30</b>	<b>31</b>		

2013

# November

<i>Sun</i>	<i>Mon</i>	<i>Tue</i>	<i>Wed</i>	<i>Thu</i>	<i>Fri</i>	<i>Sat</i>
					<b>1</b>	<b>2</b>
<b>3</b>	<b>4</b> Board Meeting 7pm @ Dryland/HMT	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>
<b>10</b>	<b>11</b> HOLIDAY Stuhr Center Advisory Committee 10am	<b>12</b> Parks Advisory Committee 6pm	<b>13</b>	<b>14</b>	<b>15</b>	<b>16</b>
<b>17</b>	<b>18</b>	<b>19</b> Trails Advisory Committee 7pm	<b>20</b> Recreation Advisory Committee 7pm	<b>21</b> Sports Advisory Committee 4:30pm	<b>22</b> Flick 'n Float @ Conestoga	<b>23</b>
<b>24</b>	<b>25</b>	<b>26</b> Natural Resources Advisory Committee 6:30pm	<b>27</b>	<b>28</b> HOLIDAY	<b>29</b> HOLIDAY	<b>30</b>

2013



**Tualatin Hills Park and Recreation District**  
**Monthly Capital Project Report**  
**Estimated Cost vs. Budget**  
**Through 07/31/13**

Description	Project Budget				Project Expenditures			Estimated Total Costs			Est. Cost (Over) Under Budget		
	Prior Year Budget Amount (1)	Budget Carryover to Current Year (2)	New Funds Budgeted in Current Year (3)	Cumulative Project Budget (1+3)	Current Year Budget Amount (2+3)	Expended Prior Years (4)	Expended Year-to-Date (5)	Estimated Cost to Complete (6)	Basis of Estimate	Project Cumulative (4+5+6)	Current Year (5+6)	Project Cumulative	Current Year
<b>GENERAL FUND</b>													
<b>CAPITAL OUTLAY DIVISION</b>													
<b>CARRY FORWARD PROJECTS</b>													
JQAY House Renovation	100,000	1,800		100,000	1,800	87,371	-	1,800	Budget	89,171	1,800	10,829	-
Challenge Grnt Competitive Fnd	30,000	30,000		30,000	30,000	-	-	30,000	Budget	30,000	30,000	-	-
Signage Master Plan	75,000	53,000		75,000	53,000	31,567	-	53,000	Budget	84,567	53,000	(9,567)	-
East Tennis Air Structure	255,700	255,700	170,250	425,950	425,950	148,641	-	277,309	Budget	425,950	277,309	-	148,641
Fanno Creek Trail Management	62,000	59,000		62,000	59,000	2,720	-	59,000	Budget	61,720	59,000	280	-
GHRC Exterior Siding	69,183	61,470		69,183	61,470	12,548	25,184	36,286	Award	74,018	61,470	(4,835)	-
GHRC Exterior Painting	12,600	12,600		12,600	12,600	-	915	12,600	Award	13,515	13,515	(915)	(915)
Enrgy Svngs Prfmnc Ct Phase 2	674,736	304,604		674,736	304,604	156,700	-	262,265	Award	418,965	262,265	255,771	42,339
Pedestrian Pathways (18 sites)	145,891	145,087		145,891	145,087	64,719	47,010	2,601	Award	114,330	49,611	31,561	95,476
Greenway Playground	55,543	55,543		55,543	55,543	-	-	55,543	Budget	55,543	55,543	-	-
Concrete Sidewalks (8 sites)	35,343	35,343		35,343	35,343	26,129	-	1,715	Award	27,844	1,715	7,499	33,628
Brkhvn Prk - Brdg & Brdwlk Rpl	35,000	19,211		35,000	19,211	50,667	250	-	Complete	50,917	250	(15,917)	18,961
Summercrest Tennis	14,720	14,720		14,720	14,720	-	-	14,720	Award	14,720	14,720	-	-
HMT Hockey Resurface	14,000	14,000		14,000	14,000	-	-	14,000	Budget	14,000	14,000	-	-
HSC Pool Circulation Pump Pad	8,750	5,250	4,000	12,750	9,250	3,500	-	9,250	Budget	12,750	9,250	-	-
Orientation Video	20,000	20,000		20,000	20,000	-	-	20,000	Budget	20,000	20,000	-	-
Parking Lots	6,400	6,400		6,400	6,400	6,100	-	-	Complete	6,100	-	300	6,400
FCSC Gas Line Replacement	40,000	40,000		40,000	40,000	-	-	40,000	Budget	40,000	40,000	-	-
<b>TOTAL CARRYOVER PROJECTS</b>	<b>1,654,866</b>	<b>1,133,728</b>	<b>174,250</b>	<b>1,829,116</b>	<b>1,307,978</b>	<b>590,662</b>	<b>73,359</b>	<b>890,089</b>		<b>1,554,110</b>	<b>963,448</b>	<b>275,006</b>	<b>344,530</b>
<b>ATHLETIC FACILITY REPLACEMENT</b>													
Synthetic Turf BHS			400,000	400,000	400,000	-	-	400,000	Budget	400,000	400,000	-	-
Tennis Crt Crack Rprs - 2 sites			6,000	6,000	6,000	-	-	6,000	Budget	6,000	6,000	-	-
Bsktbl Crt Lifts - Cpr Mtn Pk			8,000	8,000	8,000	-	-	8,000	Budget	8,000	8,000	-	-
Tennis Crt Resurfng - 2 sites			66,800	66,800	66,800	-	250	65,920	Award	66,170	66,170	630	630
CRA Bsktbl BckbrdsFrames			26,680	26,680	26,680	-	-	26,680	Budget	26,680	26,680	-	-
CHRC Support Bsktbl Bckbrds			2,000	2,000	2,000	-	-	2,000	Budget	2,000	2,000	-	-
<b>TOTAL ATHLETIC FACILITY REPLACEMENT</b>			<b>509,480</b>	<b>509,480</b>	<b>509,480</b>	<b>-</b>	<b>250</b>	<b>508,600</b>		<b>508,850</b>	<b>508,850</b>	<b>630</b>	<b>630</b>
<b>ATHLETIC FACILITY IMPROVEMENT</b>													
Shock Absrbncy (Gmax) Tstg Unt			14,000	14,000	14,000	-	-	14,000	Budget	14,000	14,000	-	-
<b>TOTAL ATHLETIC FACILITY IMPROVEMENT</b>			<b>14,000</b>	<b>14,000</b>	<b>14,000</b>	<b>-</b>	<b>-</b>	<b>14,000</b>		<b>14,000</b>	<b>14,000</b>	<b>1,260</b>	<b>1,260</b>
<b>PARK AND TRAIL REPLACEMENTS</b>													
Play Equipment (3 sites)			168,000	168,000	168,000	-	552	167,448	Budget	168,000	168,000	-	-
Irrgtn & Drainage Sys Rprs			20,430	20,430	20,430	-	829	19,601	Budget	20,430	20,430	-	-
Cmmnwlth Lk Pk - P. TblsBnchs			13,680	13,680	13,680	-	-	13,680	Budget	13,680	13,680	-	-
Fences (3 sites)			5,900	5,900	5,900	-	-	9,859	Award	9,859	9,859	(3,959)	(3,959)
Hazeldale Pk Pervious Pvg			40,000	40,000	40,000	-	-	38,792	Award	38,792	38,792	1,208	1,208
Asphlt Pth Rplcmnt & Repairs			156,380	156,380	156,380	-	3,700	152,680	Budget	156,380	156,380	-	-
Concrete Sidewalks			146,242	146,242	146,242	-	-	146,242	Budget	146,242	146,242	-	-
Brookhaven Brdwlk Installation			120,000	120,000	120,000	-	2,394	114,932	Award	117,325	117,325	2,675	2,675
Center St Boardwalk Repair			1,500	1,500	1,500	-	-	1,500	Budget	1,500	1,500	-	-
<b>TOTAL PARK AND TRAIL REPLACEMENTS</b>			<b>672,132</b>	<b>672,132</b>	<b>672,132</b>	<b>-</b>	<b>7,475</b>	<b>664,733</b>		<b>672,208</b>	<b>672,208</b>	<b>(76)</b>	<b>(76)</b>
<b>PARK AND TRAIL IMPROVEMENTS</b>													
Memorial Benches			8,000	8,000	8,000	-	-	8,000	Budget	8,000	8,000	-	-
ODOT Grant-Wstsd Tr#18 easmnt			141,750	141,750	141,750	-	500	141,250	Budget	141,750	141,750	-	-
Trash Cans in Parks			10,000	10,000	10,000	-	-	10,000	Budget	10,000	10,000	-	-
Fanno Crk Trl Grnw Erosion Sl			75,000	75,000	75,000	18,730	-	56,720	Award	75,450	56,720	(450)	18,280
Eqmt Grn Waste on-site Recycling			59,500	59,500	59,500	-	-	54,194	Award	54,194	54,194	5,306	5,306
Irrgtn Eqmt Efficiency Upgrds			10,175	10,175	10,175	-	-	10,175	Budget	10,175	10,175	-	-
Eqmt for Pathway Repair			10,000	10,000	10,000	-	-	10,000	Budget	10,000	10,000	-	-
Wanda Pck Pk RtnngStg Wall Ftg			7,000	7,000	7,000	-	-	7,000	Budget	7,000	7,000	-	-
FCSC TrshCmpctr Hydraulic Arm			6,500	6,500	6,500	-	-	6,500	Budget	6,500	6,500	-	-
QR Fit Trail Signage			4,645	4,645	4,645	-	-	4,645	Budget	4,645	4,645	-	-
Art Installation Grant			365,000	365,000	365,000	-	-	365,000	Budget	365,000	365,000	-	-
N. Bethany Trail 2 RTP Grant			100,000	100,000	100,000	-	-	100,000	Budget	100,000	100,000	-	-
Vista Brk Pk LGGP Grant			25,000	25,000	25,000	-	-	25,000	Budget	25,000	25,000	-	-
<b>TOTAL PARK AND TRAIL IMPROVEMENTS</b>			<b>822,570</b>	<b>822,570</b>	<b>822,570</b>	<b>18,730</b>	<b>500</b>	<b>798,484</b>		<b>817,714</b>	<b>798,984</b>	<b>4,856</b>	<b>23,586</b>

**Tualatin Hills Park and Recreation District**  
**Monthly Capital Project Report**  
**Estimated Cost vs. Budget**  
**Through 07/31/13**

Description	Project Budget				Project Expenditures			Estimated Total Costs			Est. Cost (Over) Under Budget		
	Prior Year Budget Amount (1)	Budget Carryover to Current Year (2)	New Funds Budgeted in Current Year (3)	Cumulative Project Budget (1+3)	Current Year Budget Amount (2+3)	Expended Prior Years (4)	Expended Year-to-Date (5)	Estimated Cost to Complete (6)	Basis of Estimate	Project Cumulative (4+5+6)	Current Year (5+6)	Project Cumulative	Current Year
<b>CHALLENGE GRANTS</b>													
Challenge Grants			97,500	97,500	97,500	-	1,663	95,837	Budget	97,500	97,500	-	-
TOTAL CHALLENGE GRANTS			97,500	97,500	97,500	-	1,663	95,837		97,500	97,500	-	-
<b>BUILDING REPLACEMENTS</b>													
HMT Tennis Center Roof			1,000,000	1,000,000	1,000,000	-	-	1,000,000	Budget	1,000,000	1,000,000	-	-
Raleigh Pool Deck Design			30,000	30,000	30,000	-	-	30,000	Budget	30,000	30,000	-	-
Weight Rm Eqmt Rplcmt - 2 sites			21,000	21,000	21,000	-	-	21,000	Budget	21,000	21,000	-	-
Generator for Special Events			1,850	1,850	1,850	-	1,792	-	Complete	1,792	1,792	58	58
BSC Tank Resurface			61,000	61,000	61,000	-	-	58,354	Award	58,354	58,354	2,646	2,646
Chlorine Booster Pump - 4 sites			6,180	6,180	6,180	-	-	6,180	Budget	6,180	6,180	-	-
HSC Dive Board			4,110	4,110	4,110	-	-	4,110	Budget	4,110	4,110	-	-
CRA Leisure Pool Fountains			18,000	18,000	18,000	-	-	18,000	Budget	18,000	18,000	-	-
BSC Domestic Water Heater			7,000	7,000	7,000	-	-	7,000	Budget	7,000	7,000	-	-
Resurface Floors @ 2 sites			27,055	27,055	27,055	-	-	27,055	Budget	27,055	27,055	-	-
Rfnsh Wood FirsCrts @ 4 sites			20,300	20,300	20,300	-	-	18,922	Award	18,922	18,922	1,378	1,378
Replace Tile Floors @ 2 sites			29,500	29,500	29,500	-	-	29,500	Budget	29,500	29,500	-	-
Carpet @ Cedar Hills Rec Ctr			12,000	12,000	12,000	-	-	12,000	Budget	12,000	12,000	-	-
Cpr Mtn - Reseal Concrete Flr			6,250	6,250	6,250	-	-	6,250	Budget	6,250	6,250	-	-
AC Metal Transition Plates			5,000	5,000	5,000	-	-	4,807	Award	4,807	4,807	193	193
Jenkins Int Doors Paint			9,000	9,000	9,000	-	-	9,000	Budget	9,000	9,000	-	-
SSC Doors & Sidelights SW StFr			8,630	8,630	8,630	-	-	8,630	Budget	8,630	8,630	-	-
NPIC Transom Window Openers			7,500	7,500	7,500	-	-	7,500	Budget	7,500	7,500	-	-
GHRC Fire Door Rplcmt			6,000	6,000	6,000	-	-	6,000	Budget	6,000	6,000	-	-
Door Rplcmnts @ 2 sites			6,000	6,000	6,000	-	-	6,000	Budget	6,000	6,000	-	-
CRA Classroom & Pool Dck Blnds			4,673	4,673	4,673	-	-	4,673	Budget	4,673	4,673	-	-
Jenkins Elevator Guide Shoes			2,200	2,200	2,200	-	-	2,200	Budget	2,200	2,200	-	-
Ductwork Cleaning @ 2 sites			18,911	18,911	18,911	-	-	18,911	Budget	18,911	18,911	-	-
50M Dive Tower Louvers			9,500	9,500	9,500	-	-	9,500	Budget	9,500	9,500	-	-
BSC Cndnstrn Piping for Boilers			3,000	3,000	3,000	-	-	3,000	Budget	3,000	3,000	-	-
GHRC Exterior Siding (Phase 3)			40,000	40,000	40,000	-	-	40,000	Budget	40,000	40,000	-	-
FCSC Skylights			12,000	12,000	12,000	-	-	12,000	Budget	12,000	12,000	-	-
CRA Parking Lot Drain Line			8,000	8,000	8,000	-	-	8,000	Budget	8,000	8,000	-	-
NPIC Roof GutterDownspouts			5,500	5,500	5,500	-	-	5,500	Budget	5,500	5,500	-	-
GHRC Fire Escape Stairs			5,000	5,000	5,000	-	-	5,000	Budget	5,000	5,000	-	-
HMT Sth Flds Playgrnd Canopies			8,000	8,000	8,000	-	-	10,900	Award	10,900	10,900	(2,900)	(2,900)
Stuhr Ctr Parking Lot			26,666	26,666	26,666	-	-	26,666	Budget	26,666	26,666	-	-
TOTAL BUILDING REPLACEMENTS			1,429,825	1,429,825	1,429,825	-	1,792	1,426,658		1,428,450	1,428,450	1,375	1,375
<b>BUILDING IMPROVEMENTS</b>													
Aqua Climb			9,180	9,180	9,180	-	-	9,180	Budget	9,180	9,180	-	-
Hand Dryer Pilot Study - PCC			3,700	3,700	3,700	-	-	3,700	Budget	3,700	3,700	-	-
TOTAL BUILDING IMPROVEMENTS			12,880	12,880	12,880	-	-	12,880		12,880	12,880	-	-
<b>ADA PROJECTS</b>													
Portable Stairs for Pools			34,800	34,800	34,800	-	-	34,800	Budget	34,800	34,800	-	-
Wndrind Pk -Rmp, Curbg & P Tbl			13,200	13,200	13,200	-	-	13,200	Budget	13,200	13,200	-	-
Ramp to Play Area (2 sites)			5,000	5,000	5,000	-	-	5,000	Budget	5,000	5,000	-	-
CHRC Ramp			9,500	9,500	9,500	-	-	9,500	Budget	9,500	9,500	-	-
Stuhr Ctr Asphalt Pathways			5,500	5,500	5,500	-	-	5,500	Budget	5,500	5,500	-	-
TOTAL ADA PROJECTS			68,000	68,000	68,000	-	-	68,000		68,000	68,000	-	-
<b>TOTAL CAPITAL OUTLAY DIVISION</b>	<b>1,654,866</b>	<b>1,133,728</b>	<b>3,800,637</b>	<b>5,455,503</b>	<b>4,934,365</b>	<b>609,392</b>	<b>85,038</b>	<b>4,479,282</b>		<b>5,173,712</b>	<b>4,564,320</b>	<b>283,051</b>	<b>371,305</b>

**Tualatin Hills Park and Recreation District**  
**Monthly Capital Project Report**  
**Estimated Cost vs. Budget**  
**Through 07/31/13**

Description	Project Budget				Project Expenditures			Estimated Total Costs			Est. Cost (Over) Under Budget		
	Prior Year Budget Amount (1)	Budget Carryover to Current Year (2)	New Funds Budgeted in Current Year (3)	Cumulative Project Budget (1+3)	Current Year Budget Amount (2+3)	Expended Prior Years (4)	Expended Year-to-Date (5)	Estimated Cost to Complete (6)	Basis of Estimate	Project Cumulative (4+5+6)	Current Year (5+6)	Project Cumulative	Current Year
<b>INFORMATION SERVICES DEPARTMENT</b>													
Workstation/Notebooks			67,000	67,000	67,000	-	-	67,000	Budget	67,000	67,000	-	-
Server Replacements			35,000	35,000	35,000	-	10,675	24,325	Budget	35,000	35,000	-	-
LAN/WAN Replcmnt			5,000	5,000	5,000	-	-	5,000	Budget	5,000	5,000	-	-
Printers/Network Printers			5,000	5,000	5,000	-	-	5,000	Budget	5,000	5,000	-	-
Cisco Phone Servers			55,000	55,000	55,000	-	-	50,147	Award	50,147	50,147	4,853	4,853
<b>TOTAL INFORMATION TECHNOLOGY REPLACEMENTS</b>			<b>167,000</b>	<b>167,000</b>	<b>167,000</b>	-	<b>10,675</b>	<b>151,472</b>		<b>162,147</b>	<b>162,147</b>	<b>4,853</b>	<b>4,853</b>
Misc. Application Software			10,000	10,000	10,000	-	-	10,000	Budget	10,000	10,000	-	-
Plotter/Scanner			8,200	8,200	8,200	-	-	8,200	Budget	8,200	8,200	-	-
FCSC Fire SuppressionBackup			74,000	74,000	74,000	-	-	74,000	Budget	74,000	74,000	-	-
MACC Grant - Cmcsd Rsdtd Lines			12,000	12,000	12,000	-	-	12,000	Budget	12,000	12,000	-	-
Workstation and Phone			1,500	1,500	1,500	-	-	1,500	Budget	1,500	1,500	-	-
<b>TOTAL INFORMATION TECHNOLOGY IMPROVEMENTS</b>			<b>105,700</b>	<b>105,700</b>	<b>105,700</b>	-	-	<b>105,700</b>		<b>105,700</b>	<b>105,700</b>	-	-
<b>TOTAL INFORMATION SYSTEMS DEPARTMENT</b>	<b>-</b>	<b>-</b>	<b>272,700</b>	<b>272,700</b>	<b>272,700</b>	-	<b>10,675</b>	<b>257,172</b>		<b>267,847</b>	<b>267,847</b>	<b>4,853</b>	<b>4,853</b>
<b>MAINTENANCE DEPARTMENT</b>													
<b>FLEET REPLACEMENTS</b>													
Crew Cab Trucks w Lndscp Box			130,000	130,000	130,000	-	-	130,164	Award	130,164	130,164	(164)	(164)
SUV 4x4			35,000	35,000	35,000	-	-	23,904	Award	23,904	23,904	11,096	11,096
Cargo Van			22,000	22,000	22,000	-	-	22,000	Budget	22,000	22,000	-	-
52" Mowers (2)			14,000	14,000	14,000	-	-	14,038	Award	14,038	14,038	(38)	(38)
72" Mower			13,500	13,500	13,500	-	-	13,175	Award	13,175	13,175	325	325
Electric Utility Vehicles			36,000	36,000	36,000	-	-	34,585	Award	34,585	34,585	1,415	1,415
Field Tractor			45,000	45,000	45,000	-	-	41,390	Award	41,390	41,390	3,610	3,610
Aerator Seeder			22,000	22,000	22,000	-	-	22,000	Budget	22,000	22,000	-	-
Field Aerators (2)			14,000	14,000	14,000	-	-	14,000	Budget	14,000	14,000	-	-
Tire Changer			12,000	12,000	12,000	-	-	12,000	Budget	12,000	12,000	-	-
<b>TOTAL FLEET REPLACEMENTS</b>			<b>343,500</b>	<b>343,500</b>	<b>343,500</b>	-	-	<b>327,256</b>		<b>327,256</b>	<b>327,256</b>	<b>16,244</b>	<b>16,244</b>
<b>TOTAL MAINTENANCE DEPARTMENT</b>	<b>-</b>	<b>-</b>	<b>343,500</b>	<b>343,500</b>	<b>343,500</b>	-	-	<b>327,256</b>		<b>327,256</b>	<b>327,256</b>	<b>16,244</b>	<b>16,244</b>
<b>GRAND TOTAL GENERAL FUND</b>	<b>1,654,866</b>	<b>1,133,728</b>	<b>4,416,837</b>	<b>6,071,703</b>	<b>5,550,565</b>	<b>609,392</b>	<b>95,713</b>	<b>5,063,710</b>		<b>5,768,815</b>	<b>5,159,423</b>	<b>304,148</b>	<b>392,402</b>

**Tualatin Hills Park and Recreation District**  
**Monthly Capital Project Report**  
**Estimated Cost vs. Budget**  
**Through 07/31/13**

Description	Project Budget				Project Expenditures			Estimated Total Costs			Est. Cost (Over) Under Budget		
	Prior Year Budget Amount (1)	Budget Carryover to Current Year (2)	New Funds Budgeted in Current Year (3)	Cumulative Project Budget (1+3)	Current Year Budget Amount (2+3)	Expended Prior Years (4)	Expended Year-to-Date (5)	Estimated Cost to Complete (6)	Basis of Estimate	Project Cumulative (4+5+6)	Current Year (5+6)	Project Cumulative	Current Year
<b>SDC FUND</b>													
<b>LAND ACQUISITION</b>													
Land Acquisition (FY 13)	1,100,000	1,100,000	-	1,100,000	1,100,000	9,400	-	1,100,000	Budget	1,109,400	1,100,000	(9,400)	-
Land Acquisition (FY 14)	-	-	500,000	500,000	500,000	-	-	500,000	Budget	500,000	500,000	-	-
<b>TOTAL LAND ACQUISITION</b>	<b>1,100,000</b>	<b>1,100,000</b>	<b>500,000</b>	<b>1,600,000</b>	<b>1,600,000</b>	<b>9,400</b>	<b>-</b>	<b>1,600,000</b>		<b>1,609,400</b>	<b>1,600,000</b>	<b>(9,400)</b>	<b>-</b>
<b>IMPROVEMENT/DEVELOPMENT PROJECTS</b>													
Fanno Creek Trail	2,011,950	76,000	-	2,011,950	76,000	1,907,067	1,205	74,795	Budget	1,983,067	76,000	28,883	-
MTIP Grnt Mtch Westside Trail	82,205	20,000	-	82,205	20,000	69,587	-	20,000	Budget	89,587	20,000	(7,382)	-
Bonny Slope/BSD Trail Development	175,000	175,000	-	175,000	175,000	-	-	175,000	Budget	175,000	175,000	-	-
Graf Meadows Prk - Trail Cnctn	300,000	180,500	-	300,000	180,500	67,296	3,304	177,196	Budget	247,796	180,500	52,204	-
Wtrhse Trail-Bronson/Bethany	250,000	204,000	-	250,000	204,000	50,000	-	204,000	Budget	254,000	204,000	(4,000)	-
PCC Rck Crk Dog Prk Cnstrctn	144,000	25,000	3,500	147,500	28,500	16,078	58,035	73,156	Award	147,269	131,191	231	(102,691)
Future Dog Prk Cnstrctn	50,000	50,000	-	50,000	50,000	-	-	50,000	Budget	50,000	50,000	-	-
Fanno Creek Trail-Hall Blvd Cr	-	-	384,250	384,250	384,250	-	422	383,828	Budget	384,250	384,250	-	-
Waterhouse Trail - Prj Mgmnt	-	-	10,500	10,500	10,500	-	-	10,500	Budget	10,500	10,500	-	-
Timberland Park - Prj Mgmnt	-	-	34,000	34,000	34,000	-	-	34,000	Budget	34,000	34,000	-	-
LGGP Grant Mtch-Vista Brk Park	-	-	28,500	28,500	28,500	-	-	28,500	Budget	28,500	28,500	-	-
Undesignated Projects	-	-	4,037,852	4,037,852	4,037,852	-	-	4,037,852	Budget	4,037,852	4,037,852	-	-
<b>TOTAL DEVELOPMENT/IMPROVEMENT PROJECTS</b>	<b>3,013,155</b>	<b>730,500</b>	<b>4,998,602</b>	<b>7,511,757</b>	<b>5,229,102</b>	<b>2,110,028</b>	<b>62,967</b>	<b>5,268,827</b>		<b>7,441,821</b>	<b>5,331,793</b>	<b>69,936</b>	<b>(102,691)</b>
<b>Total - SDC Fund</b>	<b>4,113,155</b>	<b>1,830,500</b>	<b>4,998,602</b>	<b>9,111,757</b>	<b>6,829,102</b>	<b>2,119,428</b>	<b>62,967</b>	<b>6,868,827</b>		<b>9,051,221</b>	<b>6,931,793</b>	<b>60,536</b>	<b>(102,691)</b>

**KEY**  
 Budget Estimate based on original budget - not started and/or no basis for change  
 Deferred Some or all of Project has been eliminated to reduce overall capital costs for year.  
 Award Estimate based on Contract Award amount or quote price estimates  
 Complete Project completed - no additional estimated costs to complete.

**Tualatin Hills Park and Recreation District**  
**Monthly Bond Capital Projects Report**  
**Estimated Cost vs. Budget**  
**Through 7/31/2013**

Quad- rant	Project Code	Description	Project Budget			Project Expenditures			Basis of Estimate (Completed Phase)	Project Cumulative Cost	Variance  Est. Cost (Over) Under Budget	Percent of Variance  Total Cost Variance to Budget	
			Initial Project Budget	Adjustments	Current Total Project Budget FY 13/14	Expended Prior Years	Expended Year-to-Date	Total Expended to Date					Estimated Cost to Complete
			(1)	(2)	(1+2)=(3)	(4)	(5)	(4+5)=(6)	(7)	(6+7)=(9)	(3-9) = (10)	(10) / (3)	
<b><u>New Neighborhood Parks Development</u></b>													
SE	91-901	AM Kennedy Park & Athletic Field	1,285,250	50,470	1,335,720	1,005,674	7,639	1,013,313	536,166	Bid Award	1,549,479	(213,759)	-16.0%
SW	91-902	Barsotti Park & Athletic Field	1,285,250	27,134	1,312,384	307,254	65,515	372,769	947,191	Bid Award	1,319,960	(7,576)	-0.6%
NW	91-903	Hansen Ridge Park (formerly Kaiser Ridge)	771,150	16,035	787,185	177,492	97,776	275,268	489,576	Bid Award	764,844	22,341	2.8%
SW	91-904	Roy Dancer Park	771,150	16,308	787,458	110,984	14,457	125,441	526,479	Bid Results	651,920	135,538	17.2%
NE	91-905	Roger Tilbury Park	771,150	16,302	787,452	167,730	3,836	171,566	629,157	Design Dev	800,723	(13,271)	-1.7%
<b>Total New Neighborhood Parks Development</b>			<b>4,883,950</b>	<b>126,249</b>	<b>5,010,199</b>	<b>1,769,134</b>	<b>189,223</b>	<b>1,958,357</b>	<b>3,128,569</b>		<b>5,086,926</b>	<b>(76,727)</b>	<b>-1.5%</b>
<b><u>Renovate &amp; Redevelop Neighborhood Parks</u></b>													
NE	91-906	Cedar Mill Park, Trail & Athletic Fields	1,125,879	23,924	1,149,803	112,654	2,830	115,484	916,677	Design Dev	1,032,161	117,642	10.2%
SE	91-907	Camille Park	514,100	28,634	542,734	585,289	77	585,366	-	Complete	585,366	(42,632)	-7.9%
NW	91-908	Somerset West Park	1,028,200	21,958	1,050,158	89,547	199	89,746	798,829	A&E	888,575	161,583	15.4%
NW	91-909	Pioneer Park and Bridge Replacement	544,934	21,059	565,993	218,219	41,030	259,249	307,664	Bid Award	566,913	(920)	-0.2%
SE	91-910	Vista Brook Park	514,100	20,452	534,552	348,216	131,604	479,820	287,318	Bid Award	767,138	(232,586)	-43.5%
<b>Total Renovate &amp; Redevelop Neighborhood Parks</b>			<b>3,727,213</b>	<b>116,027</b>	<b>3,843,240</b>	<b>1,353,925</b>	<b>175,740</b>	<b>1,529,665</b>	<b>2,310,488</b>		<b>3,840,153</b>	<b>3,087</b>	<b>0.1%</b>
<b><u>New Neighborhood Parks Land Acquisition</u></b>													
NW	98-880-a	New Neighborhood Park - NW Quadrant (Biles)	1,500,000	28,467	1,528,467	1,041,404	-	1,041,404	-	Complete	1,041,404	487,063	31.9%
NW	98-880-b	New Neighborhood Park - NW Quadrant	-	-	-	27,558	5,218	32,776	782,224	Award	815,000	(815,000)	-100.0%
NE	98-745-a	New Neighborhood Park - NE Quadrant (Wilson)	1,500,000	27,735	1,527,735	645,345	-	645,345	-	Complete	645,345	882,390	57.8%
NE	98-745-b	New Neighborhood Park - NE Quadrant (Lehman - formerly undesignated)	1,500,000	31,870	1,531,870	1,970,371	254	1,970,625	-	Complete	1,970,625	(438,755)	-28.6%
SW	98-746-a	New Neighborhood Park - SW Quadrant (Sterling Savings)	1,500,000	24,453	1,524,453	1,058,925	-	1,058,925	-	Complete	1,058,925	465,528	30.5%
SW	98-746-b	New Neighborhood Park - SW Quadrant (Hung easement for Roy Dancer Park)	-	-	-	545,669	-	545,669	-	Complete	545,669	(545,669)	-100.0%
SW	98-746-c	New Neighborhood Park - SW Quadrant (Hung easement for Roy Dancer Park)	-	-	-	60,006	-	60,006	-	Complete	60,006	(60,006)	-100.0%
SE	98-747-a	New Neighborhood Park - SE Quadrant (Cobb)	1,500,000	15,547	1,515,547	2,555,818	-	2,555,818	-	Complete	2,555,818	(1,040,271)	-68.6%
SE	98-747-b	Neighborhood Park Expansion - SE Quadrant	-	-	-	2,529	-	2,529	247,471	Award	250,000	(250,000)	-100.0%
NW	98-748	New Neighborhood Park (North Bethany) (McGettigan)	1,500,000	23,667	1,523,667	1,629,690	-	1,629,690	-	Complete	1,629,690	(106,023)	-7.0%
UND	98-749	New Neighborhood Park - Undesignated	-	-	-	-	-	-	-	Complete	-	-	-100.0%
<b>Total New Neighborhood Parks</b>			<b>9,000,000</b>	<b>151,739</b>	<b>9,151,739</b>	<b>9,537,315</b>	<b>5,472</b>	<b>9,542,787</b>	<b>1,029,695</b>		<b>10,572,482</b>	<b>(1,420,743)</b>	<b>-15.5%</b>
<b><u>New Community Park Development</u></b>													
SW	92-915	SW Community Park & Athletic Field	7,711,500	341,512	8,053,012	5,340	303	5,643	8,047,369	Budget	8,053,012	-	0.0%
<b>Total New Community Park Development</b>			<b>7,711,500</b>	<b>341,512</b>	<b>8,053,012</b>	<b>5,340</b>	<b>303</b>	<b>5,643</b>	<b>8,047,369</b>		<b>8,053,012</b>	<b>-</b>	<b>0.0%</b>
<b><u>New Community Park Land Acquisition</u></b>													
NE	98-881-a	New Community Park - NE Quadrant (Teufel)	10,000,000	132,657	10,132,657	8,103,899	-	8,103,899	-	Complete	8,103,899	2,028,758	20.0%
NE	98-881-b	Community Park Expansion - NE Quadrant	-	-	-	290	-	290	400,000	Award	400,000	(400,000)	100.0%
<b>Total New Community Park</b>			<b>10,000,000</b>	<b>132,657</b>	<b>10,132,657</b>	<b>8,103,899</b>	<b>290</b>	<b>8,103,899</b>	<b>400,000</b>		<b>8,503,899</b>	<b>1,628,758</b>	<b>16.1%</b>
<b><u>Renovate and Redevelop Community Parks</u></b>													
NE	92-916	Cedar Hills Park & Athletic Field	6,194,905	131,937	6,326,842	112,311	253	112,564	6,188,936	A&E	6,301,500	25,342	0.4%
SE	92-917	Schiffner Park	3,598,700	72,672	3,671,372	2,647,176	-	2,647,176	-	Complete	2,647,176	1,024,196	27.9%
<b>Total Renovate and Redevelop Community Parks</b>			<b>9,793,605</b>	<b>204,609</b>	<b>9,998,214</b>	<b>2,759,487</b>	<b>253</b>	<b>2,759,740</b>	<b>6,188,936</b>		<b>8,948,676</b>	<b>1,049,538</b>	<b>10.5%</b>
<b><u>Natural Area Preservation - Restoration</u></b>													
NE	97-963	Roger Tilbury Memorial Park	30,846	661	31,507	1,067	170	1,237	30,270	Planning	31,507	-	0.0%
NE	97-964	Cedar Mill Park	30,846	662	31,508	160	13	173	29,983	Planning	30,156	1,352	4.3%
NE	97-965	Jordan/Jackie Husen Park	308,460	6,594	315,054	9,773	20	9,793	47,607	Planning	57,400	257,654	81.8%
NW	97-966	NE/Bethany Meadows Trail Habitat Connection	246,768	5,297	252,065	-	-	-	252,065	Budget	252,065	-	0.0%
NW	97-967	Hansen Ridge Park (formerly Kaiser Ridge)	10,282	212	10,494	2,970	-	2,970	7,477	Planning	10,447	47	0.4%

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			Initial Project Budget	Adjustments	Current Total Project Budget FY 13/14	Expended Prior Years	Expended Year-to-Date	Total Expended to Date			Estimated Cost to Complete	Est. Cost (Over) Under Budget	Total Cost Variance to Budget
												(1)	(2)
NW	97-968	Allenbach Acres Park	41,128	878	42,006	1,529	81	1,610	39,980	Planning	41,590	416	1.0%
NW	97-969	Crystal Creek Park	205,640	4,397	210,037	5,282	41	5,323	107,225	Planning	112,548	97,489	46.4%
NE	97-970	Foothills Park	61,692	1,143	62,835	44,665	13	44,678	12,936	Planting	57,614	5,221	8.3%
NE	97-971	Commonwealth Lake Park	41,128	759	41,887	30,040	105	30,145	2,704	Planting	32,849	9,038	21.6%
NW	97-972	Tualatin Hills Nature Park	90,800	1,911	92,711	15,996	223	16,219	24,193	Planning	40,412	52,299	56.4%
NE	97-973	Pioneer Park	10,282	216	10,498	7,370	-	7,370	3,077	Planting	10,447	51	0.5%
NW	97-974	Whispering Woods Park	51,410	878	52,288	48,871	-	48,871	6,748	Planting	55,619	(3,331)	-6.4%
NW	97-975	Willow Creek Nature Park	20,564	388	20,952	19,551	-	19,551	4,537	Planting	24,088	(3,136)	-15.0%
SE	97-976	AM Kennedy Park	30,846	624	31,470	22,848	-	22,848	9,852	Planting	32,700	(1,230)	-3.9%
SE	97-977	Camille Park	77,115	1,526	78,641	55,093	-	55,093	17,260	Planting	72,353	6,288	8.0%
SE	97-978	Vista Brook Park	20,564	441	21,005	-	-	-	21,005	Planting	21,005	-	0.0%
SE	97-979	Greenway Park/Koll Center	61,692	1,310	63,002	7,956	1,443	9,399	53,603	Budget	63,002	-	0.0%
SE	97-980	Bauman Park	82,256	1,671	83,927	24,100	-	24,100	59,232	Planting	83,332	595	0.7%
SE	97-981	Fanno Creek Park	162,456	3,477	165,933	4,348	587	4,935	160,998	Budget	165,933	-	0.0%
SE	97-982	Hideaway Park	41,128	848	41,976	15,431	23	15,454	26,503	Planting	41,957	19	0.0%
SW	97-983	Murrayhill Park	61,692	1,014	62,706	65,544	105	65,649	6,950	Planting	72,599	(9,893)	-15.8%
SE	97-984	Hyland Forest Park	71,974	1,227	73,201	55,441	-	55,441	15,559	Planting	71,000	2,201	3.0%
SW	97-985	Cooper Mountain	205,640	4,414	210,054	14	-	14	210,040	Budget	210,054	-	0.0%
SW	97-986	Winkelman Park	10,282	211	10,493	4,145	13	4,158	5,195	Planting	9,353	1,140	10.9%
SW	97-987	Lowami Hart Woods	287,896	6,157	294,053	6,441	741	7,182	286,871	Planting	294,053	-	0.0%
SW	97-988	Rosa/Hazeldale Parks	28,790	603	29,393	7,921	46	7,967	21,283	Planting	29,250	143	0.5%
SW	97-989	Mt Williams Park	102,820	2,207	105,027	244	-	244	104,783	Budget	105,027	-	0.0%
SW	97-990	Jenkins Estate	154,230	3,131	157,361	121,006	-	121,006	6,475	Planting	127,481	29,880	19.0%
SW	97-991	Summercrest Park	10,282	188	10,470	7,972	-	7,972	1,286	Planting	9,258	1,212	11.6%
SW	97-992	Morrison Woods	61,692	1,323	63,015	1,077	-	1,077	61,938	Budget	63,015	-	0.0%
UND	97-993	Interpretive Sign Network	339,306	7,194	346,500	37,702	1,527	39,229	300,071	Sign Fabrication	339,300	7,200	2.1%
NW	97-994	Beaverton Creek Trail	61,692	1,324	63,016	-	-	-	63,016	Budget	63,016	-	0.0%
NW	97-995	Bethany Wetlands/Bronson Creek	41,128	883	42,011	-	-	-	42,011	Budget	42,011	-	0.0%
NW	97-996	Bluegrass Downs Park	15,423	331	15,754	-	-	-	15,754	Budget	15,754	-	0.0%
NW	97-997	Crystal Creek	41,128	883	42,011	-	-	-	42,011	Budget	42,011	-	0.0%
UND	97-914	Restoration of new properties to be acquired	643,023	13,803	656,826	-	-	-	656,826	Budget	656,826	-	0.0%
<b>Total Natural Area Restoration</b>			<b>3,762,901</b>	<b>78,786</b>	<b>3,841,687</b>	<b>624,557</b>	<b>5,151</b>	<b>629,709</b>	<b>2,757,323</b>		<b>3,387,032</b>	<b>454,655</b>	<b>11.8%</b>
<b>Natural Area Preservation - Land Acquisition</b>													
UND	98-882	Natural Area Acquisitions	8,400,000	174,266	8,574,266	2,113,332	14,836	2,128,168	6,446,098	Budget	8,574,266	-	0.0%
<b>Total Natural Area Preservation - Land Acquisition</b>			<b>8,400,000</b>	<b>174,266</b>	<b>8,574,266</b>	<b>2,113,332</b>	<b>14,836</b>	<b>2,128,168</b>	<b>6,446,098</b>		<b>8,574,266</b>	<b>-</b>	<b>0.0%</b>
<b>New Linear Park and Trail Development</b>													
SW	93-918	Westside Trail Segments 1, 4, & 7	4,267,030	83,702	4,350,732	2,476,936	130,593	2,607,529	1,921,545	Bid Award	4,529,074	(178,342)	-4.1%
NE	93-920	Jordan/Husen Park Trail	1,645,120	45,644	1,690,764	1,227,076	-	1,227,076	-	Complete	1,227,076	463,688	27.4%
NW	93-924	Waterhouse Trail Segments 1, 5 & West Spur	3,804,340	77,258	3,881,598	947,114	129,965	1,077,079	3,434,190	Bid Award	4,511,269	(629,671)	-16.2%
NW	93-922	Rock Creek Trail #5 & Allenbach, North Bethany #2	2,262,040	72,824	2,334,864	1,660,829	(511)	1,660,318	864,178	On Hold	2,524,496	(189,632)	-8.1%
UND	93-923	Miscellaneous Natural Trails	100,000	2,078	102,078	21,401	-	21,401	80,677	Budget	102,078	-	0.0%
NW	91-912	Nature Park - Old Wagon Trail	359,870	3,094	362,964	238,702	-	238,702	-	Complete	238,702	124,262	34.2%
NE	91-913	NE Quadrant Trail - Bluffs Phase 2	257,050	14,714	271,764	414,817	-	414,817	-	Complete	414,817	(143,053)	-52.6%
SW	93-921	Lowami Hart Woods	822,560	55,532	878,092	539,296	26,192	565,488	736,350	Bid Award	1,301,838	(423,746)	-48.3%
NW	91-911	Westside - Waterhouse Trail Connection	1,542,300	32,640	1,574,940	165,409	282	165,691	609,663	Design Dev	775,354	799,586	50.8%
<b>Total New Linear Park and Trail Development</b>			<b>15,060,310</b>	<b>387,486</b>	<b>15,447,796</b>	<b>7,691,580</b>	<b>286,521</b>	<b>7,978,101</b>	<b>7,646,603</b>		<b>15,624,704</b>	<b>(176,908)</b>	<b>-1.1%</b>

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Quadrant	Project Code	Description	Project Budget			Project Expenditures			Basis of Estimate (Completed Phase)	Project Cumulative Cost	Variance	Percent of Variance	
			Initial Project Budget	Adjustments	Current Total Project Budget FY 13/14	Expended Prior Years	Expended Year-to-Date	Total Expended to Date					Estimated Cost to Complete
			(1)	(2)	(1+2)=(3)	(4)	(5)	(4+5)=(6)	(7)	(6+7)=(9)	(3-9) = (10)	(10) / (3)	
<b><u>New Linear Park and Trail Land Acquisition</u></b>													
UND	98-883	New Linear Park and Trail Acquisitions	1,200,000	22,858	1,222,858	1,085,139	90,738	1,175,877	46,981	Budget	1,222,858	-	0.0%
		<b>New Linear Park and Trail Land Acquisition</b>	<b>1,200,000</b>	<b>22,858</b>	<b>1,222,858</b>	<b>1,085,139</b>	<b>90,738</b>	<b>1,175,877</b>	<b>46,981</b>		<b>1,222,858</b>	<b>-</b>	<b>0.0%</b>
<b><u>Multi-field/Multi-purpose Athletic Field Development</u></b>													
SW	94-925	Winkelman Athletic Field	514,100	34,434	548,534	937,400	-	937,400	-	Complete	937,400	(388,866)	-70.9%
SE	94-926	Meadow Waye Park	514,100	4,791	518,891	407,331	9	407,340	-	Complete	407,340	111,551	21.5%
NW	94-927	New Fields in NW Quadrant (Somerset West Park)	514,100	11,035	525,135	75	-	75	525,060	A&E	525,135	-	0.0%
NE	94-928	New Fields in NE Quadrant (Cedar Mill Park)	514,100	11,014	525,114	5,192	-	5,192	518,538	Design Dev	523,730	1,384	0.3%
SW	94-929	New Fields in SW Quadrant	514,100	11,029	525,129	669	-	669	524,460	Budget	525,129	-	0.0%
SE	94-930	New Fields in SE Quadrant	514,100	11,036	525,136	-	-	-	525,136	Budget	525,136	-	0.0%
		<b>Total Multi-field/Multi-purpose Athletic Field Dev.</b>	<b>3,084,600</b>	<b>83,339</b>	<b>3,167,939</b>	<b>1,350,667</b>	<b>9</b>	<b>1,350,676</b>	<b>2,093,194</b>		<b>3,443,870</b>	<b>(275,931)</b>	<b>-8.7%</b>
<b><u>Deferred Park Maintenance Replacements</u></b>													
UND	96-960	Play Structure Replacements at 11 sites	810,223	3,685	813,908	736,946	384	737,330	35,196	Bid Award (1)	772,526	41,382	5.1%
NW	96-720	Bridge/boardwalk replacement - Willow Creek	96,661	1,276	97,937	127,277	-	127,277	-	Complete	127,277	(29,340)	-30.0%
SW	96-721	Bridge/boardwalk replacement - Rosa Park	38,909	369	39,278	38,381	-	38,381	-	Complete	38,381	897	2.3%
SW	96-722	Bridge/boardwalk replacement - Jenkins Estate	7,586	34	7,620	28,430	-	28,430	-	Complete	28,430	(20,810)	-273.1%
SE	96-723	Bridge/boardwalk replacement - Hartwood Highlands	10,767	134	10,901	985	-	985	-	Cancelled	985	9,916	91.0%
NE	96-998	Irrigation Replacement at Roxbury Park	48,854	63	48,917	41,902	-	41,902	-	Complete	41,902	7,015	14.3%
UND	96-999	Pedestrian Path Replacement at 3 sites	116,687	150	116,837	118,039	-	118,039	-	Complete	118,039	(1,202)	-1.0%
SW	96-946	Permeable Parking Lot at Aloha Swim Center	160,914	1,515	162,429	191,970	-	191,970	-	Complete	191,970	(29,541)	-18.2%
NE	96-947	Permeable Parking Lot at Sunset Swim Center	160,914	3,401	164,315	113,202	154,086	267,288	236,084	Bid Award	503,372	(339,057)	-206.3%
		<b>Sub-total Deferred Park Maintenance Replacements</b>	<b>1,451,515</b>	<b>10,627</b>	<b>1,462,142</b>	<b>1,397,132</b>	<b>154,470</b>	<b>1,551,602</b>	<b>271,280</b>		<b>1,822,882</b>	<b>(360,740)</b>	<b>-24.7%</b>
		Authorized Use of Savings from Facility Expansion & Improvements Category	-	188,037	188,037	-	-	-	-	N/A	-	188,037	100.0%
		Authorized Use of Savings from Bond Issuance Administration Category	-	172,703	172,703	-	-	-	-	N/A	-	172,703	100.0%
		<b>Total Deferred Park Maintenance Replacements</b>	<b>1,451,515</b>	<b>371,367</b>	<b>1,822,882</b>	<b>1,397,132</b>	<b>154,470</b>	<b>1,551,602</b>	<b>271,280</b>		<b>1,822,882</b>	<b>-</b>	<b>0.0%</b>
<b><u>Facility Rehabilitation</u></b>													
UND	95-931	Structural Upgrades at Several Facilities	317,950	3,777	321,727	105,332	-	105,332	216,395	Budget	321,727	-	0.0%
SW	95-932	Structural Upgrades at Aloha Swim Center	406,279	8,432	414,711	518,054	-	518,054	-	Complete	518,054	(103,343)	-24.9%
SE	95-933	Structural Upgrades at Beaverton Swim Center	1,447,363	30,931	1,478,294	68,326	7,788	76,114	683,338	Bid Results	759,452	718,842	48.6%
NE	95-934	Structural Upgrades at Cedar Hills Recreation Center	628,087	13,397	641,484	30,380	-	30,380	507,780	Design Dev	538,160	103,324	16.1%
SW	95-935	Structural Upgrades at Conestoga Rec/Aquatic Ctr	44,810	833	45,643	66,762	-	66,762	-	Complete	66,762	(21,119)	-46.3%
SE	95-937	Structural Upgrades at Garden Home Recreation Center	486,935	10,453	497,388	-	-	-	497,388	Planning	497,388	-	0.0%
SE	95-938	Structural Upgrades at Harman Swim Center	179,987	2,779	182,766	73,115	-	73,115	-	Complete	73,115	109,651	60.0%
NW	95-939	Structural Upgrades at HMT/50 Mtr Pool/Aquatic Ctr	312,176	4,692	316,868	248,369	-	248,369	-	Complete	248,369	68,499	21.6%
NW	95-940	Structural Upgrades at HMT Administration Building	397,315	6,080	403,395	304,090	-	304,090	-	Complete	304,090	99,305	24.6%
NW	95-941	Structural Upgrades at HMT Athletic Center	65,721	85	65,806	66,000	-	66,000	-	Complete	66,000	(194)	-0.3%
NW	95-942	Structural Upgrades at HMT Dryland Training Ctr	116,506	2,101	118,607	75,686	-	75,686	-	Complete	75,686	42,921	36.2%
NW	95-943	Structural Upgrades at Sunset Tennis Center	268,860	4,949	273,809	74,804	-	74,804	-	Complete	74,804	199,005	72.7%
SE	95-944	Structural Upgrades at Raleigh Swim Center	4,481	6	4,487	5,703	-	5,703	-	Complete	5,703	(1,216)	-27.1%
NW	95-945	Structural Upgrades at Somerset Swim Center	8,962	12	8,974	9,333	-	9,333	-	Complete	9,333	(359)	-4.0%
NE	95-950	Sunset Swim Center Structural Upgrades	1,028,200	16,245	1,044,445	626,419	34	626,453	-	Complete	626,453	417,992	40.0%
NE	95-951	Sunset Swim Center Pool Tank	514,100	275	514,375	308,574	-	308,574	-	Complete	308,574	205,801	40.0%
		<b>Total Facility Rehabilitation</b>	<b>6,227,732</b>	<b>105,047</b>	<b>6,332,779</b>	<b>2,580,947</b>	<b>7,822</b>	<b>2,588,769</b>	<b>1,904,901</b>		<b>4,493,670</b>	<b>1,839,109</b>	<b>29.0%</b>

**Tualatin Hills Park and Recreation District**  
**Monthly Bond Capital Projects Report**  
**Estimated Cost vs. Budget**  
**Through 7/31/2013**

Quadrant	Project Code	Description	Project Budget			Project Expenditures			Basis of Estimate (Completed Phase)	Project Cumulative Cost	Variance	Percent of Variance	
			Initial Project Budget	Adjustments	Current Total Project Budget FY 13/14	Expended Prior Years	Expended Year-to-Date	Total Expended to Date			Estimated Cost to Complete	Est. Cost (Over) Under Budget	Total Cost Variance to Budget
			(1)	(2)	(1+2)=(3)	(4)	(5)	(4+5)=(6)	(7)	(6+7)=(9)	(3-9) = (10)	(10) / (3)	
<b>Facility Expansion and Improvements</b>													
SE	95-952	Elsie Stuhr Center Expansion & Structural Improvements	1,997,868	30,311	2,028,179	2,038,289	1,032	2,039,321	-	Complete	2,039,321	(11,142)	-0.5%
SW	95-953	Conestoga Rec/Aquatic Expansion & Splash Pad	5,449,460	96,455	5,545,915	5,438,656	-	5,438,656	-	Complete	5,438,656	107,259	1.9%
SW	95-954	Aloha ADA Dressing Rooms	123,384	158	123,542	178,764	-	178,764	-	Complete	178,764	(55,222)	-44.7%
NW	95-955	Aquatics Center ADA Dressing Rooms	133,666	1,083	134,749	180,540	-	180,540	-	Complete	180,540	(45,791)	-34.0%
NE	95-956	Athletic Center HVAC Upgrades	514,100	654	514,754	321,821	-	321,821	-	Complete	321,821	192,933	37.5%
		Sub-total Facility Expansion and Improvements	8,218,478	128,661	8,347,139	8,158,070	1,032	8,159,102	-		8,159,102	188,037	2.3%
		Authorized Use of Savings for Deferred Park Maintenance Replacements Category	-	(188,037)	(188,037)	-	-	-	-	N/A	-	(188,037)	100.0%
		<b>Total Facility Expansion and Improvements</b>	<b>8,218,478</b>	<b>(59,376)</b>	<b>8,159,102</b>	<b>8,158,070</b>	<b>1,032</b>	<b>8,159,102</b>	<b>-</b>		<b>8,159,102</b>	<b>-</b>	<b>-</b>
<b>ADA/Access Improvements</b>													
NW	95-957	HMT ADA Parking & other site improvement	735,163	15,486	750,649	34,863	847	35,710	725,055	Planning	760,765	(10,116)	-1.3%
UND	95-958	ADA Improvements - undesignated funds	116,184	2,407	118,591	72,245	-	72,245	46,346	Budget	118,591	-	0.0%
SW	95-730	ADA Improvements - Barrows Park	8,227	104	8,331	6,825	-	6,825	-	Complete	6,825	1,506	18.1%
NW	95-731	ADA Improvements - Bethany Lake Park	20,564	194	20,758	25,566	-	25,566	-	Complete	25,566	(4,808)	-23.2%
NE	95-732	ADA Improvements - Cedar Hills Recreation Center	8,226	130	8,356	8,255	-	8,255	-	Complete	8,255	101	1.2%
NE	95-733	ADA Improvements - Forest Hills Park	12,338	197	12,535	23,416	-	23,416	-	Complete	23,416	(10,881)	-86.8%
SE	95-734	ADA Improvements - Greenway Park	15,423	196	15,619	-	-	-	-	Cancelled	-	15,619	100.0%
SW	95-735	ADA Improvements - Jenkins Estate	16,450	262	16,712	11,550	-	11,550	-	Complete	11,550	5,162	30.9%
SW	95-736	ADA Improvements - Lawndale Park	30,846	40	30,886	16,626	-	16,626	-	Complete	16,626	14,260	46.2%
NE	95-737	ADA Improvements - Lost Park	15,423	245	15,668	15,000	-	15,000	-	Complete	15,000	668	4.3%
NW	95-738	ADA Improvements - Rock Creek Powerline Park (Soccer Fld)	20,564	327	20,891	17,799	-	17,799	-	Complete	17,799	3,092	14.8%
NW	95-739	ADA Improvements - Skyview Park	5,140	82	5,222	7,075	-	7,075	-	Complete	7,075	(1,853)	-35.5%
NW	95-740	ADA Improvements - Waterhouse Powerline Park	8,226	176	8,402	-	-	-	8,358	Bid Award	8,358	44	0.5%
NE	95-741	ADA Improvements - West Sylvan Park	5,140	82	5,222	5,102	-	5,102	-	Complete	5,102	120	2.3%
SE	95-742	ADA Improvements - Wonderland Park	10,282	163	10,445	4,915	-	4,915	-	Complete	4,915	5,530	52.9%
		<b>Total ADA/Access Improvements</b>	<b>1,028,196</b>	<b>20,091</b>	<b>1,048,287</b>	<b>249,237</b>	<b>847</b>	<b>250,084</b>	<b>779,759</b>		<b>1,029,843</b>	<b>18,445</b>	<b>1.8%</b>
<b>Community Center Land Acquisition</b>													
UND	98-884-a	Community Center / Community Park (SW Quadrant)	5,000,000	(72,483)	4,927,517	986,013	614,561	1,600,574	147,151	Award	1,747,725	3,179,792	64.5%
UND	98-884-b	Community Center / Community Park (SW Quadrant)	-	-	-	34,639	725	35,364	1,999,275	Award	2,034,639	(2,034,639)	-100.0%
		<b>Total Community Center Land Acquisition</b>	<b>5,000,000</b>	<b>(72,483)</b>	<b>4,927,517</b>	<b>1,020,652</b>	<b>615,286</b>	<b>1,635,938</b>	<b>2,146,426</b>		<b>3,782,364</b>	<b>1,145,153</b>	<b>23.2%</b>
<b>Bond Administration Costs</b>													
UND		Debt Issuance Costs	1,393,000	(482,200)	910,800	24,772	-	24,772	-	Complete	24,772	886,028	97.3%
UND		Bond Accountant Personnel Costs	-	241,090	241,090	117,677	6,563	124,240	116,850	Budget	241,090	-	0.0%
UND		Communications Support	-	50,000	50,000	8,800	-	8,800	41,200	Budget	50,000	-	0.0%
UND		Technology Needs	18,330	-	18,330	23,952	-	23,952	-	Complete	23,952	(5,622)	-30.7%
UND		Office Furniture	7,150	-	7,150	5,378	-	5,378	-	Complete	5,378	1,772	24.8%
UND		Admin/Consultant Costs	31,520	-	31,520	48,093	-	48,093	-	Complete	48,093	(16,573)	-52.6%
		<b>Sub-total Bond Administration Costs</b>	<b>1,450,000</b>	<b>(191,110)</b>	<b>1,258,890</b>	<b>228,672</b>	<b>6,563</b>	<b>235,235</b>	<b>158,050</b>		<b>393,285</b>	<b>865,605</b>	<b>68.8%</b>
		Authorized Use of Savings for Deferred Park Maintenance Replacements Category	-	(172,703)	(172,703)	-	-	-	-	N/A	-	(172,703)	100.0%
		<b>Total Bond Administration Costs</b>	<b>1,450,000</b>	<b>(363,813)</b>	<b>1,086,187</b>	<b>228,672</b>	<b>6,563</b>	<b>235,235</b>	<b>158,050</b>		<b>393,285</b>	<b>692,902</b>	<b>63.8%</b>
		<b>Grand Total</b>	<b>100,000,000</b>	<b>1,820,361</b>	<b>101,820,361</b>	<b>50,029,084</b>	<b>1,554,556</b>	<b>51,583,351</b>	<b>45,355,673</b>		<b>96,939,024</b>	<b>4,881,338</b>	<b>4.8%</b>



**THPRD Bond Capital Program**  
**Funds Reprogramming Analysis - Based on Category Transfer Eligibility**  
**As of 7/31/2013**

	Category (Over) Under Budget
Not Available for Reprogramming	
Facility Rehabilitation	1,839,109
ADA	18,445
	1,857,554
Limited Reprogramming	
Land: New Neighborhood Park	(1,420,743)
New Community Park	1,628,758
New Linear Park	-
New Community Center	1,145,153
	1,353,168
Nat Res: Restoration	454,655
Acquisition	-
	454,655
All Other	
New Neighborhood Park Dev	(76,727)
Neighborhood Park Renov	3,087
New Community Park Dev	-
Community Park Renov	1,049,538
New Linear Parks and Trails	(176,908)
Athletic Field Development	(275,931)
Deferred Park Maint Replace	-
Facility Expansion	-
Bond Admin Costs	692,902
	1,215,961
<b>Grand Total</b>	<b>4,881,338</b>



**MEMORANDUM**

Date: August 22, 2013  
 To: Board of Directors  
 From: Keith Hobson, Director of Business and Facilities  
 Re: **System Development Charge Report for June, 2013**

Below please find the various categories for System Development Charges, i.e., Single Family, Multiple Family, Manufactured Housing Unit, and Non-residential Development. Also listed are the collection amounts for both the City of Beaverton and Washington County, and the 1.6% handling fee for collections through June, 2013.

<b>Type of Dwelling Unit</b>	<b>Current SDC per Type of Dwelling Unit</b>
Single Family	\$5,247.00 with 1.6% discount = \$5,163.05
Multi-Family	\$3924.00 with 1.6% discount = \$3,861.22
Non-residential	\$136.00 with 1.6% discount = \$133.82

<b><u>City of Beaverton Collection of SDCs</u></b>		<b><u>Receipts</u></b>	<b><u>Collection Fee</u></b>	<b><u>Total Revenue</u></b>
2,596	Single Family Units	\$6,982,430.32	\$199,716.21	\$7,182,146.53
15	Single Family Units at \$489.09	\$7,336.35	\$221.45	\$7,557.80
1,399	Multi-family Units	\$2,624,822.68	\$80,892.66	\$2,705,715.34
0	Less Multi-family credits	(\$7,957.55)	(\$229.36)	(\$8,186.91)
216	Non-residential	\$481,255.86	\$14,484.50	\$495,740.36
<b>4,226</b>		<b>\$10,087,887.66</b>	<b>\$295,085.46</b>	<b>\$10,382,973.12</b>

<b><u>Washington County Collection of SDCs</u></b>		<b><u>Receipts</u></b>	<b><u>Collection Fee</u></b>	<b><u>Total Revenue</u></b>
6,983	Single Family Units	\$20,865,017.45	\$545,333.72	\$21,410,351.17
-300	Less Credits	(\$623,548.98)	(\$19,285.02)	(\$642,834.00)
2,062	Multi-family Units	\$4,684,348.55	\$131,782.98	\$4,816,131.53
-24	Less Credits	(\$47,323.24)	(\$1,463.61)	(\$48,786.85)
110	Non-residential	\$577,056.04	\$14,573.49	\$591,629.53
<b>8,831</b>		<b>\$25,455,549.82</b>	<b>\$670,941.56</b>	<b>\$26,126,491.38</b>

<b><u>Recap by Agency</u></b>		<b><u>Percent</u></b>	<b><u>Receipts</u></b>	<b><u>Collection Fee</u></b>	<b><u>Total Revenue</u></b>
4,226	City of Beaverton	28.44%	\$10,087,887.66	\$295,085.46	\$10,382,973.12
8,831	Washington County	71.56%	\$25,455,549.82	\$670,941.56	\$26,126,491.38
<b>13,057</b>		<b>100.00%</b>	<b>\$35,543,437.48</b>	<b>\$966,027.02</b>	<b>\$36,509,464.50</b>

<u>Recap by Dwelling</u>	<u>Single Family</u>	<u>Multi-Family</u>	<u>Non-Resident</u>	<u>Total</u>
City of Beaverton	2,611	1,399	216	4,226
Washington County	<u>6,683</u>	<u>2,038</u>	<u>110</u>	<u>8,831</u>
	<b><u>9,294</u></b>	<b><u>3,437</u></b>	<b><u>326</u></b>	<b><u>13,057</u></b>

**Total Receipts to Date** **\$35,543,437.48**

**Total Payments to Date**

Refunds	(\$2,066,073.93)	
Administrative Costs	(\$18.65)	
Project Costs -- Development	(\$21,272,122.69)	
<u>Project Costs -- Land Acquisition</u>	<u>(\$9,180,633.75)</u>	<b><u>(\$32,518,849.02)</u></b>
		<b><u>\$3,024,588.46</u></b>

<u>Recap by Month, FY 2012-13</u>	<u>Receipts</u>	<u>Expenditures</u>	<u>Interest</u>	<u>SDC Fund Total</u>
through June 2012	\$32,867,241.56	(\$31,728,422.74)	\$2,031,828.35	\$3,170,647.17
July	\$140,783.94	(\$116,810.11)	\$1,051.70	\$25,025.53
August	\$136,400.34	(\$128,239.09)	\$1,107.07	\$9,268.32
September	\$128,251.66	(\$343,811.91)	\$1,269.71	(\$214,290.54)
October	\$213,489.76	(\$66,267.54)	\$1,329.05	\$148,551.27
November	\$234,474.02	(\$60,749.08)	\$1,277.24	\$175,002.18
December	\$262,496.12	(\$169,080.13)	\$1,773.80	\$95,189.79
January	\$198,411.83	(\$299,696.05)	\$1,482.95	(\$99,801.27)
February	\$145,680.49	(\$17,630.46)	\$1,317.92	\$129,367.95
March	\$532,152.93	\$105,678.05	\$1,642.48	\$639,473.46
April	\$383,388.46	(\$47,815.00)	\$1,674.78	\$337,248.24
May	\$88,776.85	(\$11,505.74)	\$1,772.15	\$79,043.26
June	\$211,889.52	\$365,500.78	\$1,942.29	\$579,332.59
	<b><u>\$35,543,437.48</u></b>	<b><u>(\$32,518,849.02)</u></b>	<b><u>\$2,049,469.49</u></b>	<b><u>\$5,074,057.95</u></b>

<u>Recap by Month, by Unit</u>	<u>Single Family</u>	<u>Multi-Family</u>	<u>Non-Residential</u>	<u>Total Units</u>
through June, 2012	8,961	3,251	307	12,519
July	27	0	0	27
August	26	0	2	28
September	24	0	1	25
October	37	4	1	42
November	26	1	5	32
December	30	0	2	32
January	32	6	0	38
February	22	8	2	32
March	22	108	2	132
April	29	59	2	90
May	17	0	2	19
June	41	0	0	41
	<b><u>9,294</u></b>	<b><u>3,437</u></b>	<b><u>326</u></b>	<b><u>13,057</u></b>

Projected SDC balance as of June 30, 2012 per the budget was \$2,957,793. Actual balance was \$3,170,647  
 This fiscal year's projected total receipts per the budget are \$2,721,804.

Oregon Live, July 23, 2013

## Tualatin Hills Park & Recreation District to install sculptures instead of signs



Artist Stacy Levy's steel sculpture design for Hazeldale Park would offer habitats for birds in three areas of the park. The Tualatin Hills Park & Recreation Department is holding public meetings this week and next on proposed public art for four district parks. *(Courtesy of Tualatin Hills Park & Recreation District)*

[Print](#)



By [Nicole Friedman, The Oregonian](#)

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on July 22, 2013 at 3:09 PM, updated July 23, 2013 at 9:31 AM

[Email](#)

Instead of naming local bird species on a sign, steel sculptures in Aloha's [Hazeldale Park](#) will offer a habitat and stage for the park's pigeons, crows or jays to feed and pollinate.

Instead of describing local landscape features, 12 scattered sculptures will provide lenses for [Bethany Lake Park](#) visitors to examine greenery in every season.

Proposals for outdoor sculptures, rather than traditional interpretive signs, in four [Tualatin Hills Park and Recreation District](#) parks will be presented at public meetings this week and next. Installation of the sculptures is scheduled for June 2014.

### Interpretive sign meetings

The Tualatin Hills Park & Recreation District will hold four public meetings to present proposed public art in four district parks. District staff members will present at the meetings for the following parks. The artists are not scheduled to attend.

**Hazeldale Park:** 6:30-7:30 p.m. July 24, in the parking lot near Southwest 192nd Avenue and Southwest Prospect Place

**Raleigh Swim Center and Park:** 6:30-7:30 p.m. July 25, at the picnic tables near 3500 S.W. 78th Ave.

**Bethany Lake Park and Rock Creek Greenway:** 6:30-7:30 p.m. July 25, in the parking lot near Northwest 185th Avenue and Northwest West Union Road

**Jordan Woods Natural Area:** 6:30-7:30 p.m. July 31, at the trail entrance at 10955 N.W. Reeves St.

[Restoration projects supported by the district's \\$100 million bond measure](#) prompted district officials to rethink their assumptions of what nature interpretation, and even signage, could be.

Most users of district parks are repeat visitors, many of whom will read an interpretive sign once and never look at it again, said Kristin Atman, the district's interpretive programs supervisor. The art is designed to transform as time passes, engaging park patrons in different months or seasons.

[Commissioning public art instead of signs](#) could be a first for the district, Atman said. She hopes the art "really draws people's attention to the natural processes that are happening around them."

The artists -- [Vaughn Bell](#) and [John Grade](#) of Seattle, [Adam Kuby](#) of Portland and [Stacy Levy](#) of central Pennsylvania -- were hired last fall.

After taking a tour, each proposed sculptures for a different park: Bell picked [Jordan Woods Natural Area](#), Grade chose Bethany Lake Park and [Rock Creek Greenway](#), Kuby selected [Raleigh Swim Center and Park](#) and Levy decided on Hazeldale Park.

Each location is in a different quadrant of the district, Atman said.

The district's budget for the project, including installation, is \$339,300 from the district's bond fund.

The project was "really appealing, just from the premise of repurposing what signage would be and turning it into art," said Grade, 43.



[View full size](#) Artist Adam Kuby

designed sculptures for Raleigh Swim Center and Park that would draw attention to tree growth, as shown in this rendering. Courtesy of Tualatin Hills Park & Recreation District

The four artists worked closely together, meeting about once a month in person or virtually, he said.

For his site, Grade proposed six pairs of cedar sculptures, with a magnifier in each that allows visitors to see into the distance. One magnifier in each pair would be at adult height and the other would be shorter.

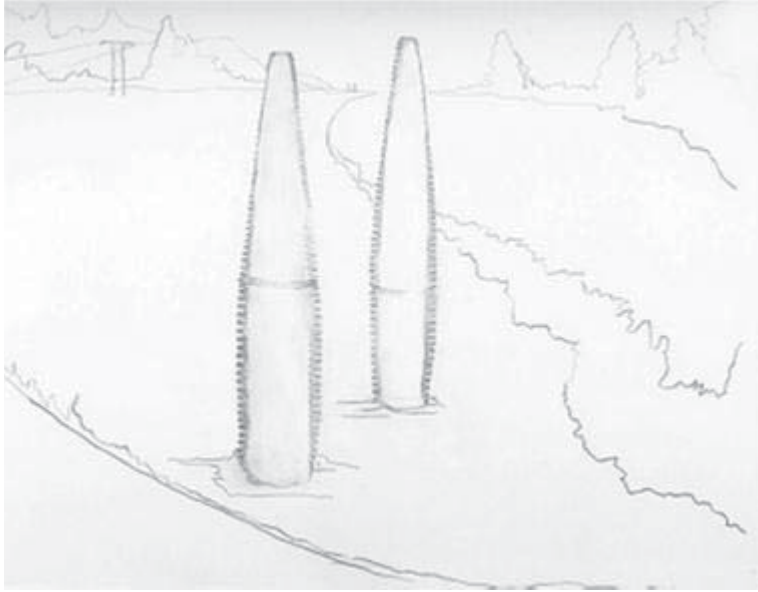
Every six months, park district staff would move the sculptures.

"I wanted to create a piece of art that just kept changing," Grade said. "It's all about kind of keeping people awake."

[All four proposals](#) incorporate change into their designs.

Bell's project for Jordan Woods Natural Area in Cedar Mill, called "Mossuments," would place moss-covered sculptures near paved trails.

Kuby's sculptures at the Raleigh Swim Center and Park would measure how trees grow with sculptures that move as the trunks expand.



[View full size](#) Artist John Grade's

proposed sculptures for Bethany Lake Park and Rock Creek Greenway would contain magnifying lenses allowing viewers to look into the distance. The sculptures would be moved every six months. Courtesy of Tualatin Hills Park & Recreation District

For Hazeldale Park, Levy designed perching platforms with bird food in three areas of the park. As the birds visit and eat, natural vegetation would grow around the platforms.

"I'm hoping these will make tendrils of the forest edge come out into the lawn area" of the park, said Levy, 52. "It's kind of like having an experiment in your backyard."

Because Levy lives in Pennsylvania, she plans to hire a local engineer and fabricator to build her sculpture.

The district hired the [Regional Arts & Culture Council](#) and recruited a volunteer committee to help select the artists, Atman said.

Besides small plaques with the artists' names, the sculptures will likely be left unexplained, Atman said. "We kind of want these installations to speak for themselves."

-- Nicole Friedman

## Out&About

# Party in the Park offers day of free fun this Saturday

### *Triathlon, car show and culture highlight festivities*

Party in the Park, the Tualatin Hills Park and Recreation District's largest community event of the year, returns for its eighth run on Saturday at the Howard M. Terpenning Recreation Complex, Southwest 158th Avenue and Walker Road in Beaverton.

The day-long affair — featuring the Beaverton International Celebration, the Classic at T-Hills car show and the Family Triathlon — will transform the district's main campus into a carnival of activities for people of all ages. Admission is free for the event, which also includes drop-in sports, swimming, food, music, exhibitions and other family-friendly activities.

"This family-oriented, active, outdoor event really showcases so many of the elements that make our district successful," says park district General Manager Doug Menke. "It connects people with their families, friends and community."

Most of the events take place from 11 a.m. to 5 p.m., except the Classic at T-Hills, which runs from 8:30 a.m. to 4 p.m. and the Family Triath-

lon, which starts at 9 a.m. There is a nominal fee to participate in those events, which are free to watch.

The Beaverton International Celebration pays tribute to the area's diverse population. This year's show will include music, dance, arts and crafts exhibits, food, costumes and information representing numerous ethnic communities. A "kids and culture" interactive area with a broad range of activities for children and families will also be offered.

The Classic at T-Hills will display vintage automobiles, trucks and motorcycles on grass fields behind the Tualatin Hills Athletic Center, with musical entertainment provided by Sol-Mars from 10 a.m. to noon, and The Shift-erz from 1 to 3 p.m.

The Family Triathlon brings children and parents in a noncompetitive 50-yard swim, 2-mile bike ride and 1/3-mile run. At noon, the Beaverton Police Department will unleash its K-9 Unit for a demonstration.

A wide array of free and fun activities awaits children after 11 a.m., including giant inflatable play structures, climbing walls, arts and crafts and face painting. The park district's Rec Mobile and Nature Mobile will provide supervised sports and arts programs, games and environ-



Saturday's Party in the Park includes cultural performances highlighting the community's diversity during the Beaverton International Celebration.

TIMES FILE PHOTO:  
JOHN LARIVIERE

mental education.

Free drop-in sports activities are scheduled throughout the day, including basketball, volleyball, badminton, pickle ball and table tennis at the Athletic Center, swimming at the Tualatin

Hills Aquatic Center (1:30-3:30 p.m. and 4-6 p.m.). The schedule also includes an outdoor tennis clinic and bocce demonstration.

For more information, visit [thprd.org](http://thprd.org) or call 503-645-6433.





SUBMITTED PHOTO

The Greenway Park concert is sure to get you on your feet and dancing. Hapa, a nationally touring acoustic duo that blends Polynesian tradition with pop music, will perform on Aug. 1 as part of the Concert in the Park series.

## MUSIC

### CONCERT IN THE PARK —

Tualatin Hills Park and Recreation District's popular summer concert series continues. The fourth free concert will be held Thursday, Aug. 1, from 6 to 8 p.m. in Greenway Park, Southwest Pearson Court and Parkview Loop. Hapa, an acoustic duo, will perform a blend of traditional Polynesian music with pop sensibilities to produce a "Maui sound." Food will be available for purchase, and park district volunteers will provide games and children's activities. Donations of non-perishable food will be collected for the Oregon Food Bank. Bring your family, grab lawn chairs or blankets, and meet your neighbors and friends for a summer luau of fun and music. Seating is on the grass. Beach/sand chairs or blankets for seating are recommended. Regular height lawn chairs will be permitted only at the side and rear of the seating area.

Oregon Live, July 28, 2013

## Beaverton Sun Run to raise money for Champions Too field: Beaverton best bet



The Tualatin Hills Park Foundation wants to construct a field through the Champions Too project specifically for athletes with physical or developmental disabilities. *(Tualatin Hills Park Foundation)*

[Print](#)



By [Anna Marum, The Oregonian](#)

Email the author | [Follow on Twitter](#)

on July 28, 2013 at 5:00 AM, updated July 28, 2013 at 5:07 AM

[Email](#)

Good morning, Beavertonians! According to the forecast, the warm weather's here to stay, and what better way to take advantage of it than with the [Beaverton Rotary Club's](#) first annual Sun Run on Sunday, July 28?

Registration for the family-friendly charity event begins at 7 a.m. at the [Cedar Hills Crossing parking lot](#) near the movie theater, and the challenging 10K run starts at 8:15 a.m. The family-friendly 5K run/walk begins at 8:30 a.m., and the Kids Dash for those 10 and under starts at 9:30 a.m.

The 10K registration fee is \$25, and the fee for the 5K is \$20. The Kids Dash is free. Some proceeds from the Sun Run will go toward construction of the [Champions Too field](#), a field for athletes with disabilities.

Visit the event's [website](#) for more information and to register.

# A nearly \$1 million makeover for Beaverton High's field

The old turf is gone from Beaverton High School's stadium field, but as of last Wednesday, the new turf has yet to take its place.

Beaverton School District



By Wendy Owen  
Beaverton Leader

Beaverton High School had to wait a year, but its football field is in the midst of getting a full nip and tuck.

The district contracted with Sprinturf for the project, which includes extensive soil work to ensure the field underlying the new artificial turf doesn't develop dips.

The district is sharing the cost with the Tualatin Hills Park & Recreation District, which set aside \$400,000 for the project, said a park district spokesman, Bob Wayt.

That leaves the school district to cover the remaining \$558,000 in the estimated \$958,366 project.

The field should be ready in time for football practice on Aug. 19, said Dick Steinbrugge,

Beaverton School District executive administrator for facilities.

The school district didn't pay a dime for Beaverton High's first field, which was installed in 2002, according to the district. Multimillionaire and BHS alumnus Thomas Montag donated \$1 million for the synthetic turf field. The district used about \$769,000 for the football field

See **Football turf**, Page 12

## FOOTBALL TURF

Continued from Page 1

turf and other stadium improvements, Steinbrugge said.

Montag, well known in the international financial world, graduated in 1975. He played football, basketball and baseball at the school.

The balance of Montag's initial donation, along with \$976,500 in additional money he gave, helped fund the softball and baseball stadiums, Steinbrugge said.

Last year, Beaverton High's turf had reached the end of its useful life, but the district had problems with the artificial grass at Westview and Southridge fields, and fo-

cused on those projects last summer.

Beaverton High will be the third field to be resurfaced in 12 months.

"Last year, we realized we needed to do Beaverton (High), but Westview and Southridge had warranty issues," Steinbrugge said.

Westview and Southridge had the newest synthetic turf among the district's five high schools, installed in 2006, but clumps of grass fiber pulled free and bald spots appeared in 2010.

The district had an eight-year warranty with FieldTurf, which gave the schools free synthetic turf. The district paid for installation.

The school board approved spending as much as \$850,000 to replace the



Miles Vance/Beaverton Leader

**Beaverton High School's football field gets a makeover as workers prepare the field for artificial turf. It is expected to be ready to use by Aug. 19. Time-lapse photos of the project can be seen at <http://bit.ly/19mOqWh>.**

two fields, but complications with the soil underlying the football field at Westview, an incomplete design for site work and overtime pay added \$484,000 to the cost, bringing the total to \$1.28 million.

Beaverton High also has underlying soil problems, which is common, Steinbrugge said. Cement is being added to the dirt to help solidify it, and workers drive heavy equipment over the field to find sinkholes, Stein-

brugge said.

The school district is using funds from the 2006 construction bond to pay its portion of the Beaverton field. Bond money cannot be used for district operations, such as hiring teachers or reducing class sizes.

Steinbrugge said the field will exhaust the bond fund, with the exception of money reserved to pay for property for a new high school.

Synthetic turf field replacements at Aloha and Sunset high schools will have to wait for voters to pass the next construction bond, which is expected to be on the ballot in 2014.

Wendy Owen: 503-294-5961;  
wowen@beavertonleader.com;  
@WOwen1 on Twitter

# Trail project pleases, frustrates neighbors

## THPRD increases landscape budget to provide buffer for neighbors of The Bluffs

By SHANNON O. WELLS  
The Times

About a year ago, a Tualatin Hills Park and Recreation District plan to clearcut the wooded hillside above his backyard had Bill Booth fit to be tied.

Now that the overhaul of The Bluffs Trail and Park is mostly complete, the Northwest Blackhawk Drive resident is willing to admit the project delivered some improvements to the neighborhood.

"People walking dogs are good neighbors," he observes of the paved, 5-foot-wide asphalt trail that snakes up a steep hill between Blackhawk and South Drive. "It was good to see the (Bonny Slope Elementary) schoolkids, during the last six weeks of school, walking through. It's better than having their mom drive them."

He'll even concede that certain sections of the path, which leads down behind a row of townhouses to a small park with children's play equipment, are improved. While Booth is less pleased with the amount of buf-

fer vegetation the park district planted behind his and his neighbors' homes, he believes it was his and others' outspokenness that made the project more palatable in the end.

"If we hadn't made that blitz, and put in the effort we did, they wouldn't have increased the landscape budget," he said of the overall \$414,817 project.

Part of the park district's master plan laid out in 2002, and funded through the \$100 million bond measure voters passed in 2008, The Bluffs trail project — originally budgeted at \$335,400 — got under way in late August 2012 and was mostly completed by the end of the year. The hillside behind Booth's house was cleared of mostly non-native vegetation and relatively young trees to make way for a paved pathway, which maintains a grade of about 10 percent on a series of switchbacks before sloping off on its way to the play area.

The path replaces a wooded, dirt trail that descended sharply between houses from the residential street into a wood-chipped corridor behind the

townhouses near the park.

Booth, who collaborated with neighbors on a wooden fence to create some semblance of privacy, said while he likes the cedar, pine, holly and magnolia trees, along with rhododendron plants and native grasses, he expected a bit more from the district in terms of a buffer between his yard and the path area.

"It impacts me pretty significantly," he said. "I said, 'Guys, this comes so close to my property line. Could you buffer it and put some more dirt here?' They said, 'Absolutely not,' that it would take a Washington County permit change.

"If they had just buffered it like they promised," he added, noting he waters the new vegetation several times a week. "This could've been an easy fix if we'd worked together. A huge lesson learned here, the reality is that THPRD doesn't listen to the community."

Hal Bergsma, THPRD's director of planning, said he and district officials did their best to communicate the scope and purpose of the project to the neighbors. In response to concerns,



TIMES PHOTO: JONATHAN HOUSE

**Cedar Mill resident Bill Booth talks about his frustration with the Tualatin Hills Park and Recreation District over its new Bluffs Park development. Booth said officials didn't pay enough attention to neighborhood opposition to leveling trees and paving a dirt trail.**

the landscaping budget was increased, while changes Booth requested to the pathway's alignment came too late in the process to implement.

"It just wasn't possible at that part of the process, to go back and change it," Bergsma said. "Instead of changing the alignment of the path, we tried to work with him and the neigh-

bors and planted more vegetation than we would otherwise. Some of it is fairly tight to the fence line, but we did the best we could to provide some screening."

Bill Hagerup, a neighbor of Booth's, said he's pleased with the outcome of the project, which he can see from his back deck.

"The new trail turned out great," he said. "My family walks it, and it gets lots of use from the Bluffs and Ironwood neighborhoods. The park playground is also getting more use since it is much more accessible now, especially by parents with strollers."

Hagerup, who organizes the Bonny Slope Walk/Bike to School Day in October, said the new pathway will mark a vast improvement for the event.

"We have used the trail in past years due to lack of alternate routes, but some years it has been a muddy mess," he said. "Now, it will be a nice usable path for walking or biking, come rain or shine."

Bob Wayt, the park district's communications director, said it may take some time for the improved path access to draw the mostly neighborhood-based traffic initially projected for the park.

"It's up to the people to decide how and when to use it," he said. "Some places will be used more than others, but as time goes on, more people are going to use it. It's going to be a viable, positive amenity for that area."

# Party in the Park attracts thousands ■ Good times abound at community celebration

By SHANNON O. WELLS  
The Times

With sparkling weather, impressive attendance and general good spirits conspiring for the greater good, this year's Party in the Park turned out better than Tualatin Hills Park and Recreation District planners could've hoped.

"The weather was ideal, the event ran smoothly from an operational perspective, and there were smiles and laughter from our guests everywhere we turned," said Bob Wayt, the district's communications director. "All in all, it was a great day for celebrating free fun in Beaverton. We thank everyone who came out."

Wayt estimated a crowd of more than 8,000 came out for the event, held on Saturday from 11 a.m. to 5 p.m. at the Howard M. Terpenning Recreation Complex at Southwest 158th Avenue and Walker Road. The free event's individual attractions, including the Beaverton International Celebration, the Classic at T-Hills car show and the Family Triathlon, transformed the district's main campus into a carnival of activities



**Huitzilopochtli dance troupe captain José Carlos performs a traditional Aztec dance honoring the sun while wearing a colorful head dress as part of the Beaverton International Celebration.**

for people of all ages. The event also included drop-in sports, swimming, food, music, exhibitions and other family-friendly activities.

Wayt said the attendance figure, up from last year's estimated 7,500 party-goers, is especially impressive given the area's other options over the weekend.

"This was excellent news because there were many competing special events happening on the same day around the Portland area," he said, noting the Washington County Fair and the Oregon International Air Show in Hillsboro. "Participation in the Family Triathlon was higher than it's ever been, and

food vendor sales and ATM uses were also up this year."

Crowds at the international celebration appeared to be the largest in the event's three-year history.

"Many of the guests, we're pretty sure, had never been to our complex before," Wayt noted, "but now that they've seen it, we hope they will come back

and take some classes or use our facilities."

Still basking in the glow of a successful Party in the Park, THPRD officials are already discussing the 2014 party, "with the goal of making next year's event even better," Wayt said. "Planning has already begun."



**Courtney Saqueton, 12, and her brother Ryan, 10, perform a Filipino bamboo pole dance in front of the Filipino American Club of Oregon booth at the Beaverton International Celebration. Above, Officer Matt Barrington plays the bad guy as K-9 Officer Barak shows off his speed during the Beaverton Police K-9 Unit demonstration.**



**Reece Nelson, 2 gets help finishing the running portion of the Family Triathlon from his father Tyler (right) and Grandpa Bob (left).**

TIMES PHOTO: JOHN LARIVIERE

# Next up: New turf for Beaverton High

By **WENDY OWEN**  
THE OREGONIAN

Beaverton High School's football field is getting a new artificial turf surface.

The district contracted with Sprinturf for the project, which includes extensive soil work to ensure the field underlying the artificial turf doesn't develop dips.

The district is sharing the cost with Tualatin Hills Park & Recreation District, which set aside \$400,000 for the project, said Bob Wayt of the parks district.

That leaves the school district to cover the remaining \$558,000 for the estimated \$958,366 project.

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executive administrator for facilities.

Last year, Beaverton High's turf had reached the end of its useful life, but the district had problems with the artificial grass at Westview and Southridge fields, and focused on those last summer.

Beaverton High will be the third field to be resurfaced in 12 months.

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trict paid for installation.

The school board approved spending as much as \$850,000 to replace the two fields, but complications with the soil underlying the football field at Westview, an incomplete design for site work and overtime pay added \$484,000 to the cost, bringing the total to \$1.28 million.

The school district is using funds from the 2006 construction bond to pay its portion of the Beaverton field. Bond money cannot be used for district operations, such as hiring teachers or reducing class sizes.

Synthetic turf field replacements at Aloha and Sunset high schools will have to wait for voters to pass another construction bond. The next bond is expected to be on the ballot in 2014.

# LIFESTYLES

By Anna Marum  
Beaverton Leader



Mace Vaughan / Xerces Society

A black-tailed bumblebee forages at a red flowering currant. Tualatin Hills Park & Recreation District's pollinator project will provide food, homes and a safe environment for pollinators like bees.

## An EDEN for stressed pollinators

When conservation biologist Richard Hatfield arrived at a Target parking lot in Wilsonville on June 17, he was horrified. The ground under several linden trees was littered with dead bees, and as he stood amid the carcasses, more bees dropped from the trees. Upon hitting the ground, some crawled around, twitching, until they eventually stopped, dead.

"I was just shocked," Hatfield said. "I had never seen anything like that before."

June was a bad month for Oregon bees. First, an estimated 50,000 bees died in that parking lot after trees were sprayed with Safari, an insecticide used to control aphids.

Then, days later, hundreds of bees were found dead under a linden tree in downtown Hillsboro. The tree also had been treated with Safari, though the Oregon Department of Agriculture has not confirmed the cause of the Hillsboro bee deaths. The agency has issued a six-month restriction on 18 insecticides that contain dinotefuran, the active ingredient in Safari.

The two local incidents are stark examples of a growing problem. Bee pop-



Anna Marum / Beaverton Leader

**Bruce Barbarasch, superintendent of natural resources and trails management for the Tualatin Hills Park & Recreation District, examines a snowberry plant. The snowberry will be included in the pollinator habitat at Rock Creek Greenway.**

ulations around the world are in danger — two species of North American bumblebees may have already died off, and experts say the ripple effect of extinctions will become powerful if something isn't done to reverse the trend.

"We're potentially losing some of the pieces, and once we lose enough pieces, we'll start to see real problems in how these ecosystems function," said Scott Hoffman Black, executive director of the Portland-based Xerces Society for Invertebrate Conservation.

Fewer pollinators can lead to a decrease in food-

supply stability, as well as a drop in the abundance and diversity of many vegetables and animals, Black said.

One answer to the problem: special habitats, such as the carefully planned pollinator Eden that the Tualatin Hills Park & Recreation District has in the works at Rock Creek Greenway in the Bethany area.

The habitat, scheduled to be completed by 2016, is the park district's first attempt to create a diverse space that particularly caters to the needs of bees, butterflies, hummingbirds and other pollinators. Park district officials consulted

"We're potentially losing some of the pieces, and once we lose enough pieces, we'll start to see real problems in how these ecosystems function."

**Scott Hoffman Black**  
executive director,  
Xerces Society  
for Invertebrate Conservation

with the Xerces Society in planning the project.

With bee populations declining, projects like the park district's are "unequivocally" more important than ever, said Black. These special habitats, along with more natural flowering plants in backyard gardens, may be enough to keep local pollinator populations strong, he said. "Providing a pesticide-free quality habitat will go a long way in helping these animals," he said.

The project at Rock Creek Greenway, located at the corner of Northwest 185th Avenue and Northwest West Union Road, is run by the park district's Natural Resources department. The two-acre portion of the

See **Eden**, Page 7



AP Photo/The Oregonian, Moloya Nakamura

In this June 18 photo, a dead bumblebee got stuck on a flowering linden tree in Wilsonville. Oregon officials say the pesticide Safari is to blame for the deaths of tens of thousands of bumblebees in the Wilsonville parking lot.

# EDEN

Continued from Page 5

greenway set aside for the project is covered with grass and weeds, and small trees and shrubs line the nearby Springville Creek.

Janelle St. Pierre of the park district is the project leader. She said the habitat plan calls for the removal of non-native grasses, replacing them with annual and perennial species, including wildflowers like lupine, aster, goldenrod and checkermallow, as well as other wildflowers and native bunch grasses. The new haven would also include native shrubs, brush and rock piles to provide homes and nests for various pollinators, she said.

Black of the Xerces Society said his organization works with farmers, gardeners and land managers to protect invertebrates, which he said are the underpinning of all life on the planet. He pointed out that without insects, fish and birds wouldn't exist.



Matthew Shepherd / Xerces Society

**A long-horned bee forages on an aster. Asters, which are late-blooming, are on the list of wildflowers to be planted in the pollinator habitat at Rock Creek Greenway.**

Plus, without pollinators, Black said, humans would be limited to a poor diet, made up primarily of rice, wheat and corn. Even meat would be limited because animals indirectly rely on pollinators for food.

Bees are the best pollinators, Black said, because they visit more flowers than any other pollinator, collecting pollen to feed to

their young.

"I think that the neat thing about projects like (Rock Creek Greenway)," he said, "is that with pollinators, unlike with polar bears or lions or tigers, pretty much everyone can do something about it."

•  
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**Big Truck Day:** A chance to see hauling trucks, recycling trucks, firetrucks and more up close. Activities for the entire family. 10 a.m.-2 p.m. Sat, Aug. 10. Conestoga Recreation & Aquatic Center, 9985 S.W. 125th Ave., Beaverton; \$1 suggested donation per person; 503-629-6313

## PERFORMANCES

**Concert and Theater in the Park Series:** Tualatin Hills Park & Recreation District offers this series of concerts and one theatrical production in parks throughout the Beaverton area. Shows 6-8 p.m. unless otherwise noted. Lineup includes Quarterflash and Stone in Love at 5-8:30 p.m. Sat, Aug. 10, at Howard M. Terpenning Recreation Complex, 15707 S.W. Walker Road; Curtis Salgado and Sara Jackson-Holman on Thu, Aug. 15, at Raleigh Park, 3500 S.W. 78th Ave.; and Patrick Lamb Band on Thu, Aug. 22, at Cedar Mill Park, 10385 N.W. Cornell Road. Free; thprd.org or 503-645-6433

## Tualatin Hills Park & Recreation District

**FREE!** Concerts & Theater in the Park



Thursday, Aug. 15

**Curtis Salgado**  
Sarah Jackson-Holman  
6-8 p.m.  
Raleigh Park  
3500 SW 78th Ave.  
Portland

Groovin' On The Grass  
with  
**QUARTERFLASH**



**STONE IN LOVE**

Saturday,  
Aug. 10  
5-8:30

HMT Rec Center  
15707 SW Walker Road  
Beaverton

FOOD carts & BEER  
and WINE vendors



For more info:  
www.thprd.org  
or 503/645-6433



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**OREGON FOOD BANK**



# Air Force initiate honored at park

*Abraham Trejo to prepare C-17 fighter planes for flight as crew chief member*

By SHANNON O. WELLS  
The Times

Abraham Trejo's bosses at Comcast must be OK with their employee moonlighting in the U.S. Marine Corps in recent years. They approve of

his "other job" enough to take part in the ceremony to initiate Trejo into the Air Force on Tuesday afternoon at Veterans Memorial Park at Watson Avenue and Seventh Street in downtown Beaverton.

Trejo, 32, who served for four years as a Marine Ranger in the Second Battalion of the 7th Marines stationed at 29 Palms in Southern California, is making the leap to the Air Force as crew chief of a C-17 fighter plane. He will be stationed at Joint Base Lewis-McChord in Tacoma,

Wash.

Trejo, a Forest Grove resident, was joined by his wife Veronica, their daughter Priscilla, 8, and son David, at the 2 p.m. ceremony helmed by members of the Beaverton-based American Legion Post 124. Beaverton Police Chief Geoff Spalding and a handful of city officers were in attendance, along with Trejo's Air Force recruiter, Staff Sgt. Daniel Nodich, who introduced Trejo at the brief ceremony.

"It's a rather select organization," Nodich said of the Air Force crew chief position. "Out of 300 or 400 calls this year, we've put in 37 people, and Abraham is one of them. Many try, but few make it."

Trejo's grasp of aviation knowledge, along with his stellar record with the Marines, helped him stand out from the pack.

"It's a highly sought-after job," Nodich added. "You've got to know the plane from nose to tail. You're the one firing up the engine before pilots take off."

Trejo, maintaining he will "always be a Marine first," said he didn't hesitate to make the leap into the Air Force.

"I need to serve. It's an itch that needs to be scratched," he said. "I look forward to leading again and being part of the system."

It was reassuring to be flanked by military veterans, police officers as well as three supervisors from his day job as a Comcast support technician based at the company's Brigadune Court office.

"It's a humbling experience," Trejo said. "I didn't expect this



TIMES PHOTOS: JAIME VALDEZ

Members of the American Legion Post No. 124 salute Abraham Trejo, a former U.S. Ranger Marine soldier, after he was initiated into the Air Force at a Tuesday afternoon ceremony at Veterans Memorial Park. Below, Louis Haga, a member of the Beaverton-based American Legion Post No. 124, initiates Trejo.



many people would be here."

Jason Turner, Trejo's immediate supervisor at Comcast for the past five and a half years, said he's proud of Trejo's continuing desire to serve his country and try new things.

"We're just happy for him. He brings our team together by being lighthearted, with a good

sense of humor," he noted. "He's a hard worker with strong attention to detail. His attention is to the team. He's not just focused on himself."

Marv Doty, commander of the American Legion Post 124, said the ever-evolving Veterans Memorial Park is an ideal place to honor servicemen at pivotal moments in their career. Two new projects are in the works for the park, including a \$250,000 to \$300,000 monument to the Sons of the American Revolution.

"We have a fantastic memorial park," he said. "It's becoming rather well known. If you want to go to a place that's meaningful for veterans, come to Beaverton."

## Out&About

# Tualatin Hills' 'Groovin' on the Grass' heats up

*Quarterflash and Stone In Love set the soundtrack for the ultimate date night*

Couples looking for a date night on Saturday are in for a treat.

The Tualatin Hills Park and Recreation District's free Concert in the Park series continues with the highlight show of the summer season.

The third annual "Groovin' on the Grass" date-night concert returns with two powerhouse groups, Quarterflash and Stone In Love.

Both Portland-area favorites will take the stage at the Howard M. Terpenning Recreation Complex, 5707 S.W. Walker Road. Doors open at 4 p.m. for the concert that will heat things up from

5 to 8:30 p.m. on the sports fields behind the Athletic Center.

Quarterflash hit it big in 1981 with "Harden My Heart," written by Marv Ross and sung by his wife, Rindy. The band still delights audiences with its sax-heavy blend of rock and pop.

Stone In Love is a high-energy, Portland-based band that plays the beloved songs of Journey, one of the top-selling rock groups of all time known for power ballads.

While the concert is free, couples will be able to purchase food, wine and beer on site to round out the date-night experience.



Couples can sing along and dance to their favorite Journey hits performed by Portland's own tribute band, Stone In Love. SUBMITTED PHOTO: BOB WAYT

METRO AREA

## Crossing set for Fanno Creek Trail

The Tualatin Hills Park & Recreation District board approved contracts Monday to build a midblock crossing across Southwest Hall Boulevard where it meets the Fanno Creek Trail.

The district hired Kodiak Pacific Construction Co. to build the crossing at a cost of \$159,599. The whole project is estimated to cost \$190,000, well below the budgeted \$384,000.

The district also reached an intergovernmental agreement that gives Clean Water Services access to about 15 acres of the Fanno Creek Greenway for natural-area restoration.

The district approved contracts for seismic upgrades to the Beaverton Swim Center and renovations to Roy Dancer Park. Both projects will be covered by a \$100 million bond that voters approved in 2008.

The district hired 2KG Contractors Inc. to handle the swim center for \$590,000. It hired Milroy Golf Systems Inc. to do the park work at \$452,900.

— Nicole Friedman

Oregon Live, August 10, 2013

## Big rigs to mob into town with park district's Big Truck Day: Beaverton best bet



Alison Cannon, daughter of Big Truck Day organizer Terri Cannon, poses with one of the big rigs at Big Truck Day in 2009. *(Terri Cannon/Tualatin Hills Park & Recreation District)*

[Print](#)



By [Anna Marum, The Oregonian](#)

Email the author | [Follow on Twitter](#)

on August 10, 2013 at 6:00 AM, updated August 10, 2013 at 6:05 AM

[Email](#)

Good morning, Beavertonians! Grab your earplugs, because Tualatin Hills Park & Recreation District's 15th annual [Big Truck Day](#) is here.

People of all ages can stop by the [Conestoga Recreation and Aquatic Center](#) from 10 a.m. to 2 p.m. on Saturday, Aug. 10.

About 40 big rigs, including firetrucks, a garbage truck and a tow truck, will sit parked at the center. The vehicle drivers will be on hand to explain the ins and outs of operating each vehicle.

Deb Schoen, center supervisor, said she doesn't know why children love the event so much, but it's become a staple of the park district's summer offerings, growing each year.

"There is just something about small children and big trucks - it's just fascinating to them," she said.

The event will also offer video games, prizes, food, crafts and face-painting. The event is free, but the park district is suggesting a donation of \$1 per person.

Parking for smaller vehicles is available behind Southridge High School or Conestoga Middle School. The center is located at [9985 S.W. 125th Ave.](#) in Beaverton.

-- Anna Marum

COMMUNITY NEWS

Board approves deal to build new crossing

The Tualatin Hills Park & Recreation District's board of directors approved contracts Aug. 5 to build a midblock crossing across Southwest Hall Boulevard and complete two bond measure projects.

The district hired Kodiak Pacific Construction Co. to build a midblock crossing where the Fanno Creek Trail meets Hall Boulevard for \$159,599. Though Kodiak's bid was above the estimated construction cost of \$140,000, the whole project is expected to come in below budget. The project is estimated to cost about \$190,000 total, well below the budgeted \$384,000.

The district also approved contracts for seismic upgrades to the Beaverton Swim Center and renovations to Roy E. Dancer Park. Both projects will be covered by the \$100 million bond that voters approved in 2008.

The district hired 2KG Contractors Inc. to upgrade the swim center at a cost of \$590,000, below the estimated construction cost of \$975,000.

The district now expects to spend about \$759,000 on the project, just over

half of the budgeted \$1.5 million.

For Roy E. Dancer Park, on Murray Boulevard, the district hired Milroy Golf Systems Inc. for \$452,900. The project budget is \$786,000, and the expected total cost is \$652,000.

The district also approved an intergovernmental agreement that gives Clean Water Services access to about 15 acres of the Fanno Creek Greenway for natural-area restoration.

— Nicole Friedman

CONFLICT RESOLUTION:

The Beaverton Dispute Resolution Center is hosting workshops on conflict resolution.

Tsipora Dimant, the center's program coordinator, is leading the workshops:

Aug. 15: "Building Conflict Competence"

Aug. 22: "Bridging the Generational Gap"

Each event will be held 10 a.m. to 1 p.m. at the Beaverton City Library, 12375 S.W. Fifth St.

Attendees can register online: [apps.beavertonoregon.gov/departments/Mayorsoffice/disputeresolution](http://apps.beavertonoregon.gov/departments/Mayorsoffice/disputeresolution).

— Nicole Friedman

BUSINESS NEWS

Elephants now Jenkins Estate concessionaire

Portland-based Elephants Delicatessen has taken over events and catering at the historic Jenkins Estate and adjacent Camp Rivendale in Aloha.

The Tualatin Hills Park & Recreation District, which owns the estate and campsite, decided in 2012 to outsource those rentals and events to a concessionaire.

The district will continue to run a day camp for at-risk youth and people with disabilities at Camp Rivendale, and district staff will still oversee rentals at the Fanno Farmhouse.

The district has been losing money on the Jenkins Estate for years, despite cutting the site's administrative staff.

The goal of appointing a concessionaire was to make the site profitable, with the concessionaire paying a portion of its proceeds back to the district.

Elephants has seven retail locations in Portland and Lake Oswego and more than 250 employees, said Erika Stanley, who oversees its marketing and communications.

Elephants took over Jenkins Estate rentals in July, said Mike Luyten, event sales manager for Elephants at the Jenkins Estate.

The company is now

the only caterer for weddings or corporate events at the Jenkins Estate and Camp Rivendale, he said. The company has improved wireless Internet access on-site to make the location more desirable for corporate events.

The company hopes to continue some community events, such as Chocolate Fantasy.

"It just seems like a natural fit" for Elephants and for the park district, Luyten said.

— Nicole Friedman

PERFORMANCES

Concert and Theater in the Park Series:

Tualatin Hills Park & Recreation District offers this series of concerts and one theatrical production in parks throughout the Beaverton area. Shows 6-8 p.m. unless otherwise noted. Lineup includes Curtis Salgado and Sara Jackson-Holman on Thu, Aug. 15, at Raleigh Park, 3500 S.W. 78th Ave.; and Patrick Lamb Band on Thu, Aug. 22, at Cedar Mill Park, 10385 N.W. Cornell Road. Free; [thprd.org](http://thprd.org)

Oregon Live, August 15, 2013

## Beaverton Swim Center hosts district's second Doggie Paddle

[Print](#)



By [THPRD](#)

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on August 15, 2013 at 3:30 PM, updated August 15, 2013 at 3:36 PM

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By *pup*-ular demand, the Doggie Paddle is back.



The Doggie Paddle is back! Before the Beaverton Swim Center's temporary closure, the pool will host a dogs-only swim, Sept. 1 from 1 to 4 p.m. THPRD

Right before the Beaverton Swim Center closes temporarily for an improvement project, the Tualatin Hills Park & Recreation District will host its second dogs-only swim on Sunday, Sept. 1, from 1 to 4 p.m.

“After the first Doggie Paddle in February at our Aloha Swim Center, we had so many people asking when we were doing it again,” said Sharon Hoffmeister, THPRD’s superintendent of Aquatics. “We are glad we have another opportunity to offer a fun and unique event for our four-legged friends.”

[Beaverton Swim Center](#), 12850 SW 3rd Street (next to Beaverton High School), will close from Sept. 2 to Dec. 1 for seismic upgrades and other improvements funded by THPRD's [2008 voter-approved bond measure](#). Before that happens and the pool is drained and cleaned, pooches will be able to splash and play.

Space is limited, so THPRD recommends registering early to guarantee a spot. Call 503/629-6312 or register [at www.thprd.org](http://www.thprd.org). Cost is \$5 per dog in advance or \$8 on the day of the event.

All dogs are welcome, large and small. Check-in begins 15 minutes before each scheduled swim session (1-2 p.m., 2-3 p.m. and 3-4 p.m.).

Owners are asked to bring towels to dry their dogs and disposable pet waste bags to quickly clean up any messes. Water toys are permitted.

No other pets or humans will be allowed in the pool, though owners will be allowed on deck to play with their dogs. Just like at home, dogs will need to obey a few house rules:

- Dogs must be licensed, vaccinated and at least six months old.
- Dogs must remain on a leash to and from the pool.
- Collars are required in the water.
- Female dogs in heat are not permitted.
- Disobedient dogs may be turned away.
- Dogs may not be left unattended.

Patrons are also encouraged to bring donations of high-quality dog/puppy food, Frontline products, soft dog treats and Kong toys to benefit the Bonnie L. Hays Small Animal Shelter.

### **Patapoff, longtime BSC supervisor, is retiring**

The Doggie Paddle marks the final THPRD event for Sharron Patapoff, who has supervised the Beaverton Swim Center since 1983. Patapoff, whose accomplishments include founding THPRD's Specialized Aquatics program, will be feted by friends, co-workers and patrons at a pool party on Saturday, Aug. 31, from noon to 5 p.m. The public event includes two hours of free open swimming (noon-2 p.m.) for all guests who bring non-perishable food donations to benefit the Oregon Food Bank.



# Winkelman Park opens

*Cooper Mountain park sports dog areas, athletic field*

**The Tualatin Hills Park and Recreation District invites the public to a grand opening of Paul and Verna Winkelman Park on Cooper Mountain in Aloha.**

The event will be held Tuesday from 6 to 7:30 p.m. and include free food, fun and prizes. The Rec Mobile and Nature Mobile will provide activities for children, and the Park Patrol will distribute stickers.

In addition, the Washington County Sheriff's Office will be there with a K-9 Unit dog and handler. Other community partners participating include Tualatin Valley Fire & Rescue with a fire truck and the sheriff's office crime prevention team with an information table.

A brief ribbon-cutting ceremony hosted by park district General Manager Doug Menke is planned for about 6:30 p.m.

Located at 10139 S.W. 175th Ave. in Aloha, Paul and Verna Winkelman Park opened on June 1 following a 12-month



**TIMES PHOTO: JONATHAN HOUSE**

**Michael Perry throws a ball to his two dogs Sally and Mya at the Tualatin Hills Park and Recreation District's new Paul and Verna Winkelman Park on Cooper Mountain.**

construction project that was funded by district's 2008 voter-approved bond measure. The developed portion of the 20-acre site features a two-acre dog park and a multipurpose youth athletic field with backstop. It also offers parking and a pathway.

The dog park is fully fenced and partitioned into a small dog paddock, all-season area with wood chips and a large grassy

area for pooches of all sizes to run and play off-leash. The athletic field, made of natural grass, will be used for a variety of sports, including soccer, lacrosse, football, baseball and softball.

The district plans to add a community garden, sheltered picnic seating, play areas and more in the future when additional funds become available.



TIMES PHOTOS: JONATHAN HOUSE

Frances Portillo, a specialist on cross-cultural communication and conflict management, leads groups of Beaverton School District, city of Beaverton and Tualatin Hills Park and Recreation District employees in an exercise during the seventh annual Equity Seminar held at Beaverton High School.

## Diversity seminar focuses on office staff

*Speaker Frances Portillo impressed with employees' interest in sharing*

By SHANNON O. WELLS  
*The Times*

This is the third year the Beaverton School District, the city of Beaverton and Tualatin Hills Park and Recreation District have collaborated on a seminar devoted to creating a culturally welcoming and inclusive work environment.

It's the first year, however, the event focused on those employees who have initial contact with people of widely varying cultural and language backgrounds.

"We've had staff and teachers, but this is the first time we've invited the front office staff," said Sho Shigeoka, a school district teaching and learning specialist and planner of the seventh annual Equity Seminar. "Before, it was leadership first. This year we made an intentional shift to the front office, the recognizable faces of the organization."

This year's seminar, formerly known as the Diversity Summit, brought more than 350 front office employees from the three agencies together on Tuesday morning at Beaverton High School, 13000 S.W. Second St., to learn and share experiences related to cultural diversity in the workplace. Keynote speaker Frances Portillo, a Portland-based intercultural communications specialist, shared strategies for engaging with individuals and groups, including exercises designed to break down social and language barriers.

Based on a series of possible



TIMES PHOTOS: JONATHAN HOUSE

Tualatin Hills Park and Recreation District's Lane Cartales fills out a diversity exercise sheet along with other participants during the seminar.

scenarios, some taken from actual interactions at the three agencies, participants later broke off into smaller, agency-based groups to discuss how they've handled things in the past and how they could improve by taking a different approach, tone or line of questioning. Participants were encouraged to develop their own goals based on various approaches:

- Being welcoming and noticing families who return for more service.
- Asking questions of unfamiliar customers, families or students and seeing if they initiate future conversations.
- Interrupting insensitive or hurtful comments based on race, culture, gender or sexual orientation by asking thoughtful questions.

Portillo, who just returned from Indonesia as part of a Portland State University-sponsored visit in support of the Clinton

Global Initiative, was impressed with the engagement and open-mindedness of Tuesday's audience.

"People came in with open arms and minds, ready to sift through my information to find the nuggets that shine for them," she said. "They were willing to admit errors and commit to work toward fixing them. They were clearly able to take what I said and apply it to their own environments."

Kylie Bayer-Fertterer, the park district's community outreach coordinator, praised the involvement of front-office and desk staff in this year's event.

"It's important because the front-line office staff are the first people to make an impression on the community members," she said, noting the park district has notably expanded its bilingual staff members. "This helps with treating people equally and (encouraging) skills to serve everyone appropriately."

Charlene Failla, principal's secretary at Scholes Heights Elementary School, said she enjoyed the seminar, which she felt reflected changes she sees throughout the community.

"In 25 years I've seen great changes in diversity and different languages," she said. "I've learned a lot about different cultures, how I judge them and how they judge me. The district is now bending (to accommodate diversity), which it didn't always do.

"We're learning to be equal to each other," she added. "Everyone has to learn that, no matter what your race or color."

Shigeoka agreed.

"Our districts are becoming more diverse, with 93 languages spoken — a reflection of our changing community. We have to become more culturally responsive," she said.

# Bug Fest invades Nature Park

*Tualatin Hills Park and Rec teaches kids about insects' important role*

*The Times*

**Kristie Reddick and Jessica Honaker, self-proclaimed "Bug Chicks," will help the Tualatin Hills Park and Recreation District celebrate its 13th annual Bug Fest.**

The event will be held on Saturday from 11 a.m. to 4 p.m. at the Tualatin Hills Nature Park Interpretive Center, 15655 S.W. Millikan Way in Beaverton.

Reddick and Honaker, two Portland-area entomologists, will display live bug habitats

and kick off their web series, "The American Sofa Safari," at Bug Fest, which helps young visitors understand the important roles invertebrates play in our environment.

"We are excited to have the Bug Chicks join us at this year's event," said Karen Munday, program coordinator at the Interpretive Center. "Their vast knowledge of invertebrates from around the world is going to be a great addition to our exhibits featuring local bugs and their habitats."

Bug Fest, presented by the park district in partnership

with Metro, features interactive discovery stations, crafts, games and a range of activities that help attendees experience the boneless/spineless creatures that keep the environment healthy. Participants are encouraged to bring their own bugs for experts to identify.

This year's theme is "Bug Habitats: In the Park...and Beyond."

The park district's natural resources staff will help guests understand habitats near and far — from the backyard and local parks to forests and meadows around the

world — and how bugs make their home in so many of them.

"Beetles, butterflies, bees, slugs, spiders, ants and other bugs are heroes of our planet because they help recycle fallen trees, pollinate flowers and provide food for animals," Munday said. "We hope Bug Fest inspires some children to want to become entomologists."

Admission to Bug Fest is \$3, but children ages 2 and younger are free. Food and beverages from Qdoba will be available for purchase.



**One of Bug Fest's primary goals is to educate young children about the natural world.**

**SUBMITTED PHOTO**

## Dog lovers, family celebrate opening of Winkelman Park

*Athletic field, trail and dog areas highlight new park*

**By SHANNON O. WELLS**  
*The Times*

Marla Francois remembers childhood at her great uncle Paul Winkelman's property near Cooper Mountain like it was yesterday.

"We came up here all the time," she said on Tuesday evening at what is now Paul and Verna Winkelman Park. "We played in the barn, rode



**Jessica Mull gives a friendly pat to Beaverton Police K9 Jago during the grand opening party for Paul and Verna Winkelman Park near Cooper Mountain in Aloha.**

**TIMES PHOTO: JONATHAN HOUSE**

**See PARK / Page A8**

# Park: One-year project cost \$1.27 million

■ From page A1

the tractor and picked cherries. There used to be a little chicken coop. They got rid of that when I was very young. Then it was mainly cows and horses.”

**“It was my uncle’s dream to have a park here, but he died too soon to get it together.”**

— Marie Winkelman Feris

All of the above were out in full force Tuesday night as the Tualatin Hills Park and Recreation District hosted a grand opening of Paul and Verna Winkelman Park, located at 10139 S.W. 175th Ave., near Cooper Mountain in Aloha. Park district officials estimate between 200 and 300 attended the event, which featured free food, fun and prizes.

While children and teens played soccer on the newly opened athletics field, the park district’s Rec Mobile and Nature Mobile provided activities for children, the Beaverton Police Department was on hand with a K9 unit dog and handler, and Tualatin Valley Fire & Rescue brought a fire truck.

Park district General Manager Doug Menke helmed a ribbon-cutting ceremony in which players from the Aloha United Soccer Club charged through the red ribbon.

With the exception of the still-seasoning athletics field, the park opened to the public on June 1, following a 12-month construction project to transform the 20-acre farm the late Paul and Verna Winkelman donated to the district in 1998.

Tuesday’s grand opening marked the culmination of the park’s first phase of development, a \$1.27 million project funded through the district’s \$100 million bond measure that voters approved in 2008.

The developed portion features a two-acre dog park, a multipurpose youth athletic field with backstop, parking and a perimeter pathway. The dog park is fully fenced and parti-



TIMES PHOTO: JONATHAN HOUSE

**Liz Shatzer hangs out with her Bernese mountain dogs, Bismarck and Porter, during the grand opening of Paul and Verna Winkelman Park in Aloha on Tuesday evening.**

tioned into a small dog paddock, an all-season area with wood chips and a large grassy area for poodles of all sizes to run and play off-leash. The natural grass athletic field will be used for a variety of sports, including

soccer, lacrosse, football, baseball and softball.

Francois, who attended the opening festivities with her mother, Marie Winkelman Feris, said it was a thrill to see how nice the property looks —

and how many people are enjoying it — knowing how Paul Winkelman felt about it.

“He took great pride in his property and making it look beautiful,” she said, noting Paul made it clear as he was

dying of prostate cancer that the fruit trees he planted were there for future generations to enjoy. “He kept talking about the trees and made sure I knew everyone was to pick the fruit.”

Pam Wagoner, a Murray Hill resident, said she loves the park’s pastoral ambience and brings her poodle, Deidre, to the dog park on a regular basis.

“I love it,” she said. “It’s peaceful, with great views and nice dogs. There’s not enough seating and no shade, but other than that, it’s a great place.”

Feris, whose uncle and aunt were Paul and Verna Winkelman, said it’s thrilling to see so many enjoying the property where she and her friends used to camp out in the summer.

“We thought that was so cool,” she said of the childhood memory. “My aunt and uncle loved children. It was my uncle’s dream to have a park here, but he died too soon to get it together.”

“This is just amazing,” she added, surveying the festive scene. “It’s just amazing and wonderful — his dream come true. Thank goodness Verna was able to do this. I’m sure (Paul) is smiling.”

Oregon Live, August 27, 2013

## Beaverton cheat sheet: Checking in on Tualatin Hills Park & Recreation District field use



Competition is fierce for playing time on Tualatin Hills Park & Recreation District's 300 or so soccer, lacrosse, football and baseball fields. *(Doug Beghtel/The Oregonian / 2007)*

[Print](#)



By [Nicole Friedman, The Oregonian](#)

Email the author | [Follow on Twitter](#)

on August 27, 2013 at 7:05 AM, updated August 27, 2013 at 7:09 AM

[Email](#)

Hundreds of kids of varying ages, playing different sports, clamor for [Tualatin Hills Park & Recreation District](#) field space every day, without enough grass and turf to go around.

The district's own programs get first dibs to reserve fields, followed by affiliated sports clubs.

The district's 37 affiliated clubs serve more than 16,000 players, according to district spokesman Bob Wayt.

In hopes of bringing clarity to the system, [the district formalized in October 2012](#) what it means to be an affiliate.

Nearly 11 months later, how's it going?

Let's review:

### **What needed to be changed?**

A [disagreement caused a youth lacrosse league to split](#) into two in 2010, and the [district granted one group the affiliate title](#) while dis-affiliating the other. The changes were contentious and prompted the district to form a committee to examine its affiliate policies.

"There were some governance issues, or some guidance issues, that weren't spelled out," said Scott Brucker, the district's superintendent of sports. Some of the affiliates had had informal relationships with the district since the [district's creation in 1955](#), he said.

"We are giving public resources and assets at a reduced rate to those groups, and supporting those groups, and we're not supporting others," he said. "Moving forward, we need to be able to formally acknowledge those relationships."

### **How did the district respond?**

In October, the district [officially defined affiliates](#) as non-profit organizations that "provide a service that the district would provide if they did not exist."

The district also implemented criteria for its affiliates, including proof of non-profit status, background checks of adult volunteers and proper training of coaches.

Affiliates currently pay \$7.25 per reserved field hour, Brucker said. Non-affiliated groups pay higher rates.

### **What has happened since?**

The district's 37 affiliates have until 2015 to compile the required data for the district before they risk losing their affiliate status.

Progress is slow and steady, said Greg Cody, a member of the district's sports advisory committee.

"It is not going to be implemented as quickly as we had hoped," he said of the new policies. "We want to make sure that it works well for everybody."

### **Besides paperwork, has anything else changed?**

Not really. The district still cannot accommodate all of the affiliates that want to use fields during weekday evenings, Brucker said, and it has to turn away adult groups almost completely.

"When I asked for this coming fall to have a turf field for the couple of competitive teams I have, I was told that it was full already," said Paul Blackmore, president of [Aloha United Soccer Club](#), a district affiliate with about 1,600 participants on competitive and recreational teams.

Aloha United's recreational teams play on district-owned fields, but the club has rented a private field for its competitive teams to practice, Blackmore said.

For recreational teams, especially those with younger players, the district has become more conscientious about finding opportunities for teams to share field space, said Bill Kirby, president of the [Tualatin Valley Youth Lacrosse League](#), which oversees district-affiliated clubs for about 1,000 kids in first through eighth grades.

"They really took a careful look at that inventory" and how field space could be maximized, Kirby said. "That helped us a bunch."

The [opening of a multipurpose field at Paul & Verna Winkelman Park](#) this summer helped relieve some of the demand, particularly because the Aloha area doesn't have many large fields, Brucker said.

### **What's next?**

Some more fields will be added to the mix when construction at [Barsotti Park](#) and [A.M. Kennedy Park](#) wraps up in 2013 or 2014, Brucker said. Other fields could be finished in 2015 or later as the district [continues to spend its \\$100 million bond measure](#).

"We're challenged in finding enough large fields," Brucker said.

The district is also trying to predict future trends, he said, musing that ultimate frisbee or field hockey could become more popular in coming years.

As the number of fields increases, the district would consider approving new affiliate groups for adult teams or new sports, he said.

*More questions? [Email me](#) or leave a comment below.*

-- Nicole Friedman



Michal Thompson/Beaverton Leader

Dogs and dog owners enjoy the Aloha Swim Center's "Doggie Paddle" in February.

## Swim center hosts dog swim before closure

By pup-ular demand, the Doggie Paddle is back.

Right before the Beaverton Swim Center closes temporarily for an improvement project, the Tualatin Hills Park & Recreation District will host its second dogs-only swim from 1 to 4 p.m. Sunday.

"After the first Doggie Paddle in February at our Aloha Swim Center, we had so many people asking when we were doing it again," said Sharon Hoffmeister, THPRD's superintendent of Aquatics.

Beaverton Swim Center, 12850 S.W. Third St. (next to Beaverton High School), will close from Sept. 2 to Dec. 1 for seismic upgrades and other improvements funded by THPRD's 2008 voter-approved bond measure. Before that happens and the pool is drained and cleaned, pooches will be able to splash and play.

Space is limited, so THPRD recommends registering to guarantee a spot. Call 503-629-6312 or register at [www.thprd.org](http://www.thprd.org). Cost is \$5 per dog in advance or \$8 on the day of the event.

Check-in begins 15 minutes before each scheduled session (1-2 p.m., 2-3 p.m. and 3-4 p.m.).

Owners are asked to bring towels and disposable pet waste bags. Water toys are permitted.

No other pets or humans will be allowed in the pool, though owners will be allowed on deck to play with their dogs.

Dogs will need to obey a few house rules:

- Dogs must be licensed, vaccinated and at least 6 months old.

- Dogs must remain on a leash to and from the pool.

- Collars are required in the water.

- Female dogs in heat are not permitted.

- Disobedient dogs may be turned away.

- Dogs may not be left unattended.

Patrons are also encouraged to bring donations of high-quality dog/puppy food, Frontline products, soft dog treats and Kong toys to benefit the Bonnie L. Hays Small Animal Shelter.

— THPRD

**AQUATICS RETIREMENT:** Sharron Patapoff, who has supervised the Beaverton Swim Center since 1983 and whose accomplishments include founding THPRD's Specialized Aquatics program, is retiring.

Patapoff will be honored by friends, co-workers and patrons at a pool party from noon to 5 p.m. Saturday.

The public event includes two hours of free open swimming (noon-2 p.m.) for all guests who bring nonperishable food donations to benefit the Oregon Food Bank.

— THPRD



# Out&About



TIMES FILE PHOTO: JONATHAN HOUSE

The Beaverton Swim Center offers a Doggie Paddle day Sunday afternoon, allowing dogs to swim and play in the pool before the center closes for seismic upgrades.

## SPECIAL EVENTS

**SECOND "DOGGIE PADDLE" IN BEAVERTON** — Hosted by the Beaverton Swim Center on Sunday. By "pup-ular" demand, the Doggie Paddle is back. Right before the Beaverton Swim Center closes temporarily for an improvement project, the Tualatin Hills Park and Recreation District will host its second dogs-only swim on Sunday from 1 to 4 p.m. The Beaverton Swim Center, 12850 S.W. Third St. (next to Beaverton High School), will close from Sept. 2 to Dec. 1 for seismic upgrades and other improvements. But, before that happens and the pool is drained and cleaned, pooches will be able to splash and play. Space is limited, so dog owners should register to guarantee a spot. Call 503-629-6312 or register at [thprd.org](http://thprd.org). Cost is \$5 per dog in advance or \$8 on the day of the event. All dogs are welcome, large and small. Check-in begins 15 minutes before each scheduled swim session at 1, 2 and 3 p.m. Owners are asked to bring towels to dry their dogs and disposable pet waste bags to quickly clean up any messes. Water toys are permitted. No other pets or humans will be allowed in the pool, but owners will be allowed on deck to play with their dogs. Dogs must be licensed, vaccinated and must be at least 6 months old.; dogs must remain on a leash to and from the pool; collars are required in the water; female dogs in heat are not permitted; disobedient dogs may be turned away; dogs may not be left unattended; patrons are also encouraged to bring donations of high-quality dog/puppy food, Frontline products, soft dog treats and Kong toys to benefit the Bonnie L. Hays Small Animal Shelter.



# Patapoff: Has worked with thousands of children

■ From page A1

67-year-old also has a practical side.

That pragmatism — along with the love of her own family — is driving her decision to retire, after serving as the swim center's supervisor since 1983, at the end of this week.

With the pool at 12850 S.W. Third St. set to close on Monday for three months of seismic upgrades and improvements, what better time, she thought, than to step down and get reacquainted with family and leisure-oriented pursuits.

"I knew this closure was happening, and I knew it would be closed three or four months," she said while taking a shade break

on the swim center lawn last week. "Because of that, I was thinking that it would be a really opportunistic time to retire."

Patapoff, who founded the Tualatin Hills Park and Recreation District's Specialized Aquatics program, will be sent off in style this weekend, as friends, co-workers and swim center patrons gather for a retirement pool party on Saturday from noon to 5 p.m. The event, which is open to the public, includes free swimming for all guests who bring non-perishable food donations to benefit the Oregon Food Bank.

Although she admitted some initial ambivalence, writing down the pros and cons of staying versus stepping down — factoring in her 4-year-old grandson, Dexter, and 18-month-old Daphne with her

love of the swim center community — helped solidify her decision.

"It just seemed like the perfect time," she says. "I'm an older grandmother. I don't want to run out of time."

Her newfound freedom will also clear the way for hobbies, exercise, volunteerism and whims that her current schedule doesn't comfortably accommodate.

"There are a lot of things I want to do. Something as simple as taking a class. Zumba lessons. Golf. To be able to read without falling asleep at night. I just want it to be fun. And I'm young enough to be able to do what I'm thinking about in my head. I want to be fit enough to do all those things."

## One stroke at a time

A resident of the Aloha-Reedville area since 1979, Patapoff got her earliest pool time around age 7, while growing up in Lebanon, southeast of Albany. Working as a lifeguard at the local neighborhood pool, Patapoff developed her strokes through high school and at the University of Oregon, where she majored in education.

While still lifeguarding, she was a classroom teacher for five years, moving to various locales before settling in the Portland area. While updating her Water Safety Instructor training certification, Patapoff was approached by Peg Ogilbee, the park district's former aquatics supervisor, about a job at THPRD's Aloha Swim Center.

"She asked me at the end of class if I was interested in a job," Patapoff recalled. "I said, 'No, not really. I have two children at home.' She said, 'How about a couple nights a week?'"

Her part-time commitment quickly escalated.

"I've literally taught in every pool," she noted.

Prepared to return to teaching in the fall of 1983, a job opening that summer changed her career course. Encouraged by Diana Waterstreet, superintendent of the Tualatin Hills Aquatic Center, Patapoff went for a program where she could work with children with disabilities as well as able-bodied youngsters.



TIMES PHOTO: JAIME VALDEZ

Sharron Patapoff, shown here in her natural work habitat at the Beaverton Swim Center on Southwest Third Street, is retiring as the center's supervisor just before the facility shuts down for renovations.

## Find out more

- **What:** Retirement pool party for Sharron Patapoff, 30-year supervisor
- **When:** Saturday, Aug. 31, noon to 5 p.m., free swimming noon to 2 p.m.
- **Where:** Beaverton Swim Center, 12850 S.W. Third St., next to Beaverton High School
- **Admission:** Non-perishable food donations to benefit the Oregon Food Bank.
- **More information:** Visit [thprd.org](http://thprd.org)

## A time to sing

Although Patapoff's successor, Brian Powers, is more than able of taking over the center's programs, Waterstreet, her longtime colleague, said Patapoff is not the kind of employee to be replaced.

"It's going to be a different park district without her," Waterstreet said. "She brings that levity and a smile every place she goes."

Gwen Foley, a longtime volunteer with the specialized aquatics program and Special Olympics,

said Patapoff asked her to help out with the program about 30 years ago, "and now she can't get rid of me."

"She's just a neat person to work with," Foley said of Patapoff. "She always has a positive attitude about everything. She's always up. She's going to be missed in that program."

Noting Patapoff's propensity for singing "Happy Birthday" to staff members or anybody she finds out is deserving, Foley isn't convinced her old friend found the exact fit for her skills.

"There's some different version she likes to sing. You never quite know when, or what it's going to be," she said. "I think she missed her calling as an entertainer."

Patapoff, who plans to sing, and possibly dance, at her retirement send-off starting at 2:30 p.m. on Saturday, is proudest of the programs' quality and parental support.

"The high quality of the lesson programs and the fact that I have an incredible staff are probably the things I will miss the most," she said. "We've worked really hard to create the programs, and people like to attend them. I'm very fortunate that way."

**"It just seemed like the perfect time. I'm an older grandmother. I don't want to run out of time."**

— Sharron Patapoff, retiring supervisor at Beaverton Swim Center

# Twenty years and 2,000 fall visitors

At Cedar Hills rec center, goblins' costumes are art forms

BY MOLLY JONES

**L**ike falling leaves, brand new school shoes and the smell of pumpkin guts, few childhood memories of autumn stand out quite like a trip to the carnival.

That might explain why, after more than 20 years, the Fall Festival at Cedar Hills Recreation Center continues to draw a crowd of nearly 2,000 people each year.

"We call it a Fall Festival because that's what it really is," explained Lynda Myers, supervisor at the center, located off Cedar Hills Boulevard, just south of the Sunset Highway. "It's a celebration that includes costuming, so children can put their Halloween costumes on, but it's much broader than a Halloween event.

"It's a community event [in which] we open our doors to the community."

They truly do open every door. Every room in the entire facility contains a different activity to accommodate festival-goers of all ages.

For children under the age of three, for example, there's the Little Goblin Room, where parents can take their toddlers through a miniature obstacle course and other age-appropriate activities. For kids who have



Young ghosts and goblins haunt the Cedar Hills Recreation Center in Beaverton each October during the Fall Festival, showing up for treats, not tricks — and lots of opportunities to make art.

graduated past the "Little Goblin" age, some of the most popular attractions include clambering over gymnastics equipment at the Pirate's Cove Obstacle Course, winning prizes at classic carnival games in the Freaky Festival Games Room or creating their

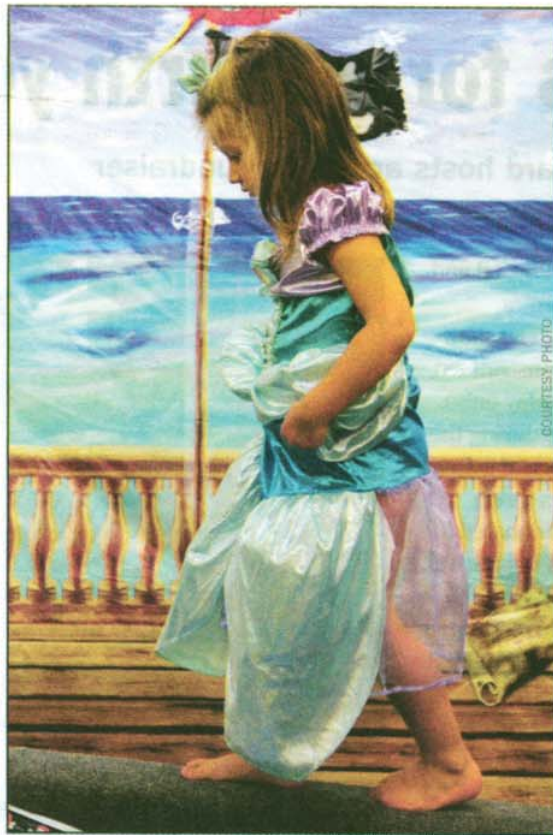
very own masterpieces in the Pumpkin Painting Room.

"We get all ages," Myers explains. "I would say the games and activities are geared for children basically from [age] three through maybe fourteen or fifteen, although we

have a lot of older kids who come just because. Everybody likes to relive their childhood."

Some of the families who attend the event include parents who went to the Fall Festival when they were kids. But it's not just families who show up;

**A petite princess makes her way through a miniature obstacle course during Cedar Hills Recreation Center's Fall Festival. The center is part of the Tualatin Hills Park and Recreation District.**



## GET YOUR FALL ON

■ **The Fall Festival will take place Saturday, Oct. 19, from 11 a.m. to 4 p.m.** Admission is \$2.50 per person, with a \$10 maximum per family and free admission for those under the age of two. 1.1640 SW Park Way, 503-629-6340.

older teenagers and other community members with no children of their own often stop by to join the fun.

“What we’ve tried to do here with this event is we create something where we can open our doors to the entire community. We do get people [from] outside of the Cedar Hills community, but many of the people we see here are the people that we see on a daily basis,” Myers observes. “Their kids may come to our after-school programs, their kids may come to do dance classes or gymnastics here, or they may be adults in the community that come to use our weight room and cardio room.

“So we recognize so many of the faces, and people may recognize their friends and neighbors when they come. It’s a great social activity for the community.”

Because so many people come back to the Fall Festival year after year, Cedar Hills rec center officials try to add new activities each year to keep the experience fresh. This year they’ve

added a vendor fair in the gym, featuring handmade offerings such as jewelry, wooden toys, and children’s clothing. Other new additions include a caramel-apple-making station and a scarecrow contest — members of the community decorate their own scarecrows, which will be scattered throughout the building so that patrons of the Fall Festival can vote for their favorites in various categories.

The Cedar Hills Recreation Center provides programs and activities year-round, but with a staff of about 140 volunteers, Myers says this is probably the largest event they put on all year.

“The building is full, it’s bustling, all day long. And, you know, our staff loves doing the event. It’s one of the things that’s really noticeable to people who come in: the staff are having as much fun as the community,” she said.

“I think that’s one of the reasons we’re in parks and rec — we love to do these things.” ■

Oregon Live, Sept. 1, 2013

# Pups splash, play at Beaverton Swim Center (photo essay)

By [Anna Marum, The Oregonian](#)

September 01, 2013 6:25 PM

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More than 100 dogs splashed, romped and swam at the Tualatin Hills Park & Recreation District's Doggie Paddle on Sunday. The event was held at the Beaverton Swim Center, which will soon close for renovations.

Many breeds of dogs were represented, from tiny Pomeranians in life jackets to huge German shepherds. Though many hesitated to get their paws wet at first, most overcame their fear and jumped in.

"Some of them really take to the water," said park district spokesman Bob Wayt. The event is the district's second dog-only swim session, and Wayt said the dogs and their owners appreciate the unique opportunity to swim in a pool.

**(9 total photos)**

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1 of 9 [Link to this photo](#) |

[Comments about this photo essay](#) Brutus, a 4-year-old English chocolate Labrador, paddles through the pool to deliver a toy to his owners.



2 of 9 [Link to this photo](#) | [Comments about this photo essay](#) Titan, an 11-month-old German shepherd, cocks his ear toward his owners. Daniel Ruiz, 19, of Hillsboro, said he was having a good time with his pup, one of four dogs his family brought to the pool.



3 of 9 [Link to this photo](#) | [Comments about this photo essay](#) Oregon State Sen. Mark Hass, D-Beaverton, and his two children brought their 1-year-old golden retriever Piper, a recent Father's Day present.



4 of 9 [Link to](#)

[this photo](#) | [Comments about this photo essay](#) Kestutis Saltonas, of Beaverton, retrieves a toy from Roxy, his 1-year-old border collie-Australian shepherd who just learned to swim.

Photo Essays continue below



5 of 9 [Link](#)

[to this photo](#) | [Comments about this photo essay](#) Izzy, a 7-year-old Labradoodle, shakes off after taking a dip.





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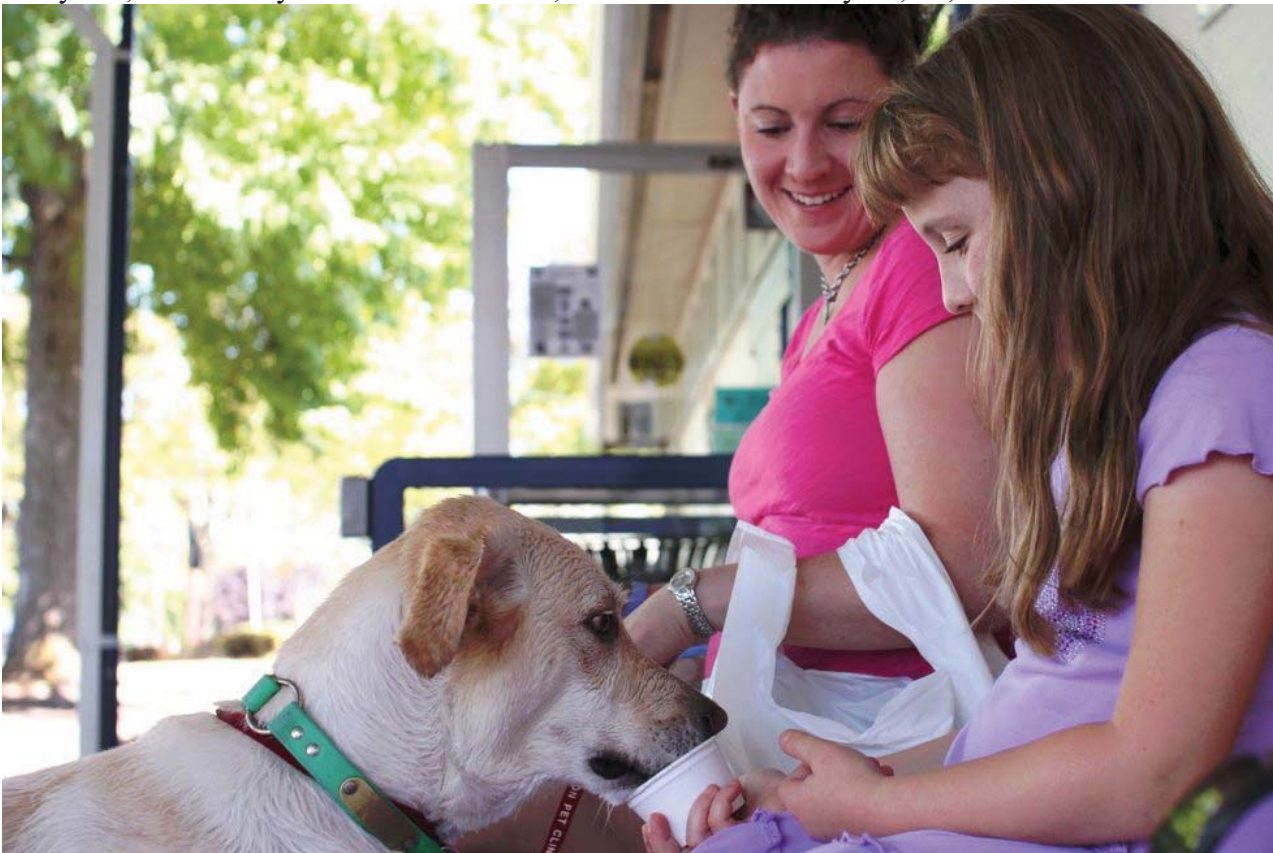
[Link to this photo](#) | [Comments about this photo essay](#) Izzy takes a break from the pool to hang out with owners Mark and Sharon Makler of Cedar Mill.



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[Link to this photo](#) | [Comments about this photo essay](#) Bella, a 2-year-old Pomeranian, poses for a photo. She

and 9-month-old Bentley, behind her, were both equipped with life jackets for the day at the pool. "It's been really fun, even if they haven't swam much," said owner Janae Snyder, 23, of Cornelius.



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[to this photo](#) | [Comments about this photo essay](#) Leslie Nollette smiles as Emily Nollette, 7, feeds their 3-year-old Labrador and husky mix, Benne, ice cream for dogs after a swim.



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# Parking Forest movement reaches Beaverton's Sunset pool

By Wendy Culverwell , Real Estate Daily editor

[Enlarge Image](#)



The Sunset Swim Center will provide a venue for urban forests.

Beaverton's Sunset Swim Center is at the forefront of a Washington County movement to transform parking lots into urban forests.

The Tualatin Hills Park & Recreation District recently completed a \$525,000 project to resurface the center's 70-spot parking lot with permeable concrete and a landscaping system that helps trees thrive instead of merely survive in the harsh conditions of a typical suburban parking lot.

Sunset's new parking lot no longer produces any stormwater runoff.

The project was funded with a combination of proceeds from a \$100 million 2008 voter-approved bond and a Clean Water grant from the U.S. Environmental Protection Agency.

The Tualatin Riverkeepers promoted the no-runoff project as a clean water initiative to protect the river.

In a typical parking lot, stormwater picks up oil and other contaminants from impervious surfaces and flows to storm sewers and creeks. Runoff causes flooding, stream erosion and conveys pollution to the river.

Some 5,000 acres of parking lot drain to the Tualatin River and is a major source of pollution and damage.

At Sunset, 13707 N.W. Science Drive, the recreation district replaced traditional asphalt with a water-permeable surface. The pool originally opened in 1960.

Similar parking projects have been completed at the Aloha pool and Jackie Husen Park at Cedar Mill.

For Sunset, the park and recreation district took the added step of rethinking the way it landscaped the lot.

The new tree wells use "structured" dirt — a combination of organic matter and gravel — to carry the weight of the parking surface and vehicles. As a result, the dirt doesn't get compress, which allows tree roots to spread more naturally.

[The J. Frank Schmidt](#) Foundation provided grant funds to purchase a dozen trees for the project. The park district paid for an additional 14. It is the [Parking Forest](#) movement's second project.

The first was constructed this summer at [Portland Community College's Sylvania campus](#).