



Bend Metro Park & Recreation District

October 15, 2024

Board of Directors

Agenda and Reports

www.bendparksandrec.org



play for life



Our Vision

To be a leader in building a community connected to nature, active lifestyles and one another.

Our Mission

To strengthen community vitality and foster healthy, enriched lifestyles by providing exceptional park and recreation services.

We Value

Excellence by striving to set the standard for quality programs, parks and services through leadership, vision, innovation and dedication to our work.

Environmental Sustainability by helping to protect, maintain and preserve our natural and developed resources.

Fiscal Accountability by responsibly and efficiently managing the financial health of the District today and for generations to come.

Inclusiveness by reducing physical, social and financial barriers to our programs, facilities and services.

Partnerships by fostering an atmosphere of cooperation, trust and resourcefulness with our patrons, coworkers and other organizations.

Customers by interacting with people in a responsive, considerate and efficient manner.

Safety by promoting a safe and healthy environment for all who work and play in our parks, facilities and programs.

Staff by honoring the diverse contributions of each employee and volunteer, and recognizing them as essential to accomplishing our mission.



District Office

799 SW Columbia St., Bend, Oregon 97702 | www.bendparksandrec.org | (541) 389-7275

1. Approve Strategic Plan – *Rachel Colton (15 min)*
2. Approve contract amendment for MMC – *Ian Isaacson (10 min)*
3. Award Miller's Landing Construction contract – *Jason Powell (15 min)*

EXECUTIVE DIRECTOR'S REPORT

REPORTS - None

BOARD MEETINGS CALENDAR

GOOD OF THE ORDER

ADJOURN

EXECUTIVE SESSION

The board will meet in Executive Session following the regular meeting pursuant to 192.660(2)(i) for the purpose of reviewing and evaluating the performance of an officer, employee, or staff member. This session is closed to all members of the public except for representatives of the news media. News media is asked to contact Sheila Reed to attend sheilar@bendparksandrec.org.

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Accessible Meeting/Alternate Format Notification

This meeting location is accessible. Sign and other language interpreter service, assistive listening devices, materials in alternate format or other accommodations are available upon advance request. Please contact the Executive Assistant no later than 24 hours in advance of the meeting at sheilar@bendparksandrec.org or 541-706-6151. Providing at least 2 business days' notice prior to the meeting will help ensure availability.

BOARD AGENDA COMMUNICATION

AGENDA DATE:	October 15, 2024
SUBJECT:	Recreation Annual Report
STAFF RESOURCE:	Matt Mercer, Recreation Services Director
PREVIOUS BOARD ACTION:	None
ACTION PROPOSED:	None
STRATEGIC PLAN:	
Pillar:	Operations and Management Practices
Outcome:	Invest in services that provide the greatest community benefit while maintaining financial sustainability.

BACKGROUND

The Recreation Department produces four seasonal reports each year in order to share how the community is being served through district recreation programs and facilities. These reports, which are distributed in the board meeting packets, include ongoing metrics and trends related to facility use, program enrollment, capacity, scholarship use and financial performance.

The Recreation Department also produces an annual recreation report summarizing a full program year (September-August). These reports will include demographic information on who we are serving and strategic plan performance measurements in addition to the metrics used in the seasonal reports. Staff will provide a presentation of the annual report during the board work session.

BUDGETARY IMPACT

None

MOTION

None

ATTACHMENT

None

BOARD AGENDA COMMUNICATION

AGENDA DATE:	October 15, 2024
SUBJECT:	System Development Charge (SDC) fee schedule and ordinance update project
STAFF RESOURCE:	Kristin Toney, Administrative Services Director Michelle Healy, Executive Director Sara Anselment, Park Planner
PREVIOUS BOARD ACTION:	SDC Methodology Adoption June 4, 2019 Ordinance 12 Resolution No. 421 – Adopting a Methodology for Calculating Park System Development Charges; Resolution No. 422 – Adopting an SDC Capital Projects List; and, Resolution No. 425 – Adopting a Fee Schedule for System Development Charges
ACTION PROPOSED:	None- Work session update
STRATEGIC PLAN:	
Pillar:	Operations and Management Practices
Outcome:	A balance between caring for existing infrastructure and new development
Strategy:	Ensure the district is maintaining its adopted level of service targets

BACKGROUND

As part of midterm comprehensive plan update the district is updating its SDC project list. Galardi Rothstein Group was the consultant used in 2019 to update the district's methodology and they were also used by the city for their recent SDC methodology update. The district is again using Galardi Rothstein Group because of their familiarity with both the district's and the City of Bend's SDC Methodology. The SDC ordinance will also be reviewed for possible changes for further alignment with the city's methodology update and other clean up as necessary.

The project and tasks are summarized below:

- **SDC Analysis:** Existing acreage and facility inventories will be updated to reflect acquisitions and improvements since 2018. Future park acreage, trail mileage, and indoor recreation facility square footage will be based on BPRD's revised project list from the 2024 Comprehensive Plan Midterm Update.
- **Develop Unit Costs and SDC Schedules:** The reimbursement and improvement costs attributable to growth will be divided by the total number of people to be served, which includes future residents and nonresident visitors. Updated population and visitor

projections will reflect the 2024 Comprehensive Plan Midterm Update assumptions and other available information.

- Documentation: The updated SDC calculations and project list will be documented in a report that describes the methodological steps and assumptions used to determine the SDC-eligible project costs and fee schedule. The report will include the updated project list and maximum-allowable fee schedule as appendices.
- Review BPRD's SDC ordinance: The existing ordinance will be reviewed for housekeeping and other changes needed to align with any needed clarification and evolving legal requirements.

Findings will be reviewed with the board beginning in late December and early January for board approval, prior to the FY2025-2026 fee setting.

BUDGETARY IMPACT

The SDC Fee Schedule has impacts on future SDC fee revenues and the funding available for SDC eligible projects in the district's adopted Capital Improvement Plan.

STAFF RECOMMENDATION

None

MOTION

None

ATTACHMENTS

None

October 1, 2024

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<https://www.bendparksandrec.org/about/board-meeting-videos/>

Nathan Hovekamp

Kathleen Hinman, Director of Human Resources

None

Mr. Mercer introduced the Bend FC staff attending the meeting and provided an update on the club's turf field project, detailing the timeline from 2012 to the projected completion in 2025. Ms. Johnson spoke about the project team and outlined the roles of each team member. She described the expansion plan for the Pine Nursery Park, which includes two new turf fields, spectator seating, training areas, a futsal court, and storage facilities. She mentioned that phase one has been completed and outlined phase two, which includes new turf fields, spectator seating, accessible paths, ball control fencing, and a storage building. The remaining features will be part of phase three. Ms. Johnson also discussed the landscape plan, emphasizing adherence to district standards, the use of native materials, and the preservation of natural areas. She noted that the storage building and fencing will be designed to match existing structures.

Mr. Price then reviewed the turf and safety features, highlighting Elite Turf's Complete Power System as one of the top sports innovations of 2020. He explained that the ProPlay protective pad enhances field performance while reducing player fatigue and injuries. He also noted that the lighting will be certified as Dark Sky compliant. Mr. Price discussed the funding sources for the project and explained the motivation behind it, including meeting existing needs, accommodating growth, fostering partnerships, improving the quality of the Bend FC Annual Tournament and other events, and positioning Bend as a viable venue for college soccer combines.

The board inquired about the inclusion of shade trees for players and spectators. Ms. Johnson confirmed that 25 trees will be added to the project to provide shade. The board also asked about field availability. Mr. Price explained that community members can check the Bend FC website for field schedules and availability. When not in use by the club, the fields will be open for public use, and this information is linked on the district's website. Regarding additional parking, the number of trees to be removed, and restroom facilities, Ms. Johnson responded that no additional parking will be added, 35 trees will be removed and replaced by 25 new ones, and portable restrooms will be provided.

The board expressed concerns about the turf getting too hot in the sun. The presenters assured them that the selected product helps reduce surface heat.

Ms. Johnson concluded by stating that the project is expected to begin in the spring of 2025.

2. Park Rules and Regulations Update – *Julie Brown and Joel Lee*

Ms. Brown reported that staff is in the process of updating the rules and regulations, noting that the last update was in September 2018. She explained that revisiting the rules is necessary to address current issues and anticipate future needs.

The update process includes:

- Researching other entities and districts
- Drafting the updated rules and regulations
- Meeting with staff for input
- Reviewing the draft with legal experts
- Consulting with law enforcement partners
- Bringing the draft to the board for adoption

Mr. Lee reviewed the next steps:

- Receiving feedback from legal counsel
- Sharing the draft with Bend Police
- Initiating the ordinance adoption process
- Updating the BPRD website and educating park patrons on the changes

Mr. Lee noted that while there won't be drastic changes, the updates will include new rules for e-bikes and other rolling devices, which have become problematic in parks and on trails. Changes will also address restroom usage with time and occupancy limits and provide clarity on rules such as dogs on

leashes, district parking lot use and firearms on district property. There will be reorganized categories, added definitions, and enforcement details for consistency and clarity.

Ms. Brown discussed the levels of exclusion for rule violations, stating that the new rules will have four categories of exclusion periods: 30 days, 90 days, six months, and one year. She added that the appeal process will also be better defined.

Director Hovekamp asked about the board's role in the update process. Ms. Brown clarified that while she and Mr. Lee will keep the board informed, they will rely on legal evaluation for guidance. Executive Director Healy emphasized the importance of legal counsel but added that staff wanted to provide the board with a high-level update and hear any concerns regarding the proposed changes.

Ms. Brown outlined the adoption process:

- Legal review
- Board review and input
- Public readings at two board meetings
- Board vote for adoption
- Recording at the County Clerk's office

The board expressed general support for flexibility in extending exclusions beyond one year for repeat violations.

3. Comprehensive Plan Draft Review— *Sara Anselment*

Ms. Anselment acknowledged staff members that helped her to put the plan together. She explained the comprehensive plan as a living document that requires an update mid-way through and allows the district to respond to changing community needs. She listed the several board updates that began a year ago with the goal of adopting the plan late 2024.

She listed the key elements of the update:

- Vision, Mission, Community Pledge, and Values, matching these to the Strategic Plan
- Population and demographics
- Policies, one policy was updated
- Maps for existing parks and trail facilities
- Park and trail inventory
- Community Needs Survey and the Needs/Unmet Needs Analysis were added
- Level of service analysis, this calculates the number of trails and miles needed by 2028 to meet targets
- Park Search Area, Trail Plan and Planned Projects maps
- Project list

She summarized the changes and the added projects including parks, trails and a park search area. She reviewed the three crossings that were removed from the plan, stating that one was completed and two are not supported by the city.

Next steps:

- Currently making final edits
- Assembling the appendices
- Last chance for comment
- Tentative adoption October 15th

Director Schneider asked about district coordination with the city, Ms. Anselment said a new policy was added and two others were amended that encourages staff level coordination with development code and policies related to the city's comprehensive plan and transportation plan.

Director Schneider asked about the district's target percentages for meeting priority needs. Ms. Anselment noted that achieving 80% community satisfaction is a practical target, as reaching 100% is unlikely. Executive Director Healy mentioned that these targets were set by the board years ago and have remained consistent.

The board discussed how survey results on community needs align with project priority levels, specifically mentioning the proposed westside recreation facility. Ms. Anselment clarified that while priorities guide decisions, they do not account for every factor. She said some projects may be better suited for partnerships or alternative approaches. She added that the CIP project list is reviewed annually for potential reprioritization. Executive Director Healy stated that the recreation facility would require additional discussion, which could be scheduled for a future meeting.

The board provided feedback on various projects in the plan and made suggestions for the next Comprehensive Plan update.

Director Owens requested detailed data on the exact miles and acres owned by the district. Mr. Stroud expressed confidence in the reported acreage figures and noted improvements in trail data, though some inconsistencies exist between level of service and maintained trails.

Director Hovekamp commented on the district's values, suggesting revisions to the concept of "collaboration" and directing staff to refine this language. He also recommended additional level of service (LOS) metrics on recreational facilities for the next update in five years. Expressing concerns about the financial impact of the Mirror Pond dredging, he proposed removing the word "commitment" from references to the dredge. Executive Director Healy agreed with this change.

Director Barram acknowledged the equity mapping tool as a valuable resource for guiding project priorities and expressed her appreciation for its role in planning.

Executive Director Healy reminded the board that this is an update to the Comprehensive Plan and the comprehensive plan still exists and has more details that do not show up on the update. Director Owens requested the city boundary noted on the maps provided in the update for reference. Executive Director Healy explained the district has some properties outside of the city boundaries and spoke about the challenges of annexation of nearby properties to the parks.

CONSENT AGENDA

1. Minutes: 9/17/2024
2. Drake Park bank and trail improvement CMGC contract review

Director Hovekamp made a motion to approve the consent agenda. Director Schoen seconded. The motion was approved unanimously, 5-0.

EXECUTIVE DIRECTORS REPORT

Executive Director Healy spoke about the following

- The district received the Government Finance Officers Award for Budgeting and congratulated the finance team.
- Little Fawn Park is almost complete and should open by mid to late October. No formal celebration is planned due to limited parking.
- The NRPA Conference is next week, with staff and some board members attending.
- Water features in parks have been shut down, and seasonal staff will finish up this month.
- The MOU for the pickleball project has been signed.
- Architectural work has begun with the Boys and Girls Club, with discussions on a lease amendment underway.
- The board report includes a summary of the Rose property within the planning report, she mentioned there will be a public hearing in November for the zoning change.

REPORTS

CALENDAR

GOOD FOR THE ORDER

- Director Schneider thanked the comp plan team for the report and gave congratulations to the art programs for their continued growth and providing that type of opportunity for the kids in our community. That's just tremendous. So thank you for everybody that orchestrated that as well.
- Director Schoen said she is looking forward the annual recreation update at the next meeting.
- Director Owens congratulated the summer recreation staff on their programs
- Director Barram said she attended the Bend Central District Initiative Open House, where she gathered insights on future plans and appreciated the partnership involved. She highlighted ongoing wildfire assessments for parks and facilities and mentioned plans to review Executive Director Healy's goals at an upcoming meeting. She also spoke about the coordination with city staff and electeds to prepare for the October 29 meeting with the City of Bend.

ADJOURN: 8:11 pm

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Jodie Barram, Chair

Donna Owens, Vice-Chair

Deb Schoen

Cary Schneider

Nathan Hovekamp

BOARD AGENDA COMMUNICATION

AGENDA DATE:	October 15, 2024
SUBJECT:	2024-2029 Strategic Plan Adoption
STAFF RESOURCE:	Rachel Colton, Park Planner Kristin Toney, Administrative Services Director Kelsey Schwartz, Planning and Property Specialist
PREVIOUS BOARD ACTION:	Jan 16, 2024: 2024 Strategic Plan Development Approach March 18, 2024: Board SWOT Analysis Sept 17, 2024: Draft 2024-2029 Strategic Plan
ACTION PROPOSED:	2024-2029 Strategic Plan Adoption
STRATEGIC PLAN:	N/A

BACKGROUND

The district's strategic plan provides the framework for how the district will serve the community and its staff through internal operations over a defined period of time. District staff reviewed the draft 2024-2029 Strategic Plan at the September 17 board meeting, and provided the opportunity for feedback on the plan by the board and public. Changes to the plan have been made based upon feedback received, and the redlines of these changes are available in attachment A of this report. No changes to the plan layout or graphics have been made since the board reviewed the draft plan. The updated draft plan is included as attachment B of this report.

The draft plan is intentionally succinct to make it approachable to staff and the public alike, while including the key details and guidance necessary to help the district achieve its goals in the years to come. Unlike the last plan, the draft plan does not include actions or performance measures, rather those will be developed by the leadership team as part of plan implementation in order to maintain flexibility in the plan and its implementation.

During the board meeting, staff will provide an overview of the minor changes to the plan since the September 17 board meeting.

BUDGETARY IMPACT

None, however, once approved the Strategic Plan will guide the district's future investments in a variety of key focus areas.

STAFF RECOMMENDATION

Staff recommends that the board adopt the 2024-2029 Bend Park and Recreation District Strategic Plan.

MOTION

I move to adopt the 2024-2029 Bend Park and Recreation District Strategic Plan.

ATTACHMENTS

- A. Draft Plan text changes redline
- B. 2024-2029 Strategic Plan

2024-2029 Strategic Plan – Draft Plan Edits

Edits context

The following edits are a result of feedback from both staff and the board. No public feedback was received on the draft plan. These changes are reflected in the current draft of the 2024-2029 Strategic Plan dated October 7, 2024, and applicable page references are included below.

Acknowledgements (Plan page 3)

Michelle Healy, Executive Director
 Don Horton, Executive Director (*Outgoing*)
 Kristin Toney, Administrative Services Director
 Julie Brown, Community Engagement Director
[Kathleen Hinman, Human Resources Director](#)
 Theresa Albert, Human Resources Director (*Outgoing*)
 Sasha Sulia, Park Services Director
 Brian Hudspeth, Planning & Development Director
 Matt Mercer, Recreation Services Director

Vision, Mission, Community Pledge, Values (Plan page 5)

Our Vision

To be a leader in building a community connected to nature, active lifestyles and one another.

Our Mission

To strengthen community vitality and foster healthy, enriched lifestyles through parks, trails and recreation.

Community Pledge

To reflect our community, welcome and serve equitably, and operate with transparency and accountability.

We Value

- **Community** by interacting ~~and collaborating~~ in a responsive, considerate and efficient manner to create positive patron experiences and impact in the community.
- **Inclusion** by reducing physical, social and financial barriers to our programs, facilities and services, and making them more equitable for all.

- **Safety** by promoting a safe and healthy environment for all who work and play in our parks, trails, facilities and programs.
- **Staff** by honoring the diverse contributions of each employee and volunteer, and recognizing them as essential to accomplishing our mission.
- **Sustainability** by fostering a balanced approach to fiscal, environmental and social assets to support the health and longevity of the district, the environment and our community.

Planning and Engagement Process (Plan page 6)

This intentional and flexible plan was developed through a comprehensive process that was driven by data, and staff, board and community feedback. Key elements of plan development include:

- **Data Review:** Having a solid foundation was critical to the development of this plan. In order to ensure the plan was informed by relevant data, the team reviewed a dozen data sources, including, but not limited to the current Strategic Plan, 2018 Comprehensive Plan, 2022 Community Perception Survey, 2022 Employee Survey, 2022/2023 Recreation Annual Report, 2023 Community Needs Assessment Survey, applicable district policies, Diversity Equity and Inclusion (DEI) Action Plan, and the district's mission, vision and values.
- **Staff and Board Engagement:** Given the internal facing nature of this document, extensive staff and board engagement was a critical element of plan development. This included the opportunity for all staff members to take a survey to provide feedback on the district's strengths, weaknesses, opportunities and threats (SWOT), as well as focus groups with the board, executive team and leadership team to discuss this same topic. This engagement included numerous focus groups to ~~help get reach~~ alignment around the key strengths, weaknesses, opportunities and threats of the district, which ultimately played a critical role in the development of key plan elements. The entirety of staff was kept engaged as the process progressed through regular email updates and feedback opportunities.
- **Draft Plan Development:** The draft plan was developed and reviewed internally before ~~it was posted to the district's website for public and board review. -review and feedback by the~~ The district's board ~~at a provided feedback on the plan at a~~ publicly noticed meeting ~~to provide the where the~~ community ~~also had~~ the opportunity to provide feedback ~~as well~~. The plan was finalized after consideration of all feedback and relevant plan updates.

Guide to the Strategic Plan (Plan page 8)

The key elements of this strategic plan are the foundational priorities, goals and strategies. ~~These elements were developed based upon internal and external data review, and staff and board engagement.~~ They exemplify what is important to the district, what we are trying to achieve as we look towards the future, and how we will achieve it.

Definition of Terms:

Priorities- key focus area in which the district will invest time, energy and resources.

Goals - outcomes intended to result from the district's dedication of resources, attention, and effort to help achieve a desired future state.

Strategies – define where the district will focus our efforts to achieve ~~directed courses of action to achieve the established~~ established goals.

Team Priority (Plan pages 10-11)

- Attract and retain qualified employees at staffing levels that support ~~our~~ desired service levels
 - Align recruitment, on-boarding and retention practices with the desired needs, work experiences and work practices of employees
 - Build staffing plans to maintain the desired level of service
 - Be competitive with other employers' wages and benefits
- Foster a workforce that is heard, informed, involved and valued
 - Continue to develop a collaborative and welcoming work culture across departments and between all levels of the organization
 - Offer diverse recognition and appreciation programs
- Invest in the growth and development of all district employees
 - Support a culture of learning and growing by providing support for staff to access training
 - Provide opportunities for employees to contribute in areas beyond their daily activities, and advance in the organization
- Support the well-being and safety of all district employees
 - Keep up with changing workforce needs and adapt how the district works to enhance employee experiences
 - Identify opportunities to enhance a welcoming, safe and inclusive work environment

Service Priority (Plan page 12)

- Maintain quality, clean and safe parks, trails and facilities
 - Take care of what we have by prioritizing investment in existing assets
 - Develop and use data and best practices to increase work efficiency, and use benchmarks to track progress over time
- Support the recreational needs of ~~a~~ growing and evolving community through programming, parks, trails and facilities
 - Maintain adopted levels of service targets for parks, trails and facilities
 - Monitor and adapt programming to meet community needs
- ~~Balance~~ Steward fiscal resources, and further environmental and social sustainability
 - Use financial modeling and other planning tools to holistically evaluate, plan and forecast ~~maintenance needs, operational funding and replacement~~ necessary expenditures for system expansion, operations and maintenance.
 - Continue efforts to be responsible stewards of the natural environment and evaluate and identify opportunities to respond to changing environmental conditions
 - Provide opportunities for building community connections and foster belonging

Plan Implementation (Plan page 14)

This plan is intentionally broad and adaptable, in order to support creativity and allow for changing conditions. It does not include actions or performance measures, which are intended to be developed as

part of plan implementation. These actions should align not only with the goal and strategies within the plan, but also the district's budget and staff workloads. Identified actions are intended to not just be a box to check off. They should be something that truly moves the needle in helping the district meet its identified goals. ~~Development of the actions will be part science and part art.~~

The district's leadership team will be responsible for development and completion of actions, in partnership with the strategic planning team. The recommended process for plan implementation is illustrated on the following page. The first year of this process will be unique given that no actions have been developed to date.

In addition to the quarterly leadership team meetings identified on the next page, action specific meetings may occur as necessary to help facilitate completion of action items. The intent of the Annual Strategic Plan Cycle graphic is to illustrate the broad scope of what the leadership team will address at each of the quarterly meetings.

To help the district track progress towards achieving goals identified within the plan, pPerformance measures ~~are a tool to help the district track progress towards achieving goals identified within the plan~~ will be refined, developed and tracked. The district currently has a total of 14 performance measures that were developed as part of the 2019-2024 Strategic Plan, which will be re-evaluated as part of the implementation of this Strategic Plan. As part of the quarterly leadership team meetings, the Strategic Plan team will present opportunities for adding, removing and changing existing performance measures to better align with this Strategic Plan. Performance measure updates will be provided to the board annually at the board workshop.



DRAFT

2024 - 29 strategic plan

BEND PARK & RECREATION DISTRICT

Bend, Oregon | bendparksandrec.org

DRAFT: October 7, 2024

play for life



INTRODUCTION

Acknowledgements 3

Executive Summary 4

Vision, Mission, Community Pledge & Values..... 5

PLANNING & ENGAGEMENT

Planning & Engagement Process 6

SWOT Analysis..... 7

PRIORITIES, GOALS & STRATEGIES

Guide to the Strategic Plan 8

Priorities 9

Team Priority.....10 - 11

Service Priority 12

Community Priority 13

PLAN IMPLEMENTATION

Plan Implementation.....14

Annual Plan Cycle.....15



ACKNOWLEDGEMENTS

BOARD OF DIRECTORS: 2024-25

Jodie Barram, Board Chair
Donna Owens, Vice Chair
Nathan Hovekamp
Cary Schneider
Deb Schoen

EXECUTIVE TEAM

Michelle Healy, Executive Director
Don Horton, Executive Director (*Outgoing*)
Kristin Toney, Administrative Services Director
Julie Brown, Community Engagement Director
Kathleen Hinman, Human Resources Director
Theresa Albert, Human Resources Director (*Outgoing*)
Sasha Sulia, Park Services Director
Brian Hudspeth, Planning & Development Director
Matt Mercer, Recreation Services Director

STRATEGIC PLAN PROJECT TEAM

Rachel Colton, Park Planner,
Strategic Plan Project Manager
Kristin Toney, Administrative Services Director
Kelsey Schwartz, Planning & Property Specialist
Colleen McNally, Marketing Manager

DISTRICT STAFF

More than 200 district staff members participated in and contributed to the development of the Strategic Plan.

BEND PARK & RECREATION DISTRICT

799 SW Columbia St., Bend, Oregon 97702
phone: 541-389-7275
email: info@bendparksandrec.org
website: bendparksandrec.org

For more on the
2024-29 Strategic Plan,
visit [bendparksandrec.org/
strategicplan](http://bendparksandrec.org/strategicplan)





strategic plan

EXECUTIVE SUMMARY

Planning for the future of Bend Park and Recreation District is one of the most important things we can do to assure that the resources we are entrusted to manage are of maximum benefit to our community and visitors.

The Bend Park and Recreation District’s Strategic Plan guides our organization on how to best bring our mission and values to life for the next five years (Fiscal Year 2024-25 to Fiscal Year 2028-29). As we embark on this next strategic journey, our focus remains on leveraging our strengths, addressing weaknesses, capitalizing on opportunities, and navigating potential threats in sustainable ways to enable us to be the most efficient and effective organization.

The Strategic Plan is an internally focused document that identifies our vision, mission, community pledge, organizational values and the strategies to help us achieve our identified strategic goals. It is used to help inform our long-range plans and budgets, and will be used by staff in their day-to-day operations, decision-making, and long-term planning.

This plan is more than a guide; it is a testament to our dedication to providing recreational services, maintaining and growing our parks and trails, and fostering a sense of community connection and pride. With the next five years of growth and change ahead, we remain confident that we have a talented, dedicated and enthusiastic team in position to provide amazing parks, trails, facilities, recreation programs, and events that will help Bend residents and visitors play for life.



our vision

To be a leader in building a community connected to nature, active lifestyles and one another.

our mission

To strengthen community vitality and foster healthy, enriched lifestyles through parks, trails and recreation.

community pledge

To reflect our community, welcome and serve equitably, and operate with transparency and accountability.



we value

COMMUNITY by interacting in a responsive, considerate and efficient manner to create positive patron experiences and impact in the community.

INCLUSION by reducing physical, social and financial barriers to our programs, facilities and services, and making them more equitable for all.

SAFETY by promoting a safe and healthy environment for all who work and play in our parks, trails, facilities and programs.

STAFF by honoring the diverse contributions of each employee and volunteer, and recognizing them as essential to accomplishing our mission.

SUSTAINABILITY by fostering a balanced approach to fiscal, environmental and social assets to support the health and longevity of the district, the environment and our community.

planning & engagement process

This intentional and flexible plan was developed through a comprehensive process that was driven by data, and staff, board and community feedback. Key elements of plan development include:

DATA REVIEW: Having a solid foundation was critical to the development of this plan. In order to ensure the plan was informed by relevant data, the team reviewed a dozen data sources, including, but not limited to the current Strategic Plan, 2018 Comprehensive Plan, 2022 Community Perception Survey, 2022 Employee Survey, 2022/2023 Recreation Annual Report, 2023 Community Needs Assessment Survey, applicable district policies, Diversity Equity and Inclusion (DEI) Action Plan, and the district's mission, vision and values.

STAFF & BOARD ENGAGEMENT: Given the internal facing nature of this document, extensive staff and board engagement was a critical element of plan development. This included the opportunity for all staff members to take a survey to provide feedback on the district's strengths, weaknesses, opportunities and threats (SWOT), as well as focus groups with the board, executive team and leadership team to discuss this same topic. This engagement included numerous focus groups to reach alignment around the key strengths, weaknesses, opportunities and threats of the district, which ultimately played a critical role in the development of key plan elements. The entirety of staff was kept engaged as the process progressed through regular email updates and feedback opportunities.

DRAFT PLAN DEVELOPMENT: The draft plan was developed and reviewed internally before it was posted to the district's website for public and board review. The district's board provided feedback on the plan at a publicly noticed meeting where the community also had the opportunity to provide feedback. The plan was finalized after consideration of all feedback and relevant plan updates.

217

Employee
survey
responses

6

Executive Team
focus group
meetings

3

Board of
Directors
meetings

2

DEI
Committee
meetings

12

Documents/
community
survey results
reviewed

5

Leadership
Team
focus group
meetings

strengths

- **ASSETS** – well maintained parks, trails and facilities
- **COMMUNITY SUPPORT** – positive reputation
- **FUNDING** – dedicated funding and fiscally responsible
- **PROGRAMMING** – diverse and high-quality offerings
- **STAFF** – talented, dedicated, passionate and knowledgeable

weaknesses

- **COMMUNICATION** – internal and external
- **FACILITY/PROGRAM CAPACITY** – high demand/use
- **STAFF CAPACITY** – high workloads
- **STAFFING & STAFF TURNOVER**
- **WAGES/BENEFITS** – be competitive and recognize cost of living

SWOT Analysis

A Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis is a method that yields data to help organizations develop goals and strategies to meet their objectives, improve efficiency and fulfill their missions. The analysis was a key part of our plan's development. Each SWOT element received more than 300 individual comments which were distilled to the five bullets shown here, exemplifying the key messages heard.

opportunities

- **CHANGING COMMUNITY/WORKFORCE DEMOGRAPHICS**
- **FUNDING OPTIONS** – more grants and alternative funding
- **MAINTAIN** – take care of assets and protect natural resources
- **PARTNERSHIPS** – expand and enhance partnerships
- **PROGRAM & ASSET FOCUSED EXPANSION** – expand in key areas

threats

- **AFFORDABILITY** – for the district, its employees and the community
- **CLIMATE** – ice storms, high heat, poor air quality and fires
- **COMPETITION FOR DISTRICT FUNDING & STAFF**
- **CRIME & MISBEHAVIOR**
- **RAPID POPULATION GROWTH & DEVELOPMENT**



guide to the strategic plan

The key elements of this strategic plan are the foundational priorities, goals and strategies. They exemplify what is important to the district, what we are trying to achieve as we look towards the future, and how we will achieve it.

priorities

Key focus area in which the district will invest time, energy and resources.

goals

Outcomes intended to result from the district's dedication of resources, attention, and effort to help achieve a desired future state.

strategies

Define where the district will focus our efforts to achieve established goals.





priorities

Throughout the strategic planning process, a theme of priorities became clear. These priorities are the key focus areas that will help us achieve our long-term vision, and where we will invest time, energy and resources.

These are the areas in which the district will invest time, energy, and resources.

team
service
community



Attachment B Strategic Plan



Bend Park & Recreation District 2024 - 29 Strategic Plan



priorities, goals and strategies

team

GOAL 1: Attract and retain qualified employees at staffing levels that support desired service levels

STRATEGIES:

- a. Align recruitment, on-boarding and retention practices with the desired needs, work experiences and work practices of employees
- b. Build staffing plans to maintain the desired level of service
- c. Be competitive with other employers' wages and benefits

GOAL 2: Foster a workforce that is heard, informed, involved and valued

STRATEGIES:

- a. Continue to develop a collaborative and welcoming work culture across departments and between all levels of the organization
- b. Offer diverse recognition and appreciation programs



priorities, goals and strategies

team

GOAL 3: Invest in the growth and development of all district employees

STRATEGIES:

- a. Support a culture of learning and growing by providing support for staff to access training
- b. Provide opportunities for employees to contribute in areas beyond their daily activities, and advance in the organization

GOAL 4: Support the well-being and safety of all district employees

STRATEGIES:

- a. Keep up with changing workforce needs and adapt how the district works to enhance employee experiences
- b. Identify opportunities to enhance a welcoming, safe and inclusive work environment



priorities, goals and strategies

service

GOAL 1: Maintain quality, clean and safe parks, trails and facilities

STRATEGIES:

- a. Take care of what we have by prioritizing investment in existing assets
- b. Develop and use data and best practices to increase work efficiency, and use benchmarks to track progress over time

GOAL 2: Support the recreational needs of an evolving community through programming, parks, trails and facilities

STRATEGIES:

- a. Maintain adopted levels of service targets for parks, trails and facilities
- b. Monitor and adapt programming to meet community needs

GOAL 3: Steward fiscal resources, and further environmental and social sustainability

STRATEGIES:

- a. Use financial modeling and other planning tools to holistically evaluate, plan and forecast necessary expenditures for system expansion, operations and maintenance
- b. Continue efforts to be responsible stewards of the natural environment and evaluate and identify opportunities to respond to changing environmental conditions
- c. Provide opportunities for building community connections and foster belonging



priorities, goals and strategies

community

GOAL 1: Deliver positive patron and community experiences by offering services that are accessible, responsive to patron feedback, and welcoming to all

STRATEGIES:

- a. Develop and redevelop parks, trails and facilities to ensure they are welcoming and inclusive
- b. Plan and create welcoming, inclusive, safe and accessible opportunities and programs that address barriers to participation

GOAL 2: Expand and leverage collaborations to increase impact

STRATEGIES:

- a. Dedicate resources to seek grant and alternative funding opportunities to support priorities
- b. Strategically align with partners that enhance the district's efforts



plan implementation

This plan is intentionally broad and adaptable, in order to support creativity and allow for changing conditions. It does not include actions or performance measures, which are intended to be developed as part of plan implementation. These actions should align not only with the goal and strategies within the plan, but also the district's budget and staff workloads. Identified actions are intended to not just be a box to check off. They should be something that truly moves the needle in helping the district meet its identified goals.

The district's leadership team will be responsible for development and completion of actions, in partnership with the strategic planning team. The recommended process for plan implementation is illustrated on the following page. The first year of this process will be unique given that no actions have been developed to date.

In addition to the quarterly leadership team meetings identified on the next page, action specific meetings may occur as necessary to help facilitate completion of action items. The intent of the Annual Strategic Plan Cycle graphic is to illustrate the broad scope of what the leadership team will address at each of the quarterly meetings.

To help the district track progress towards achieving goals identified within the plan, performance measures will be refined, developed and tracked. The district currently has a total of 14 performance measures that were developed as part of the 2019-2024 Strategic Plan, which will be re-evaluated as part of the implementation of this Strategic Plan. As part of the quarterly leadership team meetings, the Strategic Plan team will present opportunities for adding, removing and changing existing performance measures to better align with this Strategic Plan. Performance measure updates will be provided to the board annually at the board workshop.

ANNUAL STRATEGIC PLAN CYCLE

FALL

Develop actions and identify champions to lead work for each strategy. After year one, the team will report on action item status, and re-evaluate and add/remove actions as necessary.

SUMMER

Discuss action item progress and amend actions as necessary. Prepare for Strategic Plan action item update during board work session.

WINTER

Report on action item progress and amend actions as necessary. Evaluate existing performance measures and consider new ones. Prepare for Strategic Plan update at annual board workshop.

SPRING

Report on action item progress and finalize any action item changes.



**The future is not
some place we are going to,
but one we are creating.**

**~ John Schaar,
American Political Theorist**

play for life

BOARD AGENDA COMMUNICATION

AGENDA DATE:	October 15, 2024
SUBJECT:	Approve Amendment to Professional Services Contract for McKay, Miller's Landing and Columbia Parks River Access Project
STAFF RESOURCE:	Ian Isaacson, Project Manager
PREVIOUS BOARD ACTION:	<p>November 2, 2021 – Board adopted the Deschutes River Access & Habitat Restoration Plan</p> <p>January 17, 2023 - Project Update and Professional Services Contract Amendment #1 approval</p> <p>March 21, 2023 – Initial Concept Design approval</p> <p>July 18, 2023 – Professional Services Contract Amendment #2 approval</p> <p>September 5, 2023 - Approved Preferred Concepts and Implementation Prioritization</p> <p>July 2, 2024 - Professional Services Contract Amendment #5 approval</p>
ACTION PROPOSED:	Approve Amendment #8 to Professional Services Contract with ESA
STRATEGIC PLAN:	
Pillar:	Operations and Maintenance
Outcome:	Be a local leader in environmental stewardship
Strategy:	Improve efforts to be responsible stewards of the natural environment

BACKGROUND:

In March 2022, the district hired Environmental Science Associates (ESA) to provide the necessary planning, design and engineering services for the McKay, Miller's Landing and Columbia Parks River Access project. The original professional services agreement included data collection, site survey, analysis and other necessary reconnaissance to allow for the development of initial conceptual level design alternatives, renderings, cost estimates and permitting analysis at each of the project locations.

Amendment #1 through #7 cover necessary contract adjustments to take the design package through final construction document development and permitting.

Proposed Amendment #8 to the ESA professional services contract covers technical support necessary for the construction administration portion of the design. This is the final phase of the design work for this project.

BUDGETARY IMPACT

The current funding allocation for the McKay, Miller's Landing and Columbia Parks River Access Project in the 2025-2029 Capital Improvement Plan is \$569,470 in property tax revenue and alternative funding sources. The current contracted amount for design services is \$479,696, with a remaining design contingency of \$6,970.

The cost for amendment #8 is \$47,088, bringing the total contracted amount for design services to \$526,784. Fees for amendment #8 are estimated not to exceed, and only actual hours and expenses will be billed. With the current remaining design contingency of \$6,970, the total board approved design budget will now be \$533,754.

STAFF RECOMMENDATION

Staff recommends that the board approve contract amendment #8 with ESA, for construction phase services and technical support during construction of the access and restoration improvements at Miller's Landing Park.

MOTION

I move to authorize the executive director to negotiate and execute amendment #8 to the contract with Environmental Science Associates for the McKay, Miller's Landing and Columbia Parks River Access Project in an amount not to exceed \$47,088 for a revised total design budget not to exceed \$533,754.

ATTACHMENTS

None

BOARD AGENDA COMMUNICATION

AGENDA DATE:	October 15, 2024
SUBJECT:	Miller's Landing Access Project Construction Contract Award
STAFF RESOURCE:	Jason Powell, Construction Manager
PREVIOUS BOARD ACTION:	<p>November 2, 2021 – Board adopted the Deschutes River Access & Habitat Restoration Plan</p> <p>March 21, 2023 – Initial Concept Design approval</p> <p>September 5, 2023 – Approve Preferred Concepts and Implementation Prioritization for the McKay, Miller's Landing, and Columbia Parks River Access Project</p> <p>March 5, 2024 – Resolution Local government Grant Program – Miller's Landing Access and Restoration Project</p>
ACTION PROPOSED:	Award Construction Contract
STRATEGIC PLAN:	
Pillar:	Operations and Management Practices
Outcome:	A balance between caring for existing infrastructure and new development
Strategy:	Ensure the district is maintaining its adopted level of service targets

BACKGROUND

Miller's Landing Park is a 4.5-acre community park and one of 16 district-owned or managed parks along the Deschutes River. The park was acquired in 2011 and developed in 2014. The park includes two river access points. Access point 1 includes a boardwalk, which is difficult to use for river access and does not provide water access for individuals with mobility needs. Access point 2 is downstream from access point 1, is not improved and suffers from significant erosion. The district's 2021 Deschutes River Access and Habitat Restoration Plan (River Plan), which is the guiding document for access and restoration improvements at district owned and managed facilities along the Deschutes River, identified a high priority project (project #21) at Miller's Landing Park to improve the existing access points and restore habitat. To date, this project has been discussed collectively with river access improvements at McKay and Columbia parks. Millers Landing Access Project became a stand-alone project in the FY25-29 Capital Improvement Plan.

On August 22, 2024, the district advertised the Miller's Landing Access Project as a lump sum bid. A mandatory pre-bid meeting was held for all prospective bidders on September 9, 2024. Bids were opened and read on September 19, 2024.

The following three bids were received:

Deschutes Construction Corporation:	Base Bid: \$1,134,292.00
Cascade Civil Corporation:	Base Bid: \$1,269,749.00
Mountain Sky, Inc.:	Base Bid: \$1,390,734.35

The lowest bid was Deschutes Construction Corporation in the amount of \$1,134,292.

BUDGETARY IMPACT

The district's adopted 2025-2029 Capital Improvement Plan (CIP) allocates \$1,325,000 for the Miller's Landing Access Project– which consists of reimbursement fees from System Development Charges (SDC), donated funds from the Hoffart Foundation and several grants. Of this amount the district has budgeted \$1,231,500 for construction. By accepting the low bid of \$1,134,292 plus approving a contingency of \$97,208 for construction of Miller's Landing Access Project, this will leave available the remaining \$93,500 for other owner costs.

STAFF RECOMMENDATION

Staff recommends that the board award a construction contract to the low bidder, Deschutes Construction Corporation, for a total contract amount of \$1,134,292. Staff further recommends the board approve a contingency of \$97,208, for a total construction budget not to exceed \$1,231,500.

MOTION

I move to authorize the executive director to award a construction contract to Deschutes Construction Corporation, for construction of the Miller's Landing Access Project for a total amount of \$1,134,292, and to approve an additional construction contingency of \$97,208, for a total construction budget not to exceed \$1,231,500.

ATTACHMENT

None

**Board Calendar
2024-2025**

**This working calendar of goals/projects is intended as a guide for the board and subject to change.*

OCTOBER 22 – Photos 3:30

OCTOBER 29 Joint meeting with the City 4 pm

NOVEMBER 5 – Canceled

NOVEMBER 19

WORK SESSION

- Community Sponsored Projects Update – *Rachel Colton (20 min)*
- Consider proposed Lease Amendment with Boys and Girls Club – *Kristin Toney (30min) tentative*

CONSENT

- Approve Lease Amendment with Boys and Girls Club – *Kristin Toney*
- Approve Resolution No. XX Budget Appropriation Transfer Between Administration and Community Engagement categories– *Kristin Toney*
- Approve Contract Amendment with Trident Services- *JoAnna Edwards*

BUSINESS SESSION

- Approve Comprehensive Plan Update – *Sara Anselment (20 min)*

REPORTS

- 1st Quarter Admin Report

DECEMBER 3

WORK SESSION

- Sports field maintenance program – *Mike Duarte and Clay Pendergrass (20 min)*

BUSINESS SESSION

- Approve Manzanita Ridge construction contract – *Jason Powell (15 min)*

DECEMBER 17

WORK SESSION

- SDC Project List and Ordinance update- *Kristin Toney and Deb Galardi (45 min)*

BUSINESS SESSION

- Annual Comprehensive Financial Report and Audit – *Eric Baird and Audit Firm (30 min)*

Future Topics

SDC Waivers

Park Services Report: Hardsurface Program – *Alan Adams and Jason Monaghan (15 min)*

Website Update/Data Sharing – *Julie Brown*

IGA with NUID for canal trail – *Henry Stroud*

Approve SE Neighborhood Park Purchase and Sale Agreement – *Henry Stroud (20 min)*

DEI Update – *Bronwen Mastro*

Approve Exclusion Policy – *TBD (30 min)*

First Reading Park Rules and Regulation Ordinance – *TBD (30 min)*

Second reading of Park Rules

Placer AI presentation – *Henry Stroud*

Foundation Update – *Kim Johnson*

Fish Passage Update – *Kris Knight*