

THPRD

Budget Committee

2021-2022 Budget Questions:

Climate, Environment & Sustainability:

1. We need sufficient resources to meet our role as community leaders in climate resilience. The effects of climate change are already being felt in our region. It is critical to adapt existing practices and to offer new solutions to mitigate these ongoing impacts.

How are we doing that? Within the District, where's the plan to lead environmentally? Who at the highest level has leadership responsibility? What resources are we directing toward climate resilience?

The public envisions THPRD as a leader in developing proactive local and regional responses to ongoing climate change. Our natural resources and landscape maintenance staff are already acting as responsible stewards, researching and putting many strategies and practices in place "in house."

But what of our larger community role? How will we share what we are learning? Where are we supporting original research? What part of the Vision Action Plan call to action to further climate resilience will be implemented in 2021-22?

Response: This is an important topic and we acknowledge that more needs to be done. Some of these questions were addressed in the Nature & Trail manager's discussion of climate resilience activities during the Budget Committee's work session on April 21, 2021. We will continue to refine our approach next fiscal year.

2. PSV – 26: How many places/how much herbicide are we still using?

Response: Park Maintenance staff use herbicides as a last resort. Staff provide various methods of turf management practices to reduce broadleaf weeds on the athletic fields, and lawns. During the fall and winter, Park Maintenance staff will put recycled chips in the landscape beds, along fence lines, and around tree wells, to suppress weeds in the parks. Nature & Trails staff have gradually been reducing herbicide usage by following guidelines in our Integrated Pest Management Program. For example, we have changed maintenance practices along trail shoulders where we planted low-growing herbs that are mowed occasionally instead of being sprayed to create bare areas. In natural areas, proactive maintenance and selective cutting combined with sparing use of herbicide has allowed us to use fewer chemicals to meet standards.

Capital Budgets:

3. Please provide more information regarding the cross-functional capital budget team: "staff participated in a new capital project decision-making program which uses an equity lens to prioritize projects that break down barriers to recreating. Staff will continue to evaluate and implement small scale projects in a similar way in the year ahead"

Response: The district implemented a new cross-functional capital budget team for this budget cycle. When reviewing each project, the team led with equity, and placed a focus on prioritizing those projects that would support the district's equity focus. This resulted in a large increase in budget for ADA projects (over \$500K) than has been budgeted in the past.

4. P - 13: Metro Bond Local Share Capital: What is the timing of this funding? Is the total amount the carryover from last year (\$8,626,870)? Will it be a grant application or an allocation process?

Response: Metro is working on refining the process for allocation of this funding. From information provided to date, the district will submit projects and, if approved by Metro, will enter into individual inter-governmental agreements (IGAs) for each project. Only elements of a project that meet the bond criteria will be eligible for funding, which, with the exception of acquisition, will be distributed on a reimbursement basis. For example, only elements of a park development that create neighborhood access to nature; further climate sustainability; AND serve marginalized communities will be eligible for funding.

5. CP - 2: Memorial Benches - I thought these were purchased by community members. Does the district cover a percentage of the cost?

Response: There are two sides to the accounting for memorial benches – the resource side – which records the contributions from community members for the bench/plaque (recorded in Misc. Revenue), and the purchase side (capital expenditure), which records the purchase of the bench or plaque. The district does not net the costs & revenues, so both sides of the transaction need to be included in the budget. The district will be analyzing the expenses incurred for installation of benches/plaques to ensure that fees charged fully cover the related expenses.

6. CIP - 2: There is \$995k allocated for building expansion in the SDC Capital Budget. What will this money go to?

Response: This item is a placeholder to allow for potential public/private partnership opportunities that may require cost-sharing by THPRD.

7. CIP – 6: For capital projects that were deferred in the current fiscal year, was that mainly due to staffing? Are these the projects with carryover funding due to the same? Could the project budgets potentially carry over again?

Response: In the General Fund, a good portion of the carryforward dollars relate to capital projects that were either eliminated or performed in house – these dollars have been transferred to fund the Conestoga project. The other large share of the General Fund carryforward is the Financial System Conversion – the total amount of the project was budgeted in the first year, with the knowledge that this would be a multi-year project that requires carryforward of the funding. In the current year capital budget process, any carryforward project that was not planned for completion in the upcoming budget year, was removed from carryforward, and will be considered during the capital budget process in the year the work needs to be completed. For the SDC fund, many projects are multi-year, resulting in the carryforward of those budget amounts for several years in order to provide funding for project completion.

8. CIP – 12: How much of our fleet is electric? Does the district have any charging stations?

Response: Our fleet does not include any full electric vehicles. The district does own two electric mowers, which are addressed in question 19 below. We have one charging station that is available for our patrons, located at the HMT Sports Complex near the community garden.

9. CIP – 18: Are there \$598k left in implementation costs for Tyler Munis, and then we'll have a \$146k operating expense the following fiscal and beyond?

Response: We have \$598K remaining in implementation cost over the next two years. We will have net additional operating expenses of \$146K for hosting fees on a go-forward basis each year.

10. CIP – 20: For ADA projects, can you give an example of a barrier that was removed?

Response: The term barrier, describes any item that was identified through access audits during the development of the district's ADA Transition Plan. Some of the barriers for removal in the projects proposed for funding in FY21/22 include:

- Harman Swim Center - slopes on walkways from parking lot to front doors, ADA parking stalls, curb ramps, and slopes at entryway.
- Accessible pathways to picnic areas - extension of pathways within parks to connect to ADA picnic pads, tables, and benches.
- Removal of access barriers at centers - handrails, stairway repairs, door hardware, signage or addition of braille signage.
- Pedestrian pathway barriers - pathway slopes, surface repairs due to tree-root damage or unstable base.

11. CIP – 22 to CIP – 24: Passenger bus: Is that the Stuhr Center bus? How many vehicle replacements will be electric?

Response: Yes, the 24-passenger bus is for the Elsie Stuhr Center. At this point there are no plans to replace existing fleet with electric, for various reasons (availability, proven performance, and our infrastructures are not set up to support electric vehicles). The district continues to monitor upgrades to electric vehicle technology, and considers that option each time a fleet purchase is planned.

12. BSV – 26: Redesign of the district storage system. Are we going from physical servers on site to web? to distributing our servers?

Response: Historically, the district purchased singular large storage arrays that are very expensive with a life of only 5 to 7 years. The district also purchases servers (these provide the compute power for our infrastructure) every year on a rotating basis, and those servers connect to the large storage array via high-speed network. Through advances in technology, the district can now add storage to the servers to remove the need for those large storage arrays. By adding the storage directly onto the server, it spreads the cost of infrastructure storage across multiple years as servers are replaced on a rotating basis each year. The project to move to this model is taking place right now and will be wrapped by end of the current fiscal year.

13. BSV – 30: Why is there a large drop in number of PCs maintained?

Response: Many of the district's desktop computers have been replaced with laptops or other portable devices, and the district does not anticipate returning to desktops for many employees, as the portable devices provide for more flexibility (including ability to work-from-home).

14. BSV – 33: Did the district purchase a large format printer last year, or did we postpone?

Response: Last year's purchase of a large format printer was for Communications, and the upcoming replacement is for the printer in Design & Development.

15. SDC Capital BI – 5: Can you please provide some details on the 31% or \$11m increase in SDC capital?

Response: SDC capital normally includes a large amount of carryforward projects, which drives the increase in the capital outlay budget you have noted. These projects are typically multi-year, and appropriated dollars are carried over for the term of the project to allow for project completion. There are over \$24 million in carryover projects in the proposed SDC budget, as noted on page SDC – 2.

16. CIP - 6: What is the cost difference of synthetic vs grass field replacement/upkeep?

Response: Synthetic fields have maintenance costs annually for line painting, litter cleanup and field grooming, infill replenishment, and repairs, of approximately \$5,600 per field per year. These fields must be replaced every ten years, with an estimated replacement cost of \$650,000. Building a synthetic field costs significantly more than replacing one, given ground preparation and other construction costs. Grass fields have significantly more annual maintenance, including mowing, water, seed, weed management, and preparation for play. Historical cost estimates show a cost of between \$5,000 and \$30,000 per field per year, depending upon type of field.

17. CIP - 19: Why is the facility challenge grant lower in 2022 compared to the following years? Can I get an example of what this has funded in the past?

Response: Due to COVID related reductions, challenge grants were given a lower funding level in FY 2021/22 and returned to the historical budgeted level in FY2022/23. One example of a project funded by a challenge grant was the outdoor fitness equipment stations at Vista Brook Park.

18. CIP - 21: Why is land acquisition in the SDC budget for 2023-2025 only \$1 million?

Response: The \$1 million in land acquisition in the out years is a placeholder in the 5-year CIP for future years. A large portion of the land acquisition dollars are budgeted in the current year, and carried forward, to allow for the ability to purchase land as it becomes available to the district.

19. CIP - 3: Are Ventrac 4500Z Mowers, Zero turn Mowers, and Grandstand Mowers gas or electric - if they are gas how much more would electric be? What is the life expectancy of these?

Response: The mowers identified are gas mowers. The district purchased two electric grandstand mowers two years ago and the cost for each was more expensive than the gas style. We found that the electric mowers do not meet our service needs in most cases due to short battery life and the mowers are not able to cut tall grass. The average life expectancy for the mowers being replaced in FY22 is 7 years and 1,400 hours of use.

20. One of the capital improvement projects included replacing field lights. Will the replacements be LED or other low-energy consumption technology? Is there any consideration of design to mitigate light pollution?

Response: Our first option will be to replace the existing lamps with LED, if the LED lamps can meet the required FC requirements - FC stands for foot candle and is the amount of light that impacts a surface a given distance away from the light source (bulb). We use lamp shades at HMT to protect the surrounding homes from light impacts. Because the lamps we are replacing in FY2021-22 are at Sunset Park, there are no surrounding homes, adding additional shades was not considered for this replacement.

Capital Planning:

21. PSV - 26: Nature/Trails: After completing the trails inventory this year, when will analysis of access/condition be completed and what actions will be taken as a result?

Response: During the remainder of this fiscal year, staff will analyze the data collected, prioritize, and make recommendations for future projects and strategy. The first projects resulting from the prioritization will be requested during the FY 2022-23 capital budget planning process.

22. The Vision Action Plan calls for preservation of green spaces including more gardens for enjoyment. The front of our most public building, HMT, certainly needs a facelift. Would creation of a new educational, water-wise decorative garden at HMT fall under the purview of the new Parks Services Division? Perhaps with help from our grant writer and the Parks and Facilities Advisory Committee?

Response: Yes, this type of project would fall under the new Park Services Division. A water-wise garden could be something we look in to, with partners such as Tualatin Valley Water District. We have a similar garden in front of the Tualatin Hills Nature Center that grew from a previous partnership. However, this concept is not funded in the proposed budget for FY2021/22, and should be placed on the Board of Director's Parking Lot list for consideration in the future.

23. PSV – 33: What does “environmental justice” mean to the district?

Response: From a land use perspective, environmental justice (EJ), as defined by the EPA, is “the fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income, with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies. This goal will be achieved when everyone enjoys: the same degree of protection from environmental and health hazards, and equal access to the decision-making process to have a healthy environment in which to live, learn, and work.”

The EJ movement has evolved to an inter-generational, multi-racial and international movement that promotes environmental, economic and social justice by recognizing the direct link between economic, environmental and health issues and demanding a safe, clean community and workplace environment. Criteria 1 for prioritizing park development in the Parks Functional Plan serving historically disadvantaged groups and uses as a source Metro’s Environmental Justice mapping.

24. Design and Development: So much of Design and Development work involves consultants. How do we ensure that our consultants know how to work with various community members? Designing a park and interacting and empowering the public is a very different set of skills.

Response: Welcoming and engaging community members who represent the diversity of our district is a critical part of the design process. This task is typically lead by the Design & Development (D&D) engagement specialist and park planner. The consultant teams play an assisting role under the guidance of that D&D team. The consultant teams provide deliverables to help show design intent like images, renderings, cross-sections, etc. They are also available to help answer technical questions related to design, permitting or construction. Then, the D&D team provides feedback on any changes necessary to help ensure the consultant’s materials and messaging are appropriate for the purpose of the community outreach. With that said, if the district were interested in having the consultant team do more of the community engagement work, we would add this scope to the design Request for Proposal. This would include qualification criteria that fits the project need. In the past, the prime consultants have added a local community engagement firm to their team to meet that criteria.

25. Can we hear more about GRASP (PSV - 38) during the presentations and plans for its application in the coming year(s), especially as this relates to the District's racial equity goals? It seems to be a powerful tool.

Response: Yes, this is a helpful tool for use to address our racial equity goals. Our presentations for the April meeting do not specifically address GRASP, as we are focusing on reviewing the proposed budget. We are addressing GRASP in more detail in our comprehensive plan (which is currently being updated). Additionally, we will add this topic to the agenda for the May Budget Committee meeting.

General Fund Operations and Expenditure Budgets:

26. Page 15: Does personnel services include pension costs?

Response: Yes, personnel services includes salaries/hourly pay, taxes, medical & other insurance benefits, and retirement (pension costs).

27. Why are the number of security checks increasing in FY2021/22? Is this because of a new staff position?

Response: The district is emphasizing the importance of being a welcoming and inclusive ambassador for our Safety Services staff and have received incredible support from the team.

Thank you for calling attention to the number of security checks. You are correct, it is due to increased staffing, but it is also due to increased public education campaign efforts. One of the issues we have at our buildings are vehicle break-ins. Security checks are proactive ways we are doing our job of keeping everyone safe. One of the things we have long wanted to implement is a car-check reminder program. Like Love Em' and Leash Em' we want to remind visitors of ways they can be an active partner in following good safety practices. This next year we plan to design a friendly "Safety Check Card" to remind a vehicle owner we saw a bag in your car and for safety reasons to avoid break-ins you may want to stow it away in the trunk or take it with you in the future.

We also want our Safety Services staff out in the field interacting with the community. We got so many comments about their efforts to not just show up at Talking Walls, but to actively participate by painting with the community. We want our staff to do more of that. You'll see us this year taking soccer balls to community events and playing with kids. You'll see us handing a mask out on a trail, or a biscuit to a dog when we've had to remind the owner to put a leash on. We know responsibility is high when you wear a public safety uniform and the impetus is on us to be the ambassadors the community deserves.

28. New camps at Raleigh and Somerset Swim - is this in response to COVID restrictions?

Response: Traditionally, the district offered an Aqua Camp at the Tualatin Hills Aquatic Center, and more recently has developed pool-based camps at Harman and Beaverton Swim Centers. Based on the success of the outdoors-only camps last summer, our team believes this summer provides a great opportunity to use outdoor pools located in parks in order to host youth camps. The youth camp cohort model will work well within the capacity limitations of the pools, allowing the district to market a camp with aquatic programming, and to earn program revenue for pools that are relying heavily on lap swim fees, which generally provide a lower return on our costs than other types of programming.

29. What is an example of an "interpretive program."

Response: An interpretive program is an intentional, mission-based program that connects visitors to a resource (i.e. nature, other people, places, history, or things). Examples of interpretive programs include guided programs/walks, school field trips, summer camps, adult nature programs, and nature-based preschool programs, among others. The Tualatin Hills Nature Center provides a wide variety of interpretive programs in natural areas and parks each year in an effort to connect visitors to nature and increase their knowledge of ecology, natural processes and the interconnectedness between people and nature.

30. There is so much throughout this binder, and in several departments, about buying local, diversifying the vendor pool, and working with MWOB, would love to have a work session about this next fiscal year.

Response: There is a board work session scheduled for this summer to begin this discussion.

31. RSV - 5: "Offer free drop-in use opportunities at district synthetic turf fields to ensure access to these district amenities" what will this look like to the average patron? what will it look like for a club who would love access to that field?

Response: The district has not yet finalized the details of this program, but we anticipate that staff will hold back time on certain fields prior to allocating field space to our affiliated users. We intend to rotate times and locations to provide free field time throughout the district. For example, we could offer options that vary by day, time, and location, such as Mountain View Champions Park on Mondays from 5 to 7 pm, Portland Community College Rock Creek on Thursdays from 4:30 to 6:30 pm, and the HMT Recreation Complex on Wednesdays from 7 to 9 pm. Schedules will vary by season. We will work with Communications to share this information with the public and will use our sports complex supervisors to make sure the community use times are being used by community members. If groups want to rent space for an organized league, they can contact the Sports Department in order to use the existing rental process.

32. Is the cost of lifeguard training the biggest barrier to this training?

Response: The district has identified three main barriers to lifeguard training and the steps we've taken to remove these barriers are as follows:

- **Cost of the lifeguard training (\$280) -** We have offered free lifeguard courses, as well as our Hire to Train program, which allows employees to train as a lifeguard once they've been hired. We have also offered a Junior Lifeguard program for younger swimmers to learn about lifeguarding, and to train on skills needed for the position. Once the course is completed, junior guards can volunteer at a swim center then enter a THPRD lifeguard course.
- **Lack of swimming skills -** We have offered a course called "Swim Like a Lifeguard," where interested applicants can drop in and work on building the prerequisite swimming skills needed to enter the course.
- **Competition for employees with other sectors -** There are many other opportunities for young adults to earn similar wages to those earned by lifeguards, and that don't require swimming skills, or the time and expense of lifeguarding certifications. Our Human Resources staff have been integral in helping to recruit service-minded individuals who connect to THPRD's mission.

33. What is the district receiving for providing courts for PSU's tennis team?

Response: PSU was able to rent courts when the Babette Horenstein Tennis Center (BHTC) had lower attendance prior to the pandemic and this rental brought in new revenue for the center. This winter and spring, PSU was able to use the BHTC when it was closed to all other users, solely due to the group having a collegiate exemption.

34. Please provide more information about the free tennis clinics throughout the district.

Response: THPRD is planning to run free clinics in neighborhoods where there is lower court utilization.

35. BI – 11: Which division is adding a new director in the proposed budget?

Response: Park Services is the division that will be hiring a new director if the proposed budget is adopted.

36. BI – 12: Are all eliminated roles in response to COVID closures? Do we anticipate these roles coming back?

Response: The decrease in regular part time positions is due to the conversion of those positions to full-time; the net decrease in full-time positions is a combination of factors due to the organization restructure. We do not currently have a plan for bringing roles back that are not included in the proposed budget.

37. ADM – 19: Please provide more information about the Trails Patrol Program. Are these staff or volunteers? Are the Minimum Shift Performance metrics achievable/realistic? What happens if they are not met?

Response: The Trails Patrol Program is an extension of the recent successful pilot project we completed this spring at the request of the Nature & Trails Department. With the increase in numbers of people using the trails during the pandemic, Park Patrol was asked if we could dedicate some of our staff time to enhancing our presence on the trails. The thought was this would help with positive compliance with state mandated health and safety guidance. As we evaluated the pilot program, we saw many positive benefits and wanted to keep it going. Some of the benefits included: identifying safety concerns/noting damage that hadn't been reported to Nature & Trails staff yet, extremely positive patron interactions, gratitude from patrons for the safety presence on the trails, opportunities to work on our Love Em' and Leash Em' education, positive interactions with children as we passed out stickers, ambassadorship with teens and youth, and more.

The minimum shift standards were created with our park patrol staff. We wanted to provide clear expectations about the amount of time to spend on the trails, area to be covered, and the types of interactions we expected to occur. Our Safety Services Manager tested the metrics to ensure they could be met within a two-hour time frame but of course allowances were made if staff were called away to respond to urgent calls. In our evaluation of the program, the established metrics were found to be achievable and reasonable. This pilot program is another example of our shifting of Park Patrol's work to emphasize positive ambassadorship and to get our staff out in the field interacting with the public and being a positive and welcoming ambassador as opposed to responding to calls/emails behind a desk in the office.

38. ADM – 21:- What is the role of the new safety services coordinator?

Response: For context, it's important to know we only have one full-time equivalent (FTE) position assigned to Safety Services. Every other position is a part-time, 29-hour per week position, or less. As we looked at this unique department's needs, it became critical for us to establish a second FTE position. Simply put, we need coverage. Our Safety Services Manager very rarely has a "day off." He has had to be on-call and available to respond to staff's questions/needs because there simply is no one else in the department to do so. In addition, we tend to have a high turn-over in the part-time park patrol positions. This requires a lot of hiring processes to be managed and an intense investment in training and skill development. We identified the need for a dedicated lead park patrol worker, to take on some of the training requirements of our staff, to help stabilize the turnover effect.

Critical components of the job include but are not limited to: day-to-day supervision of part time staff; coaching/training of part-time safety services employees; backfilling of patrol shifts, working special events, and working problem areas as needed; and sharing on-call time with the Safety Services Manager for after-hours, weekends, and time off. Essential job functions include: daily supervision of part-time staff; coordinating district programs with local law enforcement, Beaverton School District, Tualatin Valley Fire & Rescue, and local emergency managers; serving as THPRD ambassador through participation in district and community events; working collaboratively with other district departments to accomplish district goals and objectives; scheduling, assigning, and reviewing work; and conducting performance evaluations. Basically, all roles of a first line supervisor are included.

Finally, we want to point out that establishing this position will allow the manager to allocate time to critical district projects that unfortunately aren't able to be accomplished with the current staffing and workload. Priorities for the fiscal year include establishing uniform district emergency response across all facilities, updates to the district emergency management plan and emergency operations, modernization of district intrusion alarm systems, leading of the emergency locator signage project, and coordination of camera systems replacement at facilities/properties. Our Safety Services Manager also sits on many countywide emergency management coordination groups and the addition of the lead worker position will help stabilize his workload to allow him to fully participate in these critical public safety groups.

39. ADM – 22: Can you define Security Checks? For Special Attention calls- do we receive that many calls now, but we just can't respond to them?

Response: Security checks are self-initiated checks of properties/facilities that are conducted on foot or by vehicle. The major requirement is that the employee can see all areas of the property, so larger properties usually require more time. Special attention calls usually involve areas where we have had repeated concerns regarding specific behavior, such as dogs off leash, after hours violations, alcohol consumption, etc. We attempt to respond to every call that we receive; however, this is not always possible because we do not have the resources to do so. We have to make informed decisions and prioritize our response, as we often times only have one park patrol staffer assigned out in the field at any given time. In addition to phone calls, park patrol calls are also generated through the website, emails, law enforcement, and by district staff.

40. ADM – 28: Do we have any say in what the average unemployment insurance claim is?

Response: Under our policy, the Human Resources department has historically responded to all claims and participated in appeals processes in an effort to keep our unemployment claims experience as low as possible, and it has been a point of pride to come in below comparable organizations. During the pandemic, we pivoted. In light of the global pandemic and the hardship facing staff who were laid off and furloughed, we actively supported separated employees by providing information on how to apply. Please recall that last summer, the news was all about the hardships facing folks who were unable to apply through overloaded systems and then waited months to receive their first payment. We are very proud of the work we did to be as human-centered as possible during the massive impact of COVID-19 on district employees. We look forward to returning to more typical operations and have already begun responding to continued weekly claims with the great news that individual claimants have returned to work at THPRD.

41. Staffing changes BI – 11: We eliminated the CFO position. Who will take over the responsibilities?

Response: The CFO position and Director of Business Services were combined at the beginning of fiscal year 2020/21. A portion of the director responsibilities are being moved to the Parks Director (Maintenance, Planning and Design and Development), Human Resources reports to the General Manager, and Government Relations have moved to the Recreation Director.

42. Organization Restructuring BI – 20: What are the key drivers for the restructuring? Why are we eliminating the community partnerships department?

Response: With turnover in the management team in June 2020, the management team evaluated district needs and determined that areas of expertise and focus would best support the future of the district. This resulted in a vision that included expertise in the following areas: Human Resources, Communications, Recreation, Park Services, and Finance. The community partnerships department focused on management support for the Foundation. In the prior year, the Foundation hired an executive director, who has taken much of those functions. The Recreation Director is the district's director responsible for maintaining the district's relationship and support for the Foundation.

43. Could someone break down the numbers on why the per mile cost of maintaining trails is \$26,786? Are these paved or unpaved?

Response: The district maintains a cost allocation model that, through use of allocation factors, allocates all district costs to each component of our operations. The cost per mile includes both direct costs, such as trail maintenance staff costs, and indirect costs, such as administrative costs including the cost of the payroll department that is associated with payroll processing for the trail maintenance staff. This value uses the fully allocated cost, divided by the number of miles of trails in the system, to calculate a total cost per mile. Trails included in the calculation are both paved pathways, and unpaved trails. The district proposed approximately \$657,000 for regional trail maintenance and operations for the upcoming fiscal year, which is considered direct costs for the trail maintenance. That budget includes three full-time staff, seasonal staff, arborist work along trails, trash service, equipment rentals, contracted repairs, and supplies. The exact distribution of funds along trails varies from year to year depending on project needs, but overall the team ensures that trails meet maintenance standards.

44. The bank charges and fees for Aquatics and the recreation centers – are those fees for credit card transactions or something else?

Response: Those are credit card fees which are charged by our processor as a percentage of dollars charged when patrons pay their fees to the district.

45. The COVID adaptations over the last year have been truly laudable. Are there programs/adaptations that are anticipated to be carried forward in future years? The District should be commended for being nimble and resilient during one of the most trying times in memory.

Response: Staff are currently working on the revised operating plan for the district for the upcoming fiscal year. We anticipate that community events with smaller localized attendance will be continuing. Additionally, we have found that our online programs have allowed for greater accessibility for all, and those programs will also continue. Mobile programming and our free outdoor fitness in the park programming is also funded in the upcoming budget. We anticipate that we will continue to need to be flexible with our programming and operational response as we continue to navigate the pandemic and the state and local regulations as they continue to change.

Diversity, Equity, Inclusion and Access:

46. The BIPOC paid internship program is awesome. It is critical that these interns can see themselves in these positions. What steps is the district taking to ensure that interns are supported in these roles?

Response: The Oregon Recreation and Park Association's (ORPA) Diversity, Equity & Inclusion Committee has been a great source of information in the development of THPRD's program. As the current president of ORPA, our Recreation Director has been working to develop this internship program for THPRD taking into account information from BIPOC park professionals, who largely state that they have found their way to park and recreation by happenstance rather than as a chosen career path. By working with organizations like Portland Community College and ORPA, THPRD hopes to provide opportunities for BIPOC youth to further their professional development within the park and recreation industry and intends to promote membership within ORPA (interns would become members of ORPA under the THPRD's agency membership) to provide even more access to BIPOC professionals and mentors.

47. Is the Tri4Youth happening this year?

Response: FACT Oregon will not be hosting an in-person All Ability Tri4Youth in 2021. There will be a virtual All Ability Tri4Youth Challenge again this year. THPRD intends to continue to partner with this year's event through our Virtual Recreation Center and the district's Adaptive Recreation and Inclusion Services pages.

48. Do we anticipate our training hours to help retain new/diverse employees?

Response: Absolutely. It's not enough to hire people with diverse backgrounds and unique lenses; we are committed to welcoming and celebrating differences and valuing the input each employee brings to the district. This is a change that is being led and supported by the board and leadership, and by our long-term employees. When you make a change, there are opportunities to continue learning together. An important part of that learning is having conversations. Creating space for folks to bring their whole selves and talk openly about their perspectives is a way to rebuild better here at THPRD and to be a part of becoming an anti-racist society.

49. How many languages do we anticipate in the language access program? Will the investment in language translation of district documents continue in the future, or is this a one-time-only project?

Response: In terms of how many languages we anticipate our future policy requiring materials be translated into – the answer is we don't know. We will have to do the work to codify what types of materials should be translated (highest prioritization is typically given to documents that are about access to rights/resources, and moving on from there). And in terms of languages, typically the policy takes a deep look at not just the languages spoken in your community but the number of people who are English language learners (meaning some languages may be very prevalent but have a higher proportion of bilingual English speakers and may not need the same level of translation services). So, we expect the policy will be tiered in some way with what is required to be translated, what is priority to be translated, and what would be nice to have but not priority. The policy will also then articulate what languages are priority for translation from the demographic information specific to our service area.

We are anticipating a large upfront cost as many things are likely to initially need to be translated that are in the required and priority areas. After that initial sweep of translation happens, we expect to see funding needs decrease, as it becomes more an issue of translating materials as they are produced versus translating a high number of materials that are already done. We typically budget \$15,000 for translation for districtwide materials in the Communications Department budget but are proposing an additional \$30,000 this year to cover those higher upfront anticipated expenses the adoption of a Language Access Policy will incur.

50. Can we have a community grant that a group can apply for, similar to the staff-driven equity grant, where the project is community driven and occurs at a THPRD location?

Response: While the \$20,000 we set aside for staff ideas is solely meant to support staff ideas, we do have funds available for community ideas. In the Communications Department budget we reserve a portion of our overall DEIA funding (\$45,000) to help fund these opportunities as they come into the district. We consider this important to our partnership strategy of working with community-based organizations and have had several examples of this work this past year, including our work with the Chinese Coalition of Oregon and Venezuela's Voice.

The Communications Department currently responds to these requests from community partners and we have used a direct appointment process to support many community gatherings. We had hoped to expand this in FY2020/21 to a more formal grant program but due to the COVID-19 pandemic we anticipate this work will not occur until FY2021/22. Until the formal grant program is established, we will continue to support community ideas through the direct appointment process.

51. The proposed budget has very few KPIs that directly addressed equity, and especially racial equity. It appears as if there may be efforts underway to track and report on this better ("IS... developing tracking mechanisms and standards to allow for improved tracking of equity in procurement in the new financial system" (BSV - 27) and "[the Nature & Trails Department working on] an equity analysis of trail access and condition" (PSV - 26)). I would strongly encourage incorporating these metrics into future budgets. We improve what we measure.

Response: We do intend to include equity measures in the KPIs. We are currently in the process of identifying data to be tracked, and developing the methodology necessary to successfully complete the tracking. Once that is in place, they will be included in the budget.

52. To the extent data can be disaggregated based on race and ethnicity, the more powerful it will be. This goes for HR data on recruitment and retention, MWESB procurement dollars spent, and community members served.

Response: We agree that this information is critical and are considering this as we develop the measures and tracking tools.

53. The term "Citizen Members" of the THPRD Budget Committee feels needlessly exclusionary. Something along the line of "Resident Members" would be more inclusive of the diverse immigrant communities in the District."

Response: Oregon law requires that Budget Committee members be able to vote, and specifically refers to citizen members. We are aligning with the ORS on this language, as we are required to show that we are complying with law in our budget actions, which includes our budget committee.

54. The district notes interjurisdictional coordination with BSD, Washington County, Metro and City of Beaverton. Has THPRD ever engaged with area tribal governments?

Response: Yes, we have two recent collaborations to highlight. The first is THPRD is part of a region-wide collaboration being coordinated by the City of Portland to connect local governments with Tribal Governments. Out of this work we expect to be developing a Land Acknowledgement statement over the next year as well as integrating this work into our design, development, planning and public engagement processes moving forward. We also completed a Names Catalogue this past year with participation and input from Tribal Leaders. We established relationships and have strengthened our community engagement processes based on both of these efforts.

55. THPRD partnered with Project Homeless Connect and Community Action Organization to provide shelter space for houseless community members this past year (RSV-32). Is that something the District will be continuing or adapting to different facilities?

Response: The district is open to responding to opportunities as they arise. We were able to provide space at the Elsie Stuhr Center to Project Homeless Connect, because the facility was closed for an extended period of time due to the pandemic. Prior to the pandemic, we offered space to Family Promise of Beaverton and acted as a host, welcoming families experiencing homelessness into facilities for one-week periods during regularly scheduled closures of facilities. We are also part of the City's Safe Parking Program and dedicate parking spaces to homeless individuals at one of our buildings. We do not have any specific requests from the county or non-profit partners in front of us at this time, but we are open to partnering when we can as these opportunities arise. At this point, our partnership on the Safe Parking Program is still underway.

Reserves:

56. Is ending replacement reserve fund also known as the capital replacement fund?

Response: Yes, this is the capital replacement fund that was placed on hold by the Board last year.

Debt Service:

57. B - I5: What is the repayment period of the district's bonds?

Response: The debt service schedule for full-faith/credit debt paid by the general fund is on BSV - 11 (we pay through FY 2039/40) and for General Obligation debt (paid by property taxes in the debt service fund) is on DSF - 3 and DSF - 4 (paid through FY 2028/29).

58. BSV – 9: For program appropriations, interest payments are high, when compared to principal payment. Is the district early in the payback schedule?

Response: A portion of the interest expense is for the Tax Anticipation financing we complete annually in July and pay off in December, when property tax collections are received. For the remainder of the debt service budget, yes, we are early in the debt service schedule (the 2020 refinancing has a payout period through FY2039/40).

Resources:

59. RE – 10: What is the form of the purchasing card program rebates? Do we receive this as actual cash back or as some sort of “points”?

Response: Each year, the district receives a cash rebate (payment) from Bank of America, which is calculated based upon the volume of credit card purchases. Many of our regular accounts payable/invoice payments are also made with credit card, which also expands our rebate payment.

60. BSV-22: Why did two residential leases end?

Response: Two properties were found to have many repair issues that impacted occupancy, so were demolished once the existing tenants moved out at the end of their lease terms. The other properties have stable, long-term tenants.

61. General Fund Resources Page – 10: What's the basis for the 1.5% exception-based growth from new development that is included in the Property Tax Revenue budget?

Response: This is based upon over 20 years of historical trending of property tax revenues for the district.

62. General Fund Resources Page – 10: The property tax rates for General Fund operations and bonded debt were \$1.31 and \$0.29 for both years. Why are they not increased since the overall assessed valuation is estimated to increase by 4.5%?

Response: Under Oregon Law, THPRD has a permanent tax rate of \$1.3073 for our general fund operations. This rate does not change from year to year. The assessed value increases drive the increase in our property tax revenues, given that the rate remains constant. The \$0.29 rate in the debt service fund is the funding necessary to cover the debt service costs for the general obligation debt.

63. Swim & Tennis Revenue BI – 8: What is the assumption utilized to develop swim and tennis revenue projections for the budget? The budget decreases 2% compared to the prior year, while one indoor pool has a planned closure, and we are eliminating 5 pool operators and 5 tennis instructors.

Response: Estimated revenue from programs is based on funded program levels multiplied by established fees and estimated attendance. We are proposing a “normal budget” with “normal attendance” to allow management the flexibility to respond to our changing guidelines. We are currently beginning to work on the Revised Operating Plan for the district for fiscal year 2021/22, which will address closures and restrictions, as well as fluctuations in attendance that we have noted during the pandemic. The restructure of the Recreation Services Division that you have noted has full-time position eliminations consistent with the operations anticipated in FY2021/22.

64. BI - 7: Does swim center/tennis revenue cover swim center/tennis center costs? Or is opening with COVID restrictions a negative to budget?

Response: In total, the proposed budget which is a “normal operation budget”, swim centers are operating at a \$3.8 million loss, which is subsidized by property tax revenues. Program revenues for the Babette Horenstein Tennis Center, allow that facility to run at break even, covering all operating costs, if “normal” revenue is achieved. The pandemic has resulted in significant losses of program revenue from March 2020 through FY2020/21.

Operating Forecast:

65. Five Year Operating Forecast Page – 14 and Page - 15: What are some of the assumptions used to produce these forecasts?

Response: The following are the assumptions used in the forecast. These are based upon historical results for the district:

Revenue Assumptions	2021/22	2022/23	2023/26
¹ Program Fee & Facility Annual Increase	Actual Estimate	3.00%	3.00%
² Other Resources	Actual Estimate	3.00%	3.00%
³ Property Tax Annual Increase (Based on Permanent Rate only)	Actual Estimate	4.50%	4.50%
Expenditure Assumptions			
⁴ Personal Services	Actual Estimate	4.50%	4.50%
⁵ Materials & Services	Actual Estimate	3.00%	3.00%