PARKS AND RECREATION COMMISSION MEETING

Wednesday, October 16, 2024
Community Auditorium Conference Room
1915 Main Street (enter on East side of bldg.)
7:00am

Brad Bafaro, Chair
Joe Offer, Vice Chair

Paul Waterstreet
Aaron Johnson
Mackenzie Johnston Carey
Michelle Beck
Susan Taylor
Glenn VanBlarcom
Shari Exo
Vacancy, Student Advisor
Mike Marshall, Council Liaison

Zoom Webinar:
Link: https://us06web.zoom.us/j/86184566322?pwd=4lcd2sbVsCqL4yVIvGgDrw74XMu0ri.1
Meeting ID: 861 8456 6322
Passcode: 701728

A. Call to Order

1. Welcome guests

B. Public Comment Anyone wishing to speak on an item not on the agenda or on the agenda may be heard at this time. In the interest of time, please limit comments to two minutes.

C. Consent Agenda: Items under the Consent Agenda are considered routine and will all be adopted with a single motion, without separate discussion. Councilors who wish to remove an item from the Consent Agenda may do so prior to the motion. Any item(s) removed will be discussed and acted upon following the approval of the remaining item(s).

1. Approve Parks & Recreation Commission meeting minutes from September 18, 2024 meeting.

D. Additions/Deletions

E. Discussion/Decision Items

1. Guests

2. Cost Recovery Plan & Policy DRAFT

F. Council Liaison Report (Councilor Marshall)

G. School District Representative Report (Brad Bafaro)

H. Commission Communications (Commission Chair - Brad Bafaro)

I. Staff Communications

1. Parks & Recreation Department Report

2. Staff provided highlights, Q & A

J. Announcement of Next Meeting

1. Wednesday, November 20th at 7:00am in the Community Auditorium Conference Room

K. Adjournment

Americans with Disabilities Act (ADA) Notice: The City of Forest Grove will make reasonable accommodations for participation in the meeting. Requests for assistance can be made by contacting the City Recorder's Office, 503-992-3235, mwoods@forestgrove-or.gov, at least 48-hours in advance of the meeting.

A place where families and businesses thrive.

Parks & Recreation Commission Meeting
Wednesday, September 18, 2024
City Auditorium Conference Room, 1915 Main St.

Minutes are unofficial until approved by the B/C.

A. CALL TO ORDER:

The meeting was called to order at 7:00 a.m. by Brad Bafaro, Chair of the Parks and Recreation Commission.

ROLL CALL: Brad Bafaro, Chair; Paul Waterstreet; Aaron Johnson; Mackenzie Johnston Carey; Michelle Beck; Susan Taylor; Glenn VanBlarcom; Mike Marshall, Council Liaison
ABSENT: Joe Offer, Vice Chair; Shari Exo
STAFF PRESENT: Anne Lane, Parks & Recreation Director; Tom Martin, Parks Supervisor; Sherri Mead, Aquatics Supervisor; Cody Jeffers, Recreation Coordinator; Melissa Williams, Admin. Specialist II

B. PUBLIC COMMENT: none

C. CONSENT AGENDA:

a. *Approve Parks & Recreation Commission meeting minutes of August 21, 2024.*

MOTION: Paul Waterstreet moved to approve minutes from August 21, 2024. Glenn VanBlarcom seconded. MOTION CARRIED unanimously.

D. ADDITIONS/DELETIONS: none

E. DISCUSSION/DECISION ITEMS:

1. Guest: Carrie Niemiec, Swim Club parent – interested in the Cost Recovery policy but has some questions about data used and participation by local stakeholder groups. She feels that survey results aren't always viable to use because they provide limited data/responses from users and you often times only get the negative responses back. Carrie wondered if there could be "feedback sessions" with user groups instead?

2. Cost Recovery Plan & Policy - DRAFT: Anne Lane, Director reported on the presentation she gave during the August 26 work session with City Council. A

second work session was scheduled for later this month but Anne has requested it be pushed back until October 28 so the Commission can have two meetings to review this policy DRAFT. Council gave consensus on the Continuum in August, including the service categories, definitions of those categories, cost recovery percentages, and the order of the categories along the Continuum track.
Anne explained that the Fee & Assessment study process with the consultant, included several work sessions and that many partner groups were invited but not all participated.

There is interest from the Commission in seeing agreements in place with Pacific related to pool use and the agreement that includes Canary Field, the list of stakeholder participants invited to the Fee & Assessment study work sessions, and the official mission of City Council as it relates to Parks & Recreation.

There are strong opinions surrounding any fees associated with field use for both non-profits vs for-profit groups. Anne reminded the Commission that all fees are part of the annual approval process by City Council and that these spaces still all have fees attributed to them but currently, the moratorium on those fees is still in place until such time Council adopts a final fee schedule at the completion of the Fee & Assessment study. Feedback from some Commission members is that non-profits should have first access to booking space and discounted fees for field use.

F. **COUNCIL LIAISON REPORT:** Councilor Marshall stated that the Senior Center is still in discussions with the city but it's likely going to be a RFP process. Mike Marshall also reported on the Council Creek Trail discussions. He mentioned some type of cost estimate to maintain the City of Forest Grove portion of this trail. Anne explained that those estimates had been previously given. He also questioned if there had been a previous agreement to this plan. Both Mike Marshall & Anne were in agreement that no official agreement was in place since this project was still in limbo.

G. **SCHOOL DISTRICT REPRESENTATIVE REPORT:** Brad Bafaro, Chair reported that most projects were complete. The turf field at NAMS is still closed to games until the vendor returns to fix the gap between track and the turf, sometime in November. Cornelius Elementary project currently on schedule. Elementary schools are getting new playground equipment and installation plan is on a tiered schedule.

H. **COMMISSION COMMUNICATIONS (COMMISSION CHAIR – BRAD BAFARO):** Continue working through recommendations for fee schedule study/project.

I. **STAFF COMMUNICATIONS:**

a. Parks & Recreation Department report (attached)

b. Staff to provide highlights, Q&A – (due to time constraints from the lengthy discussion about the Cost Recovery Plan & Policy, this item was limited to only specific questions the Commission might have for staff)

Paul Waterstreet inquired about status of carousel at Rogers Park. No further updates at this time. Resolution is still under review by various staff members.

Brad Bafaro asked about status for opening Hazel Sills Park. Anne Lane stated there are currently some installation concerns being addressed. No timeline at this point for opening.

Anne Lane reminded the three Commission members who have terms expiring at the end of this year (Glenn VanBlarcom, Paul Waterstreet, and Susan Taylor) about the updated process for applying to be reappointed. Instructions are contained in her portion of the Department Report attached.

J. **ANNOUNCEMENT OF NEXT MEETING:** Wednesday, October 16, 2024, 7:00am at the City of Forest Grove Auditorium, Conference Room, 1915 Main St, Forest Grove.

K. **ADJOURNMENT:** The meeting was adjourned at 8:01am.

PARKS & RECREATION DEPARTMENT

COST RECOVERY POLICY

PURPOSE

Forest Grove Parks & Recreation's Cost Recovery Policy intends to create organizational resilience by way of logical, intentional, and thoughtful guidelines for investment and spending decisions. The strategy encourages tax investment and revenue generation strategies and practices that are fair, equitable, and responsible. This Policy is necessary to ensure the Department's financial stability in both the near and long term.

The Cost Recovery Policy will guide investment and spending choices as the department responds to economic realities, growth expectations, competing priorities, demographic shifts, and evolving community needs and interests.

As of 2024, the City of Forest Grove Parks & Recreation Department is shifting towards a fiscal management philosophy that is focused on a "beneficiary of service". In this conceptualization, each type of service has a set of specific characteristics that provide a rationale for who should pay (e.g., taxpayers, the individual, or both) and to what degree. This approach aligns the allocation of tax dollars and cost recovery expectations with beneficiary of service.

POLICY STATEMENT

City of Forest Grove Parks & Recreation's Cost Recovery Policy grounds cost recovery expectations and the spending of taxpayer dollars (subsidy) in a philosophical underpinning that affirms a commitment to equitable investment, financial discipline, and long-term fiscal health.

The Policy intends to

- create organizational resilience by way of logical, intentional, and thoughtful guidelines for investment and spending decisions.
- set up a mechanism for revenue generation strategies, and revenue to expenditure comparisons.
- establish metrics to assess individual activities and subsidy goals.
- encourage the achievement of future programs and services to meet subsidy benchmarks and cost recovery targets.
- promote practices that are fair, equitable, and responsible.

The Department's annual budget ultimately determines the amount of taxpayer support that can be made available for park and recreation services which results in understanding the degree to which subsidy investment can be made and to which services, and the degree to which user fees will be assessed and to which services.

This direction is required to sustain the Department and its expectation as a provider of parks and recreational services. The justifiable recovery of costs as detailed in this policy is necessary to ensure the Department's financial stability in the near and long term.

COST RECOVERY

Cost recovery refers to the degree to which the cost (direct and indirect) of facilities, services and programs is supported or paid for by user fees and/or other designated funding mechanism such as grants, partnerships, etc. versus the use of tax subsidies.

For example, a cost recovery level of 75% simply means that for each dollar spent on a service, $.75 was generated from a revenue source with the remaining $.25 was covered by subsidy dollars (i.e., taxes).

DEPARTMENT FUNDING / REVENUE SOURCES

City of Forest Grove Parks & Recreation is supported by various revenue sources which all contribute varying levels of funding to support the breadth of park and recreation services provided to the community. The degree to which each of these sources is relied upon can shift based upon the economy, market behaviors, and department-wide policy; however, property taxes are the primary source of funding for the department.

- General Fund (property taxes)
  - A minimum of 5% of general fund is committed to Parks & Recreation Department annually
- Fees and charges for services
- Grants
- Donations
- Sponsorships

SERVICE CATEGORIES

The development of categories which include *like* services are important when it comes to the justifiable and equitable allocation of subsidy and cost recovery levels. Service categories, and the associated subsidy and cost recovery goals, help the department assign budget projections and meet established fiscal performance (i.e., *like* services for the service category "Beginner Level Skills" include beginning swim lessons, junior lifeguard class, etc. regardless of age).

The benefits of this type of approach are two-fold. First, it improves efficiency. Second, it fundamentally starts to break down systemic inequity issues and promotes a culture where the focus is Department wide financial sustainability. Categorizing by "type of service" or "likeness of service" discourages attempts to determine fees and charges (and therefore cost recovery decisions) based upon special interests, age-based services, or individual values.

City of Forest Grove Parks & Recreation provides many services annually to the community. The following Service Categories represent the Department's service menu and include Service Category definitions as well as example services.

Open Access: Access to parks and park amenities where the user self-directs their activity. Open Access does not include supervision or oversight by staff and/or volunteers. *(Examples: Parks, Playgrounds, Trails)*

Community Events: Events that appeal to the broader community regardless of age, ability, skill, family composition, etc. and tend to be held on an annual basis. *(Examples: Oregon Bird Man, Border Collie International, Movies in the Park)*

Drop-In Activities: Self-directed activities which may or may not require registration and/or a membership. Drop-In Activities include supervision by staff and/or volunteers and may or may not require instruction. *(Examples: Lap Swim, Public/ Open Swim, Water Aerobics)*

Beginner Level Skills: Classes, clinics, workshops, leagues, and other led and/or instructed activities where the primary goal is to introduce participants to a new activity so they may build new skills. *(Examples: Beginning Swim Lessons, Junior Lifeguard Class, Beginner Yoga)*

Education & Enrichment Activities: Classes, clinics, workshops, and other led and/or supervised activities in which the primary intent is to provide socialization, interaction, and life skills development with a focus on education and/or lifelong learning. *(Examples: No School Day, Camp Grove, Home Alone Safety)*

Intermediate/ Advanced Skills: Classes, clinics, workshops, leagues, and other led and/or instructed activities in which the primary intent is to master a skill, often in a competitive environment. *(Examples: Swim Lessons Level 4-6, Lifeguard Certification, Stroke Improvement/ Endurance Class)*

Special Events: Events designed for a target market, market niche, or a specific interest. *(Examples: Kids Night Out, Eggstravaganza, Spray Park Chalk Event)*

Rentals: Equipment, space, amenities and/or facility reservations for exclusive use by an individual or group inhibiting access by the general public. *(Examples: Spray Park Rental, Picnic Shelter Rental, Athletic Field Rental)*

Personalized Services: Individualized classes, clinics, workshops, and other led and/or instructed activities offered in a private or semi-private setting to meet the unique needs, interests and/or skill sets of individuals or small groups. *(Examples: Private Swim Lessons)*

Food, Beverage & Merchandise: Sale of merchandise and food and beverage items. *(Examples: Vending Items, Concession Items, Gift Certificates)*

Note: Service Categories listed above are in order from those perceived to be Common Good Services to those seen as providing a more Exclusive Benefit Services as ranked by department staff, Parks & Recreation Commission members, City Council and community members.

FINANCIAL SUSTAINABILITY STRATEGY

City of Forest Grove Parks & Recreation Cost Recovery Continuum presents the degree to which financial resources will be spent and expenses will be recovered. It is grounded in the differentiation of park and recreation services on the basis of who benefits and who should pay. Economists have differentiated goods and services in the economy in this manner for decades and have designated three types of goods and services: community benefit, dual benefit, and individual benefit.

The Cost Recovery Continuum acknowledges varying levels of service. This strategy shifts from one which suggests that all services should be provided at no or low cost for everyone to an equitable and just philosophy where subsidy allocation decisions are based upon “beneficiary of service”. In this conceptualization, each type of service has a set of specific characteristics that provide a rationale for who should pay (e.g., taxpayers, the individual, or both) and to what degree. Ultimately, this aligns subsidy allocation, cost recovery goals and expectations with beneficiary or service. Essentially, those who benefit from a service should pay for that service.

The Cost Recovery Policy includes the Department’s Service Categories and cost recovery/ subsidy goals and expectations. The Continuum is a graphic representation of the Department’s investment and revenue enhancement strategy.

The City Council, Parks & Recreation Commission, and community stakeholders provided input on criteria to define Community Benefit/ Common Good and Individual Benefit/ Exclusive Benefit as they apply to the City of Forest Grove. These criteria guide the placement of Service Categories on the Continuum and ultimately, tax dollar investment and cost recovery expectations (goals).

Community Benefit (justification for greater subsidy investment)

- Community building
- Provides accessibility to marginalized/ underrepresented populations
- Broad appeal to a wide audience

Individual Benefit (justification for greater cost recovery expectation)

- Exclusive; special interest
- Requires higher competency/ ability level to participate
- Private sector competition exists
- Specialized activities
- Individualized services are accessible outside of the City of Forest Grove parks and recreation system

City of Forest Grove Parks & Recreation Cost Recovery Continuum is included in Appendix A of this policy.

UPDATING SUBSIDY INVESTMENT EXPECTATIONS

Service category cost recovery performance levels should be updated annually, and subsidy (tax dollar) investment goals should be reviewed, analyzed and updated at least every five years or more frequently as necessary as indicated in City Code 34.01, 34.02.

PRICING – DETERMINING FEES AND CHARGES

Several pricing methods are utilized by the Department to establish fees and charges. The principal method for establishing service fees will be cost recovery pricing and expense management. Cost recovery pricing is defined as determining a fee based on established cost recovery goals.

Other pricing methods may be utilized by the Department, however, any strategy or method used will ultimately require that cost recovery goals or subsidy allocation expectations are met. Common alternative pricing methods include the following options which can be used based upon market behaviors, the competition, and other relevant considerations.

- *Market (Demand-Based) Pricing* results in pricing based on demand for a service or what the target market is willing to pay for a service. The private and commercial sectors commonly utilize this strategy. One method for establishing a market rate fee is to identify all providers of an identical service (i.e., private sector providers, other municipalities, etc.), and set the price at the highest fee. Another consideration is setting the fee at the highest level the market will bear.
- *Competitive Pricing* establishes prices based on what similar service providers or close proximity competitors are charging for services. One method for establishing a competitive fee is to identify all providers of an identical or similar service (i.e., private sector providers, other municipalities, etc.), and set the price at the mi-point or lowest fee.
- *Value-Based Pricing* is a pricing strategy in which the price of a product or service is decided on the basis of perceived value or benefit it can provide to a customer. Value based pricing is more evident in places or markets where exclusive products are offered which offer more value than the generic or standard products.
- *Penetration Pricing* has the aim of attracting customers by offering lower prices on services. While many may use this technique to draw attention away from competition, penetration pricing often results in lost revenue and higher subsidy requirements. Over time, however, an increased awareness of the service may drive revenues and help organizations differentiate themselves from others. After sufficiently penetrating a market, organizations should consider raising prices to better reflect their position within the market.
- *Premium Pricing* establishes prices higher than that of the competition. Premium pricing is often more effective in the early days of a service's life cycle, and ideal for organizations that offer unique services. Because customers need to perceive products and services as being worth a higher price tag, an organization must work hard to create a value perception.
- *Bundle Pricing* allows for the sale of multiple services for a lower rate than customers would pay if they purchased each service individually. Bundling can be an effective way of selling services that are poor performers and can also increase the value perception in the eyes of customers – essentially giving them something for a reduced rate.

- *Differential/ Dynamic Pricing* follows the "law of demand" by supporting a key pricing principle: some customers are willing to pay more than others. Differential pricing is the strategy of selling the *same* service to *different* customers at *different* prices. Differential pricing enables organizations to "profit" from their customers' unique valuations (ex. Prime time or surge pricing).
- *Discount Pricing* is based upon a motive to entice users or purchasers, reward a customer for their loyalty, or credit a customer for their perceived inability to pay.

In the event a Service Category's subsidy/ cost recovery goal is higher than current cost recovery performance and fee increases are required, prices may need to be raised incrementally in accord with market acceptance to optimize revenue generation. However, if the market does not respond favorably to the increase, the service may require divestment if the subsidy investment required cannot be justified based upon beneficiary of service.

In the event a tax dollar investment/ cost recovery goal is less than the current level of recovery, the established fee will remain the same to ensure that there is no loss of revenue or negative impact on the Department's financial condition.

IN CITY AND OUT OF CITY RATES

People that reside at an address or location within the Forest Grove identified boundaries are considered in city and pay property tax that is used to subsidize Department services. A methodology is established to subsidize programs at a higher rate for participants that reside outside the city boundaries.

Divisions should set out of city rates and in city rates when charging for services, programs, activities, and rentals. In city rates should be set in accordance with the Cost Recovery Plan. Out of city rates are 30% greater than in city rates.

Establishing residency can be conducted by utilizing the City's GIS mapping resource.

PARTNERSHIPS

Partnerships are advantageous collaborations that position both the Department as well as participating partner organization(s) to efficiently utilize resources leading to cost effective and efficient service delivery, bridging of markets, reductions in duplication of services and fragmentation of resources, and cooperative capital development and/or improvements.

A condition that must be met for the Department to enter into a partnership agreement includes that of reciprocal benefit. To prevent the Department from simply becoming a granting body to any organization, the Department and its partner identify the value of the mutual contributions brought forth to the agreement and arrangement. There will be equal value and benefit to each organization resulting from any partnership ensuring that the Department is receiving fair and just value on behalf of taxpayers in return for any resource investment and commitment.

INVESTMENT IN EQUITY

The Cost Recovery Policy guides investment in equity and needs based assistance. Methods for investment may include a retained earnings fund (or similar) that will allow for the distribution of excess revenues generated from department services such as Personalized Services that are individualized, highly specialized and/or exclusive, and expected to generate a minimum of 105% cost recovery to a retained earnings (or similar) fund. This fund would be used to support social equity service interests and participation in park and recreation programs as well as alleviate pressure and reduce reliance on the General Fund to provide such support to participants experiencing financial barriers.

NEEDS BASED ASSISTANCE

City of Forest Grove Parks & Recreation ensures that services are accessible to residents who may be considered economically disadvantaged, underserved, underrepresented, or marginalized, and who may require assistance and support in accessing parks and recreation services. This will require that funds are appropriated and fairly and equitably distributed throughout sub-communities in need. Additional funds will be sought using a “round up” or “pay it forward” option made available by way of the recreation registration/ point of sale system.

Applications will be made available allowing for qualifying individuals and families to have access to reduced rates that can both satisfy need for assistance as well as provide equitable subsidies across the system.

The Department shall track scholarship funds awarded and provide an annual report. This process of tracking and reporting will aid in determining the amount of appropriation calculated based upon previous year’s requests and results. Annual projected financial aid needs, award thresholds, and anticipated total population needing to be served will influence the outcome of the appropriation amount. Tracking methods will be utilized to document needs quantification such as government assistance programs, but not limited to, Temporary Assistance for Needy Families (TANF) or Supplemental Nutrition Assistance Program (SNAP) programs, individual’s/ family’s location of residence, etc.

Awards will be issued to city of Forest Grove residents only and as defined as those who reside within the city’s boundaries.

SUCCESS METRICS

Success metrics will be used to evaluate whether each service is in compliance with established cost recovery goals (as indicated on the Cost Recovery Continuum) as well as other efficiencies and intended outcomes.

Success Metric 1: Financial Viability: a service must meet its minimum tax dollar investment/ cost recovery goal as noted on the Cost Recovery Continuum.

Success Metric 2: Operational Efficiency: services should meet 75% or more of capacity (maximum) or realize a minimum increase of 10% usage during each service cycle to ensure efficiency of resource investment (excludes: events where capacity is difficult to establish).

Success Metric 3: Participant/ Customer Satisfaction: overall participant (customer) satisfaction must meet a minimum of 85% satisfaction or higher (per user surveys and evaluations).

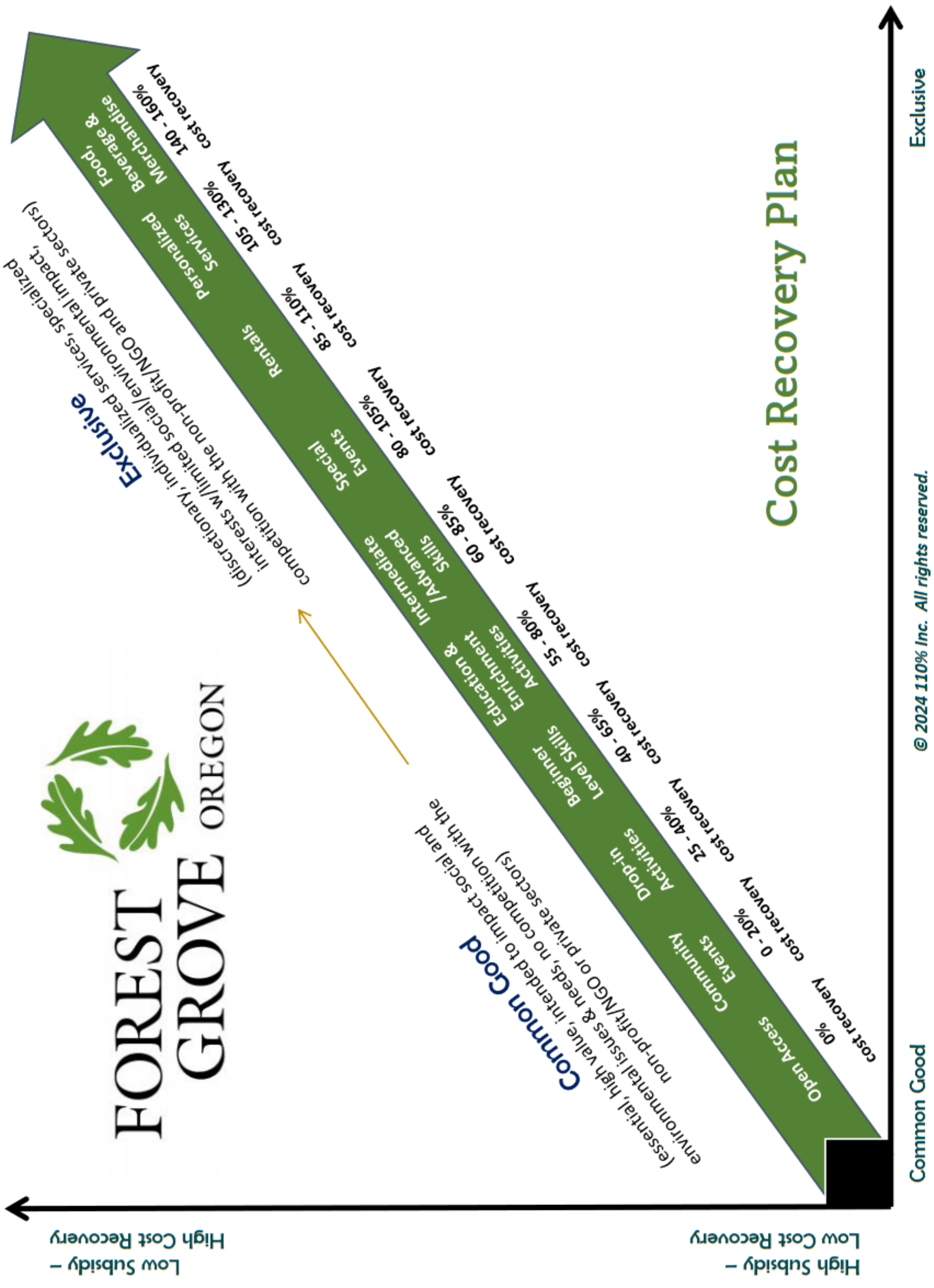
Success Metric 4: Participant/ Customer Impact: alignment with service goals – impact on social connections, increases in activity levels, impacts on quality of life, public health, school performance, etc. (per user surveys and evaluations).

In the event the above success metrics are not being met, the following outlines actions the Department may take to address gaps between current performance and success metrics.

1. Analyze success metrics for services not meeting their cost recovery goal.
2. Analyze direct and indirect costs of providing service.
    a. Measure ratio of direct and indirect cost.
    b. Identify cost reduction opportunities.
    c. Implement cost reduction opportunities.
3. Suggest market increase commensurate with cost recovery goal.
    a. Conduct market analysis or service.
    b. Identify opportunities for capturing larger markets.
4. Identify potential sponsorship, volunteer, or donation opportunities for supporting service.
5. Identify potential partnership opportunities to continue to provide a service, however, in collaboration with another provider, reducing impacts on and dilution of Department resources, avoiding unnecessary duplication of service, and responsibility utilizing finite taxpayer resources.
6. If services do not satisfy success metrics, consider divestment of service at end of a two-year strategy term or sooner.

APPENDIX A

COST RECOVERY PLAN CONTINUUM



APPENDIX B

FINANCE-CENTRIC DEFINITIONS

Ability to Pay: Derived from the economics principle suggesting that those who have more financial resources (wealth) or earn higher incomes should pay more taxes. Relative to municipal park and recreation services, this can be translated to the ability to pay for direct service based on an individual's financial circumstances.

Alternative Funding: Other ways to improve cost recovery in addition to fees and charges. May include grants, sponsorships, donations, volunteer programs, etc.

Benefit: The degree to which programs and services positively impact the public (individual and community), or in other words, the impact of services.

Budget: An estimation of revenue and expenses over a specified future period of time; usually compiled and re-evaluated on a periodic basis.

Capacity: The number of available spaces or the occupancy rate of a service. Also referred to as service maximum.

Collaborate: The process of two or more people or organizations working together to complete a task or achieve a goal.

Cost Recovery: The degree to which the cost (direct and indirect) of facilities, services, and programs is supported or paid for by user fees and/or other designated funding mechanism such as grants, partnerships, etc. versus the use of tax subsidies.

Direct Cost: Cost incurred that can be traced directly to provision of a service. This cost would not be incurred if the service ceased. This includes fixed and variable costs.

Donation: A gift, grant, or contribution with no expected exchange or reciprocity. Typically done as “good will”.

Exclusive Use: Scheduled, planned, or programmed use of a facility or space that is limited or restricted to a reserved or rented party. They have the right to the space for the specified period while others are excluded from using the facility or space.

Fee/ Price: The amount charged to the customer for an activity or service.

Financial Management: The planning, directing, monitoring, organizing, and controlling of monetary resources.

Full Cost: The total cost associated with an activity or service.

Grant: A bounty, contribution, gift, or subsidy bestowed by a government or other organization (grantor) for specified purposes to an eligible recipient (grantee) and conditional upon certain qualifications as to use, maintenance of standards, or proportional contribution by the grantee.

Indirect Cost: Cost incurred with or without provision of a service. These costs are not traceable to a specific service and can benefit the system as a whole (do not directly benefit a single service).

Needs Quantification: Numerically expressing need through the application of a scoring system that quantifies whether an individual or family qualifies for financial assistance (e.g., applying a scoring system to SNAP and/or TANFF, location of residence, school free lunch program qualification and other relevant variables).

Non-Resident: A person or household whose primary residence is outside of the organization's (jurisdiction's) service area and does not pay property taxes to the organization (jurisdiction).

Participant/ Guest/ User/ Visitor: The individual who participates in an activity, class, course, event, etc.

Participants/ Guests/ Users/ Visitors: The total number of individuals who participate in an activity, class, course, event, etc.

Participations: The total number of participants multiplied by the total number of hours an activity, class, course, event, etc. meets.

Partnership: An advantageous collaboration that positions two or more participating organizations with common missions to efficiently utilize resources leading shared profits/ losses and reciprocal benefit.

Price/ Fee: The amount charged to the customer for an activity or service.

Profit/ Excess Revenues: Additional revenue generated when revenues exceed costs or expenditures.

Program: A common label in the field of parks and recreation for recreation services such as activities, courses, classes, and events.

Resident: A person or household whose primary residence is within an organization's (jurisdiction's) service area and who do pay property taxes to the organization (jurisdiction).

Scholarship: The act or supporting a person, organization, or activity by giving money in either in-kind or cash form. Typically done with an expectation for some type of "exchange".

Subsidy: Funding through taxes or other mechanisms that are 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 financial investment (i.e., taxes).

Success Metrics: 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, weakness, and potential for improvement.

Total Cost of Service: The cost to provide a service including both direct and indirect costs.

Willingness To Pay (WTP): The maximum amount an individual is willing to give to procure a product or service. The price of the transaction will thus be at a point somewhere between an individual's willingness to pay and the seller's willingness to accept. Macro environmental factors such as the overall state of the economy can influence willingness to pay.

PARKS & RECREATION DEPARTMENT REPORT

Parks & Recreation Director – Anne Lane

1. Cost Recovery Plan – Next work session with City Council scheduled for October 28.

2. Eastside Park – Final design phase.

3. Forest Grove Loop Trail & Kyle Park – Update at Parks & Recreation Commission scheduled for November 20 and City Council on December 9.

4. Knox Ridge Park – Request for Proposals (RFP) closed October 11.

5. Commission Members – Term expires on December 31, 2024 for: Paul Waterstreet, Susan Taylor, and Glenn VanBlarcom. Applications and interviews are required for reappointment. Applications can be found at: https://www.forestgrove-or.gov/353/Apply-for-a-Board-or-Commission and are due by October 31. Interviews will be conducted in November by the City Council liaison and staff liaison of the commission. Recommendation for appointment made to the Mayor by December 1. Mayor will make final decision and formally appoint members on December 9 at the City Council meeting.

6. Forest Grove Senior & Community Center – Work session with City Council on September 23 provided clarification on the scope and content of the Request for Proposals (RFP) along with a timeline for the process. RFP closes October 31.

Parks Supervisor – Tom Martin

1. The Parks Team is transitioning to fall duties and will be removing the hanging baskets downtown, and work will start on leaf cleanup.

2. Thatcher Park has had the sports turf slice seeded, and we are in the middle of vole abatement and turf renovation in some areas of the dog parks.

3. We have the Washington County Sheriff's Office Jail Work Crew for three dates in October.

4. Hazel Sills Update: The site amenities are installed. The play structure is fenced off as we are currently addressing some concerns.

Aquatics Supervisor – Sherri Mead

1. We have launched our next Lifeguard Certification class scheduled for December. Registration in open now.
2. Sensory Swim is an option for patrons who can use a quieter, low-sensory environment, and dimmed lighting, with assistance from our very own Adapted Aquatics Instructor Katie Waterstreet. This session is being held from 6:30-7:30pm on Friday evenings.
3. We are on track to add to our LGI (Lifeguard Instructor) staff which would give us the most LGI's on our team ever. This is great news and progress!
4. There is still space in our Home Alone Safety Course on October 19th.
5. We are scheduled to participate in a number of outreach events in the coming months including the annual Open House at the fire station, Dilley Carnival, FGSCC Trunk or Treat (fingers crossed, waiting for confirmation), and Holiday in the Grove. We would like to invite any/all of our P&R Commission Members to join us at our booths during any of these events and help us continue to connect with our great community.

Recreation Coordinator – Cody Jeffers

1. **Fall Programs:** Fall programs are progressing well, with strong community participation. We look forward to continued engagement throughout the season.
2. **Parks & Recreation Mascot Reveal:** We've revealed our new Parks & Recreation mascot! A community voting campaign to decide its name is being organized by the communications team to promote engagement.
3. **Department Website Redesign:** Our website is undergoing a major redesign to make it more inviting and functional for the entire department, enhancing the overall user experience.
4. **Activity Guide:** The Activity Guide is still in the design phase and will be ready for Winter activities. We are working to ensure it provides a clear and user-friendly resource for all program offerings.0

Administrative Specialist II – Melissa Williams

1. Fall 2 Registrations went off without a hitch earlier this month.
2. Happy to report that the GIS link between the city systems and our CivicRec software has been restored. It appears that the residency recognition issues we were experiencing have been resolved.