

Bend Metro Park & Recreation District

December 16, 2025

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 through parks, trails and recreation.

Our 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.



District Office

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

to 3 minutes or less. If there are questions, follow up will occur after the meeting. Thank you for your involvement.

WORK SESSION

1. Optimize Play – *Kristin Toney (15 min)*
2. LOS Indoor Recreation – *Matt Mercer (40 min)*

CONSENT AGENDA

1. Codify HR Policies

BUSINESS SESSION

1. Annual Comprehensive Financial Report and Audit – *Eric Baird and Audit Firm (30 min)*
2. Approve Boyd Acres Shop construction contract – *Bronwen Mastro (15 min)*
3. Authorization to Amend Lease for Bend FC Ground Lease – *Matt Mercer (10 min)*

EXECUTIVE DIRECTOR'S REPORT

BOARD MEETING SUMMARY – 11/18/2025

BOARD MEETINGS CALENDAR

GOOD OF THE ORDER

ADJOURN

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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:	December 16, 2025
SUBJECT:	Optimize Play Initiative
STAFF RESOURCE:	Kristin Toney, Administrative Services Director
PREVIOUS BOARD ACTION:	None
ACTION PROPOSED:	For informational purposes only
STRATEGIC PLAN:	Goal 1 under Service “Maintain quality, clean and safe parks, trails and facilities” Strategy b “develop and use data and best practices to increase work efficiency and use benchmarks to track progress over time”

BACKGROUND

Optimize Play is a district-wide initiative focused on continuous improvement, efficiency and innovation using existing resources. The program supports our Strategic Plan goal to maintain quality, clean and safe parks, trails and facilities by developing and using data and best practices to increase work efficiency and track progress over time.

Training Rollout

Between September and November 2025, staff held nine Optimize Play training sessions at two different locations, offering various times and days to accommodate the diverse work schedules of staff. All full-time and benefited part-time employees were required to participate, ensuring broad engagement across the district. Based on staff feedback, we shortened the training format from four hours to just under three hours, making it more efficient and effective.

As a result of these efforts, 188 staff members earned their Optimize Play Greenbelt status. The training was designed to empower staff to identify and implement small, impactful changes that improve efficiency, reduce waste, and foster innovation within their roles. Participants were introduced to practical tools including process mapping and the “Batch vs. Flow” concept, both of which were well received and are already being applied in daily operations. This initiative has laid a strong foundation for continuous improvement and cross-department collaboration throughout the organization.

Training Outcomes

The Optimize Play training initiative benefited from strong engagement, with a post-training anonymous survey response rate of 60%. Staff feedback was overwhelmingly positive, as 85% of respondents rated the overall quality of the training as “Good” or “Excellent.” Notably, over 83% agreed or strongly agreed that the objectives were clear and the content was relevant to their

roles. Among the top takeaways, staff highlighted the importance of working smarter, not harder, and recognized that small changes can lead to significant savings. Many felt empowered to suggest and implement process improvements and valued the increased collaboration and understanding across departments. There was also widespread appreciation for the practical tools and concepts introduced during the sessions.

Suggestions for improvement included shortening the training length or splitting it into multiple sessions, which was addressed by reducing the duration. Staff also requested more context for hands-on activities and examples that relate directly to daily work, with plans for future facilitation to meet this need. Overall, staff expressed excitement and hope for meaningful change, with many already considering ways to apply the concepts in their work.

Next Steps

Supervisors and managers are encouraged to actively support staff in applying the tools and concepts learned during Optimize Play training. This includes facilitating opportunities for team improvement and scheduling facilitation sessions as needed to help teams identify and implement process enhancements. The strategic plan includes an action for the current budget year for each team to identify three opportunities to attempt a process improvement using Optimize Play principles and tools.

District-wide, the focus remains on building a culture of smart growth and sustainable innovation. Progress will be tracked through measurable improvements in work processes, as well as time and cost savings, to ensure the ongoing success of the Optimize Play initiative.

BUDGETARY IMPACT

No change to the overall appropriations, but it is anticipated that small changes will create budget savings in the future.

STAFF RECOMMENDATION

None

MOTION

None

ATTACHMENT

None

BOARD AGENDA COMMUNICATION

AGENDA DATE:	December 16, 2025
SUBJECT:	Recreation Facility Level of Service
STAFF RESOURCE:	Matt Mercer, Senior Advisor
PREVIOUS BOARD ACTION:	None
ACTION PROPOSED:	Provide information on potential options for measuring level of service for recreation facilities
STRATEGIC PLAN:	
Priority:	Service
Goal:	Support the recreational needs of an evolving community through programming, parks, trails and facilities.
Strategy:	Maintain adopted level of service targets for parks, trails and facilities.

BACKGROUND

The district uses level of service measurements and adopted targets to monitor service levels for parks and trails and to inform future planning priorities. The primary method used for parks and trails has been a population-based level of service methodology that measures and sets targets based on acres of developed parks or miles of trails per 1,000 district residents. The district complements this methodology with a geographic watershed analysis and an equity analysis when determining project priorities. The district also uses a level of service methodology based on the community expression of need and unmet need for park and recreation amenities as measured by periodic statistically valid surveys.

The board has expressed interest in a more formally adopted level of service methodology and targets for indoor recreation facilities, especially swimming pools. Staff developed several options for board consideration. These options are described in the attached draft report. Staff will provide a presentation on these options during the work session and seek board input and direction on how to proceed.

BUDGETARY IMPACT

There is no direct budgetary impact of adopting any level of service methodology or measurement for indoor recreation facilities as they are guidelines only. However, adopting a level of service for recreation facilities would influence decisions regarding future capital improvement planning and systems development methodology and calculations.

STAFF RECOMMENDATION

Staff recommends that the board consider its recommendations for monitoring level of service for recreation facilities and establishing targets as shared in the attached report.

MOTION

None

ATTACHMENT

Attachment A: Draft Recreation Facility Level of Service Report and Recommendations

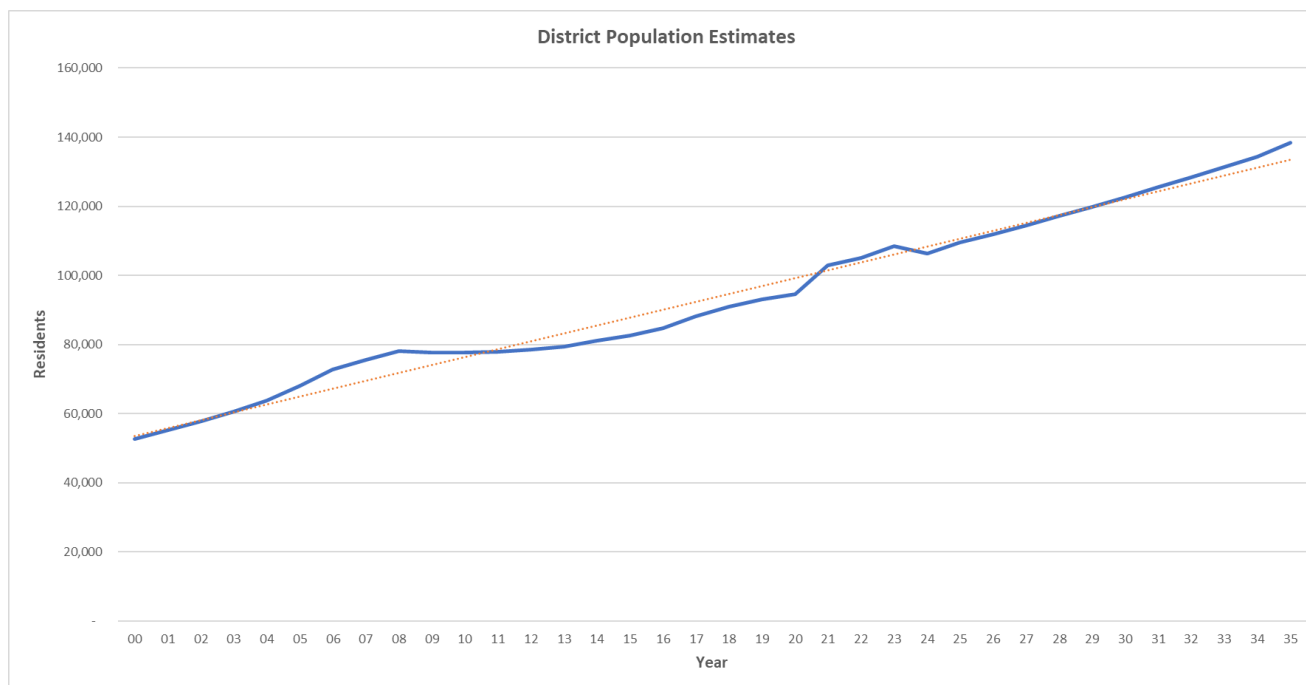
Indoor Recreation Facility Level of Service - **DRAFT**

The Bend Park and Recreation District Board of Directors requested staff to consider different methodologies or metrics for measuring level of service for indoor recreation facilities and especially swimming pools. This report explains alternate methodologies, provides historical and current level of service based on these methodologies, and shares insights and recommendations.

Per Capita Methodology

The district has used a per capita-based methodology for many years as the primary method to measure level of service for parks and trails. The per capita methodology calculates the units (acres of parks or miles of trails) per 1,000 residents over time and compares this to a target level of service. The district currently has adopted levels of service targets for developed regional parks, community/neighborhood parks and trails. This same methodology can be applied to recreation facilities and amenities, either collectively or individually. However, whereas there are only three categories for parks, there are many types of recreation facilities (aquatics, fitness, ice, sports, arts/cultural, etc.) as well as amenities within them. If considered too broadly, the level of service measurement becomes less meaningful, while defining it too narrowly could lead to the need for level of service standards for nearly every amenity.

To develop a per capita methodology for indoor recreation facilities, we first looked at the historical level of service the district has provided from 2000-2025. We also projected the level of service out to 2035 with the assumption that there is no new facility development during this period. We also calculated the level of service provided by other communities/agencies in Oregon for comparison purposes.

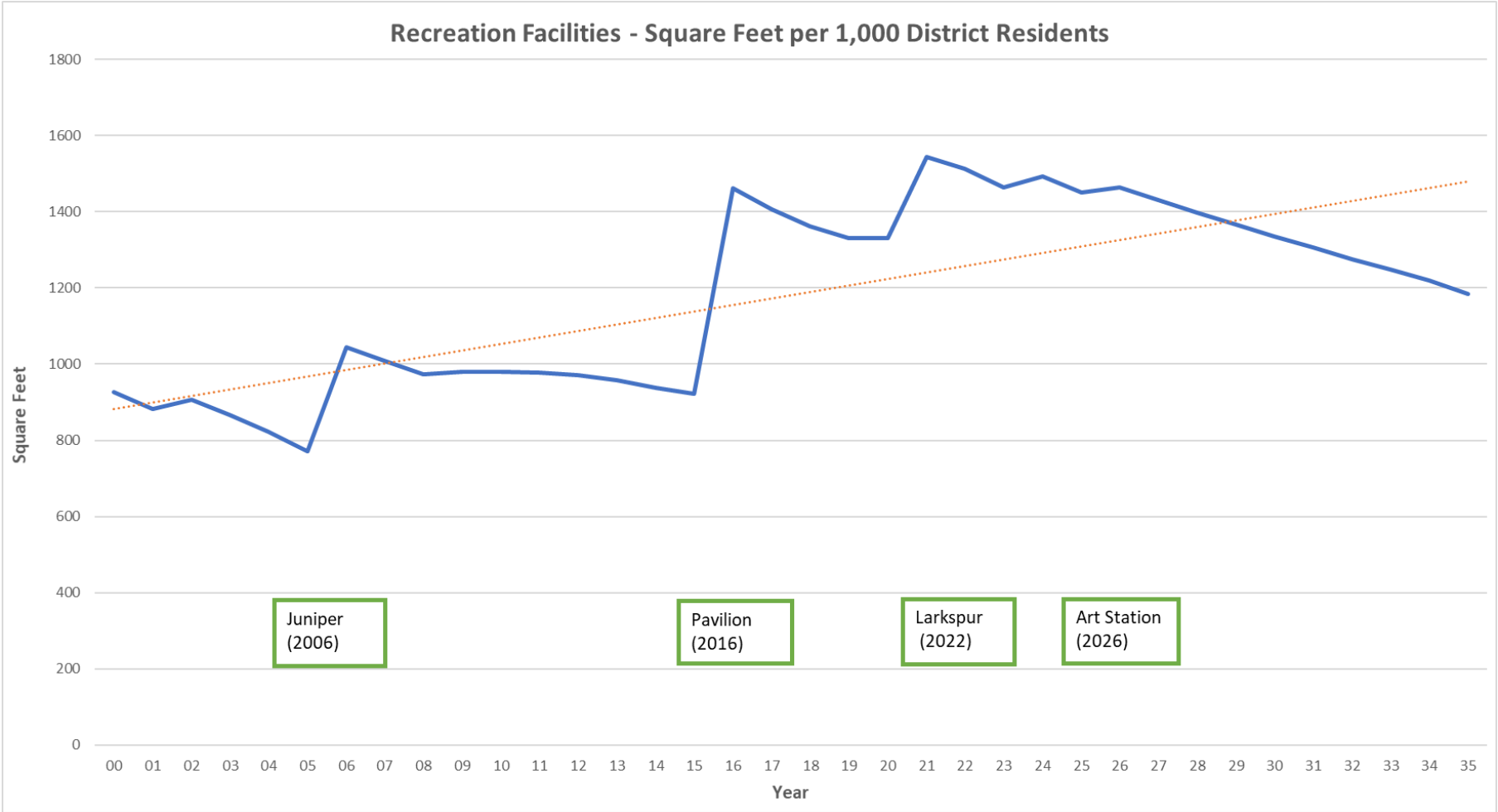


The district uses Portland State University Population Research Center as the basis for estimating the district population for levels of service. While the trend overtime is consistent, there are occasional outliers such as the large increase in 2021 (likely related to the 2020 Census data) and the decrease in 2024 (PSU corrected the previous overestimate). Overall, the district population has grown 3% annually from 2000-2025. The district is using a 2.3% annual growth rate for 2025-2035, the most recent estimates from PSU and the Deschutes County Coordinated Population Forecast.

Per Capita - Recreation Facilities Overall

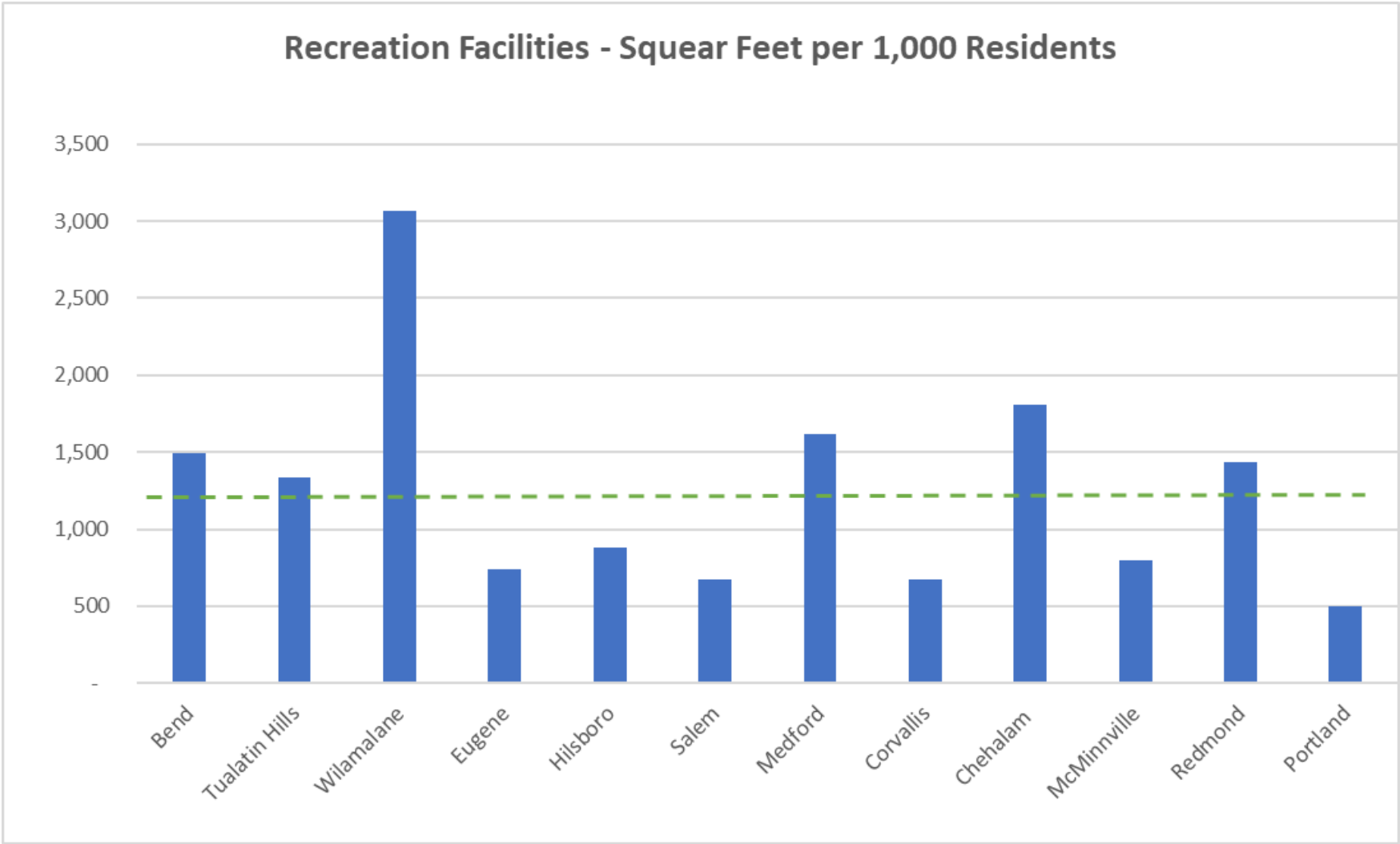
BPRD Historical and Projected Level of Service

This analysis considers all district recreation facilities including Juniper Swim & Fitness Center, Larkspur Community Center, The Pavilion and the future Art Station. Overall, the district has increased the level of service for recreation facilities over the past 25 years from under 1,000 square feet to over 1,500 square feet per resident. The largest cause for this increase is the addition of The Pavilion in 2016, which introduced an entirely new type of recreation amenity to the district’s offerings. Larkspur Community Center also increased the level of service to a peak of over 1,550 square feet per resident in 2022. If there is no new facility development, the level of service will still be around 1,200 square feet per resident in 2035. While there is interest and value in looking at recreation facilities overall, this demonstrates the challenge of creating a level of service target when considering recreation facilities broadly. In this case, the addition of The Pavilion overshadows what is happening with other recreation amenities over the same period.



Comparison with other Oregon communities

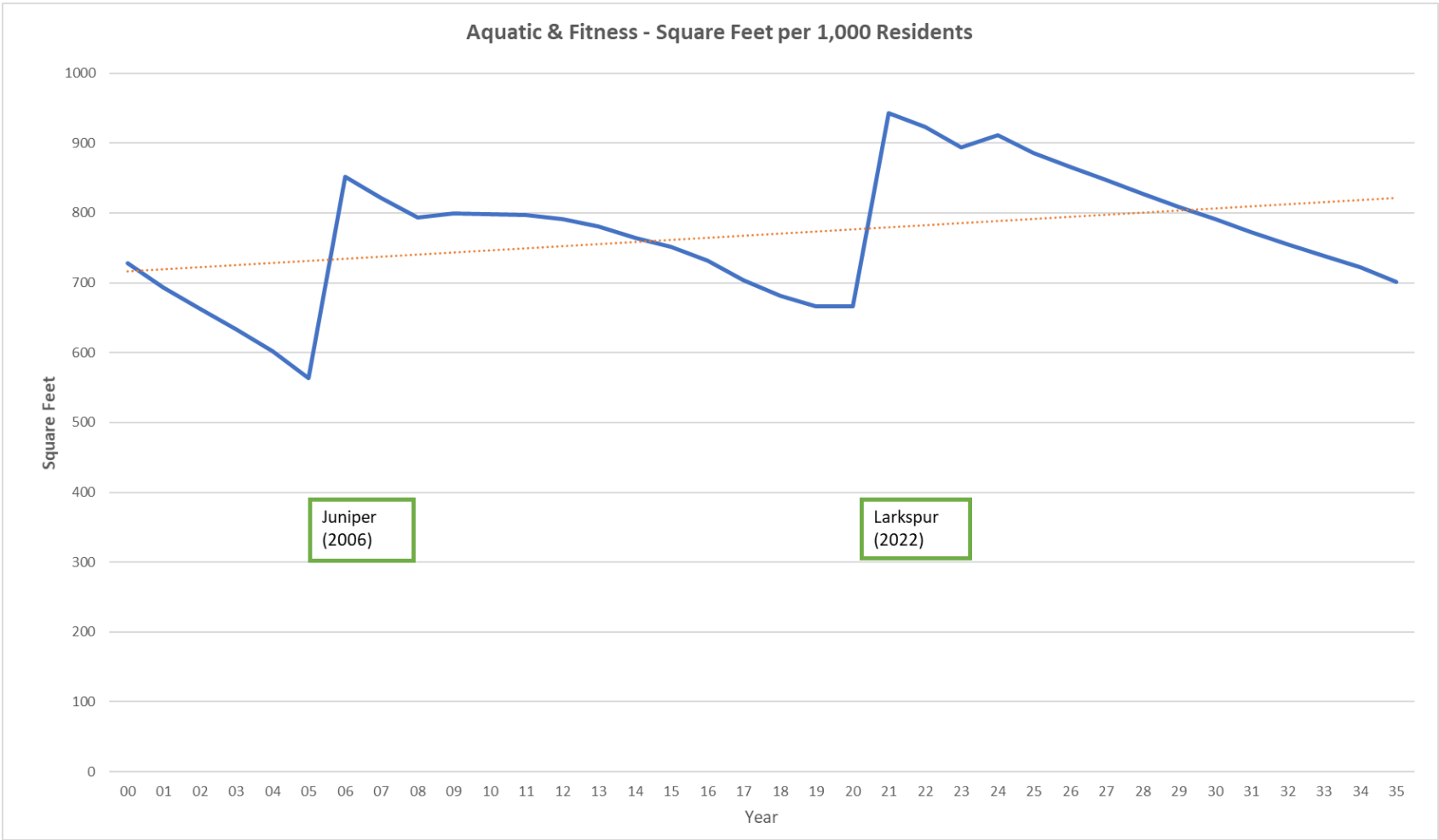
The district is just above the average for other organizations serving communities in Oregon when considering recreation facilities broadly. Caution must be exercised when comparing across communities as the type of facilities offered varies greatly from community to community. For example, all of the communities who are above the average have large court sport facilities while the district is the only organization with an ice rink.



Per Capita - Aquatic and Fitness Facilities

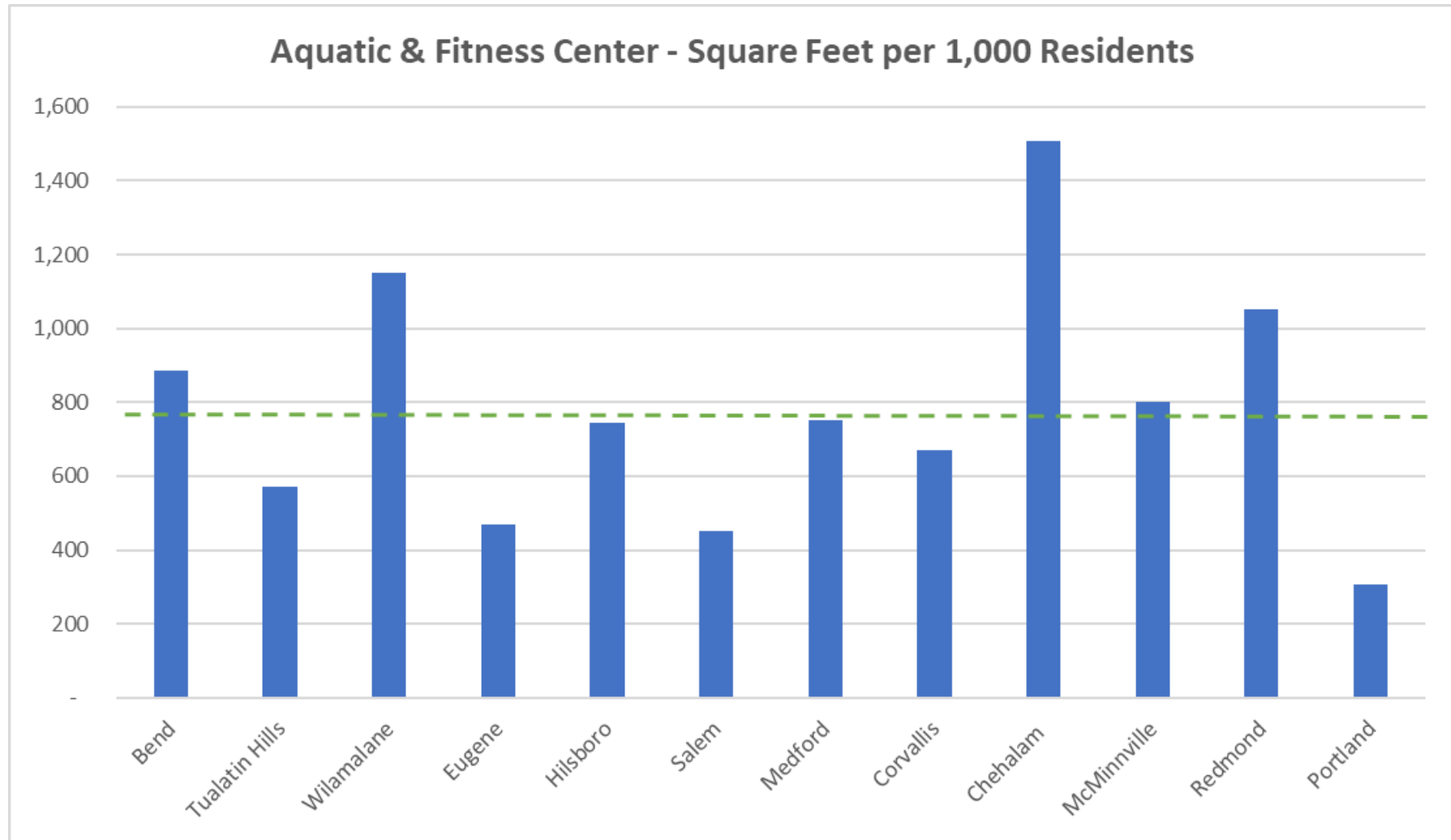
BPRD Historical and Projected Level of Service

This analysis considers the level of service for aquatic and fitness facilities, including Juniper Swim & Fitness Center and Larkspur Community Center. This shows that the district has stayed slightly ahead of population growth over the past 25 years, resulting in a modest overall increasing trend in level of service. This analysis also demonstrates the challenge in maintaining a consistent level of service with recreation facilities since the district cannot incrementally increase space every year. Instead, the level of service spikes when a new or expanded facility opens and then slowly erodes over time until the next new development. This is an important consideration when planning a new facility as new development will need to address the desired level of service for a period of at least 10 years.



Comparison with other Oregon communities

The district is again just above the average of other organizations serving communities in Oregon when considering aquatic and fitness related facilities. While these are reasonably comparable, there are still unique features in many facilities and the efficiency of the buildings can vary greatly.



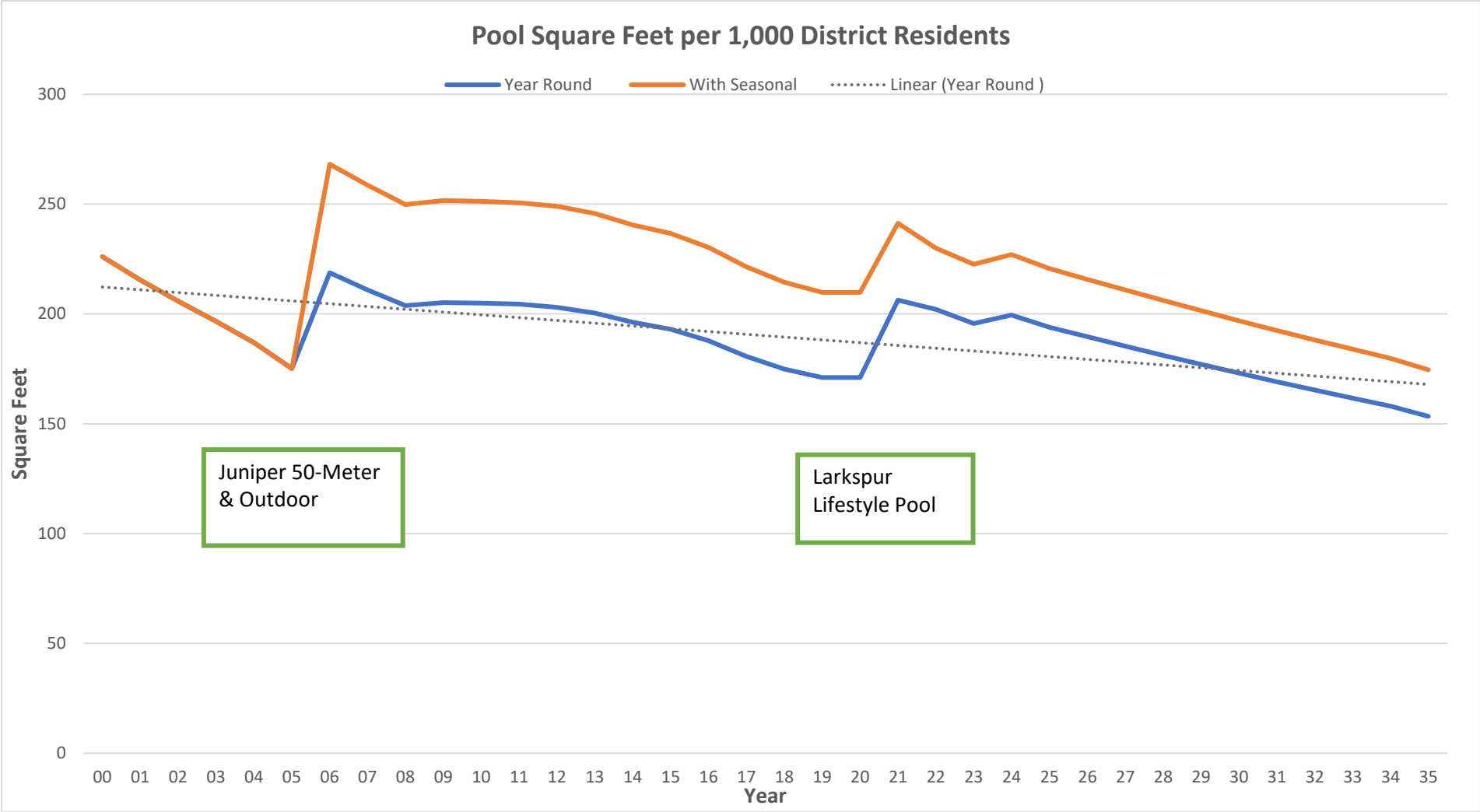
Notes:

- Willamalane's level of service is high due to its operation of a year-round water park and the level of service being based on their district population, not the broader Eugene/Springfield area.
- Chehalam and Redmond are both considerably smaller communities who recently built new aquatic and fitness facilities.

Per Capita - Pool Space

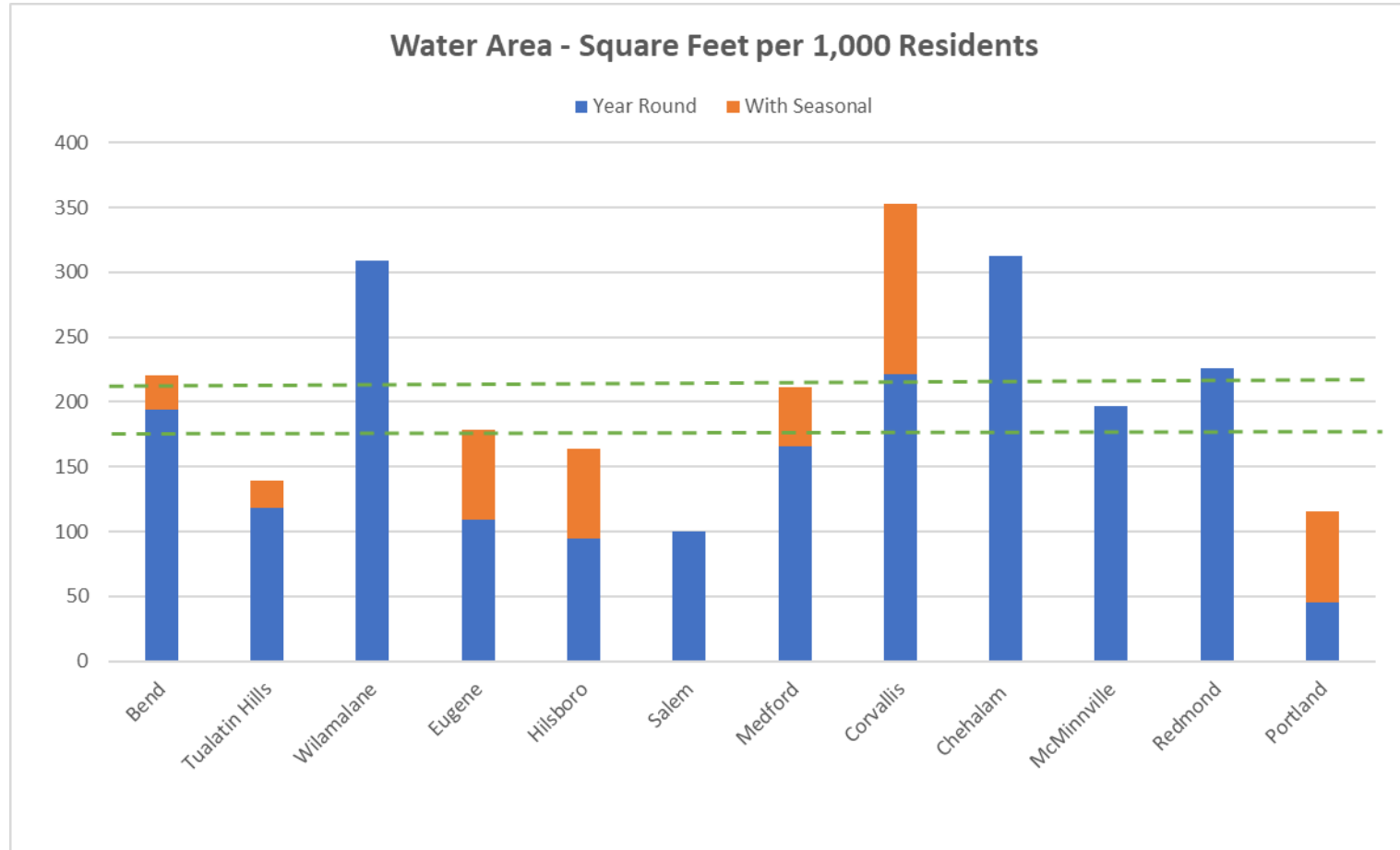
BPRD Historical and Projected Level of Service

This analysis considers water surface area only, which is the best way of measuring pool capacity. Unlike the previous analyses, this shows a slight erosion of level of service since the Juniper expansion in 2006. This is not surprising since the Juniper project added substantially more pool space (34% more year-round water and 64% including the outdoor activity pool). The addition of the Larkspur pool in 2022 increased the level of service of year-round water to near where it was after the Juniper expansion. This level will slowly erode until a new pool is developed, and by 2035 the district’s level of service will fall to below where it was before the Juniper expansion.



Comparison with other Oregon communities

BPRD is just above average for pool capacity for both year-round availability and including seasonal summer pools. The level of service, especially for year-round pools, varies greatly due to community size, financial resources and tradition of providing aquatic space. Communities with newer developments are also likely at a peak level of service including Medford, Redmond and Chehalem.

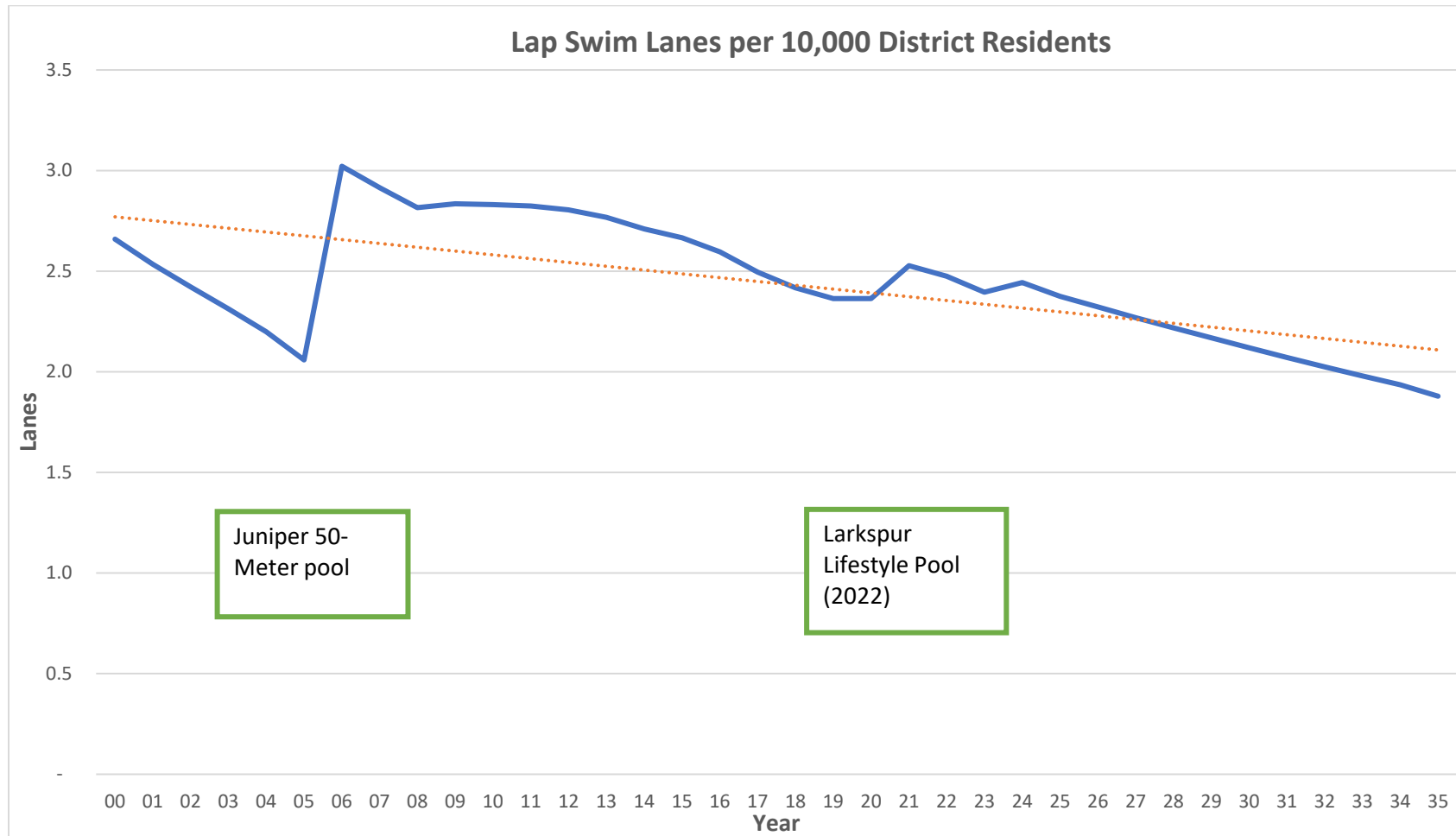


Notes

- Corvallis has the highest combined level of service due to having a 50-meter indoor pool and a large outdoor water park.
- Willamalane level of service is high due to its operation of a year-round water park and the level of service being based on their district population, not the broader Eugene/Springfield area.
- Chehalem and Redmond are both considerably smaller communities who recently built new aquatic facilities.
- McMinnville is a good example of a much smaller community with a full-size competitive pool.

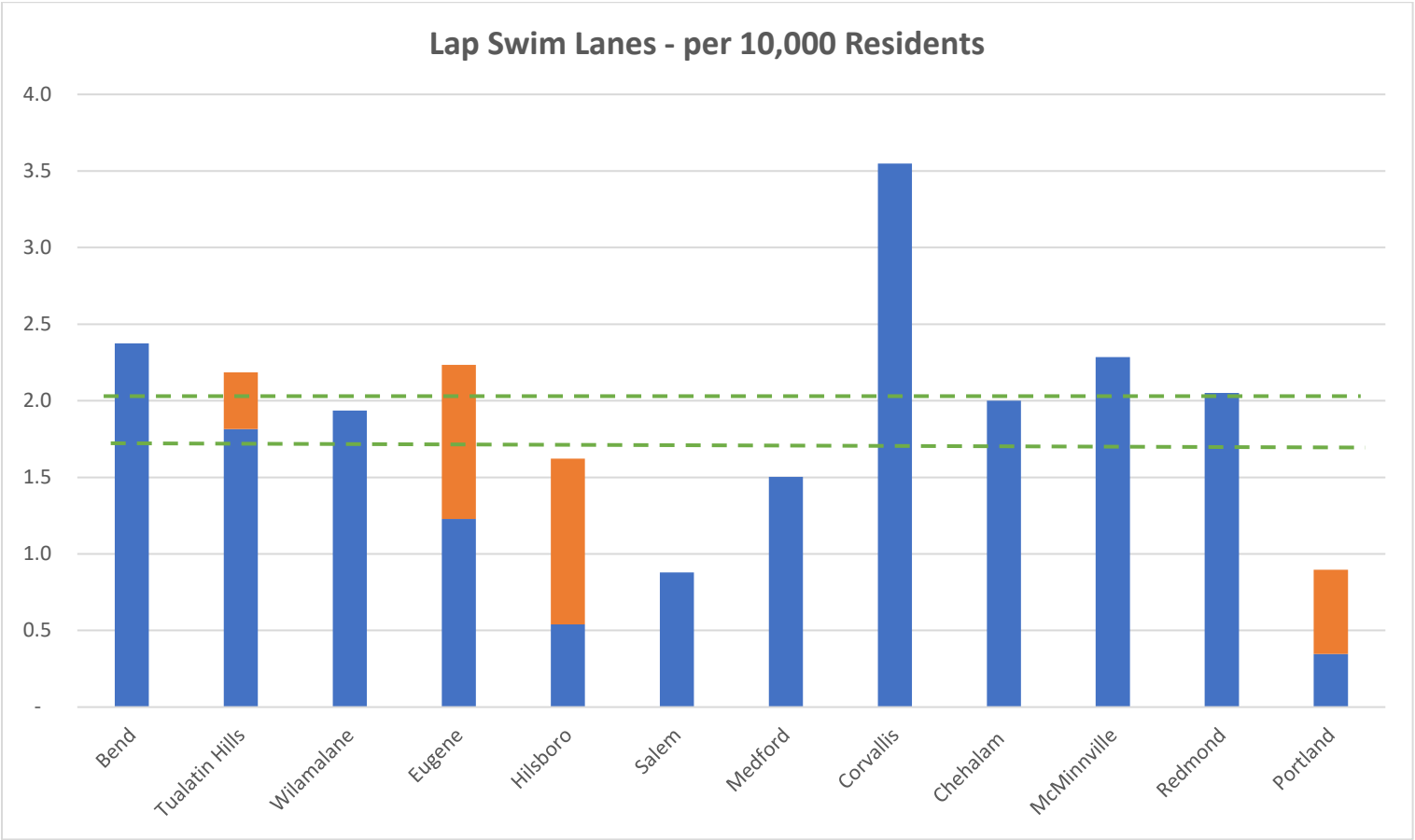
Per Capita - Lap Lane Capacity

There is not one pool type that serves all activities. Lap swim, swim teams, water polo and higher intensity water exercise require some combination of a minimum 25-yard pool length, deeper water and cooler water temperatures. Swim lessons, recreation swims and lower intensity water exercise function best in shallower, warmer water pools. One useful metric is to look at the number of lap swim lanes available as it has a direct impact on capacity for activities that require a lap/competition pool. As seen in the graph below, the number of lap swim lanes per capita (per 10,000 residents) has slowly declined since the Juniper expansion in 2006. While Larkspur did provide some additional lap swim capacity, it was not enough to regain the level of service provided in the years following the Juniper expansion. It is also important to note that lap/competition swim facilities are the highest subsidized spaces to operate as it serves fewer people per square foot than other types of pools and far fewer than fitness spaces.



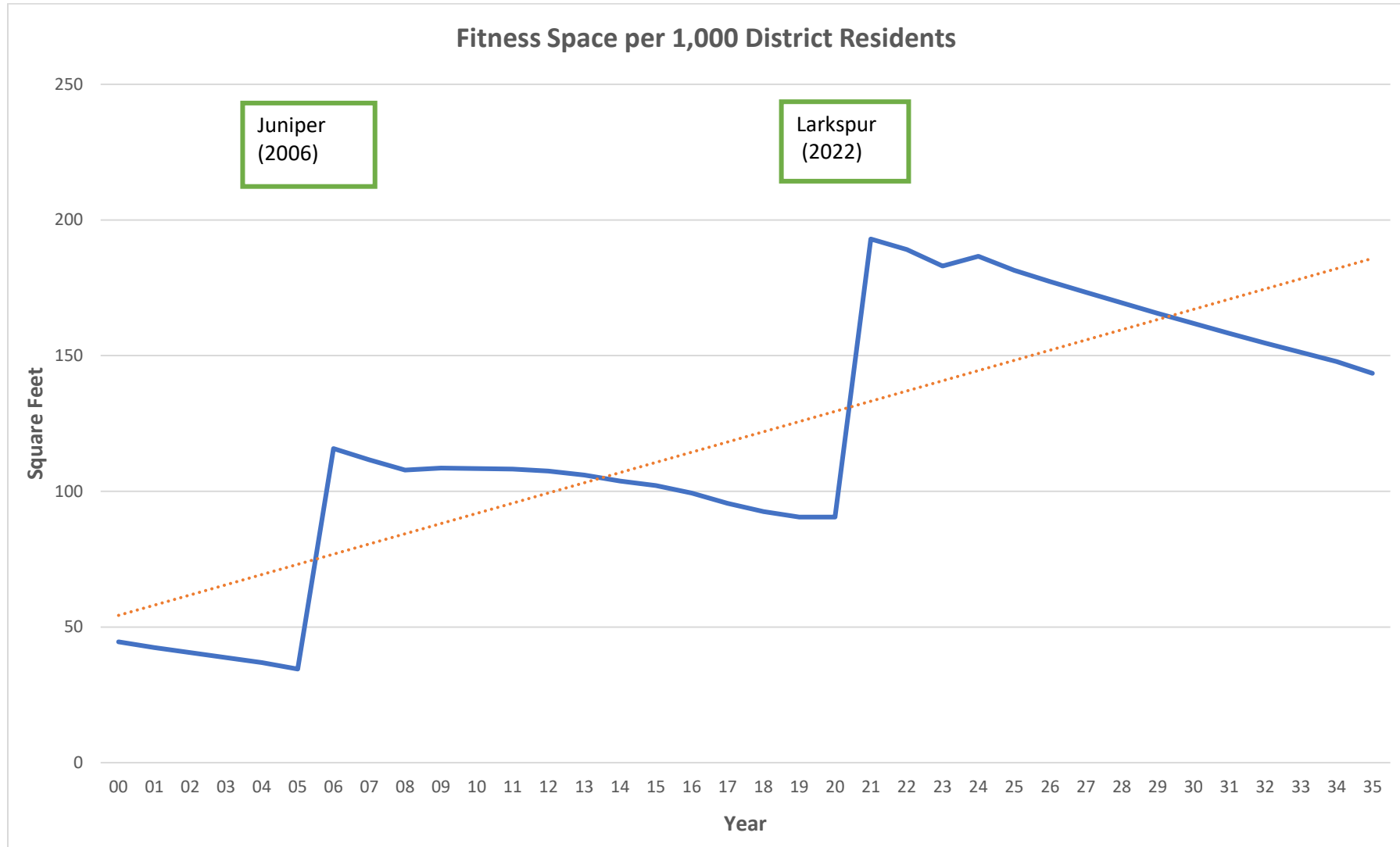
Comparison with other Oregon communities

Compared with other communities, the district is above average in per capita lap swim lanes provided, having the second highest per capita on a year-round basis. Bend has one of the more robust competitive swimming programs, including high school swim and water polo teams, and well above average demand for fitness/lap swimming in part due to the availability of pool space.



Per Capita – Fitness Spaces

This final per capita analysis looks at dryland fitness space. The district has substantially increased the level of service for fitness facilities over the past 20 years. The level of service more than doubled with the Juniper expansion in 2006 and nearly doubled again with Larkspur Community Center in 2022. The expansion of the fitness spaces has been intentional for two reasons. First and most important, fitness facilities and related programs have been at the top of recreation facility needs in community surveys and generate the highest number of visits per square foot to facilities. Second, the fitness spaces enhance the cost recovery of the recreation facilities, helping offset the high cost of operating pools. Comparisons to other agencies/communities was not done; however, it is safe to say that the district level of service for fitness spaces would be considerably higher than almost all others.



Need/Unmet Need Methodology

The district began using the Need/Unmet Need Methodology in 2012 as another way of considering level of service for all major park and recreation amenities. The methodology uses the results of periodic statistically valid surveys to assess community needs to establish a level of service based on community need.

Step 1 - Survey Data: The survey provides two key data points that inform the methodology.

- Community need for various park and recreation amenities – Community need is determined by simply asking whether or not any member of the respondent's household has a need for each amenity.
- Indication of how well need is being met – If a respondent identifies that their household has a need for an amenity, they are then asked how well that need is currently being met (0%, 25%, 50%, 75%, 100%)

Step 2 - Need Categories: The district analyzes these results and assigns all amenities into one of four categories based on the percentage of the community who expressed a need for the amenity. The categories and corresponding need level are:

- Highest – 80% or more households have a need
- High – 40-79% of households have a need
- Moderate – 16-39% of households have a need
- Low – 15% or less of households have a need

Step 3 - Target Service Levels: The district then establishes targets for meeting community need for each category with the target being higher for high-need amenities than lower-need amenities. The current targets are:

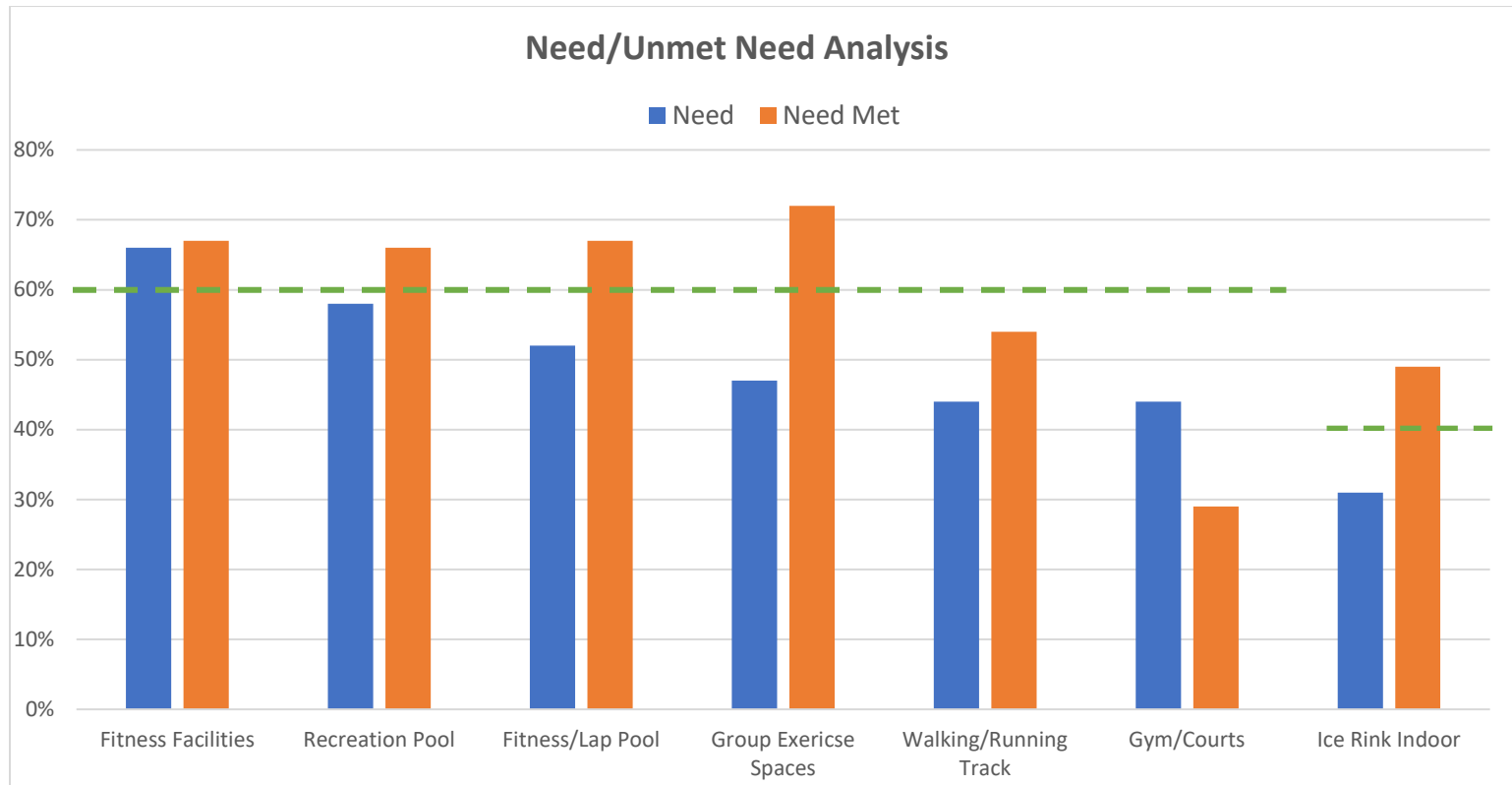
- Highest – 80% or more households needs being met
- High – 60% or more households needs being met
- Moderate – 40% or more households needs being met
- Low – No target

Step 4 - Analysis: The methodology shows whether or not each amenity is meeting, exceeding or lagging the target level of service.

- Meeting: within 5% plus or minus of the target for the category
- Exceeding: more than 5% above the target for the category
- Lagging: more than 5% below the target for the category

Need/Unmet Need Analysis for Indoor Recreation Facilities

The following chart shows the need/unmet need analysis for the primary indoor recreation facilities based on the 2023 Community Survey completed for the Comprehensive Plan update adopted in 2024.

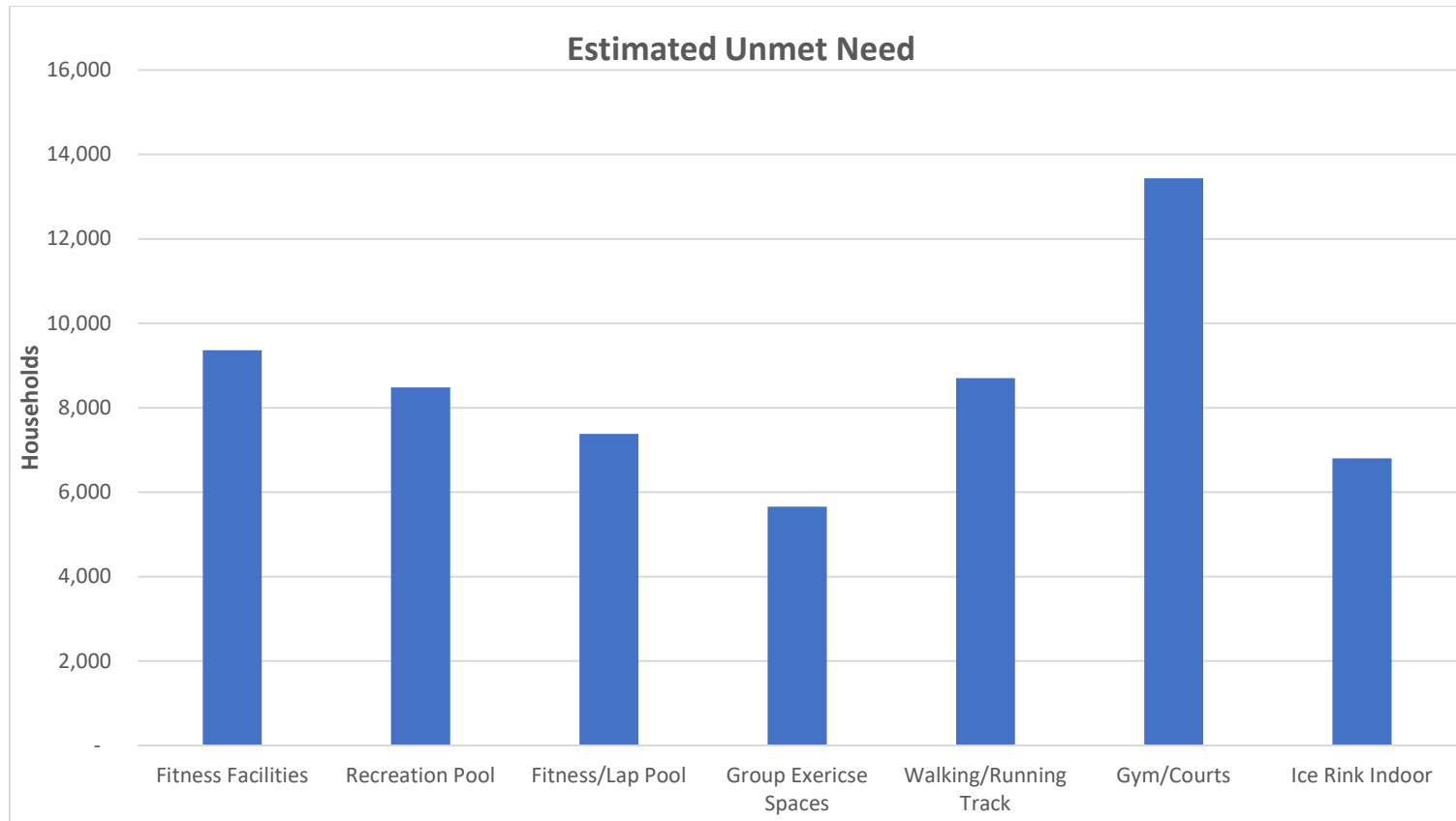


Analysis and Observations

- All of the facilities except for an ice rink fall in the high need category with 44-66% of community expressing a need for these facilities (blue bars). The target met need for high need facilities is 60% (dashed green line).
- An ice rink falls in the moderate need category with 31% of community expressing a need. The target met need for moderate need facilities is 40% (dashed green line).
- All of the facilities except for gym/courts and walking/running track are exceeding target by 6-12%.
- Gym/court space is the one facility type considerably below the target (31% below). Only 29% of households said their need was being met for gym/court space. This is not surprising because the district does not operate sports courts and there are limited private opportunities available to the community.
- This suggests that the district should continue to pay close attention to swim and fitness facilities as they are the highest community need (although the need is currently being met relatively well), while considering future gym/court development to address the high unmet needs for gym/court space.

Estimate of Unmet Need

A complementary way of looking at the same data is to see how this translates to the number of households whose need is **not** being met (households who said their need was being met 50% or less).

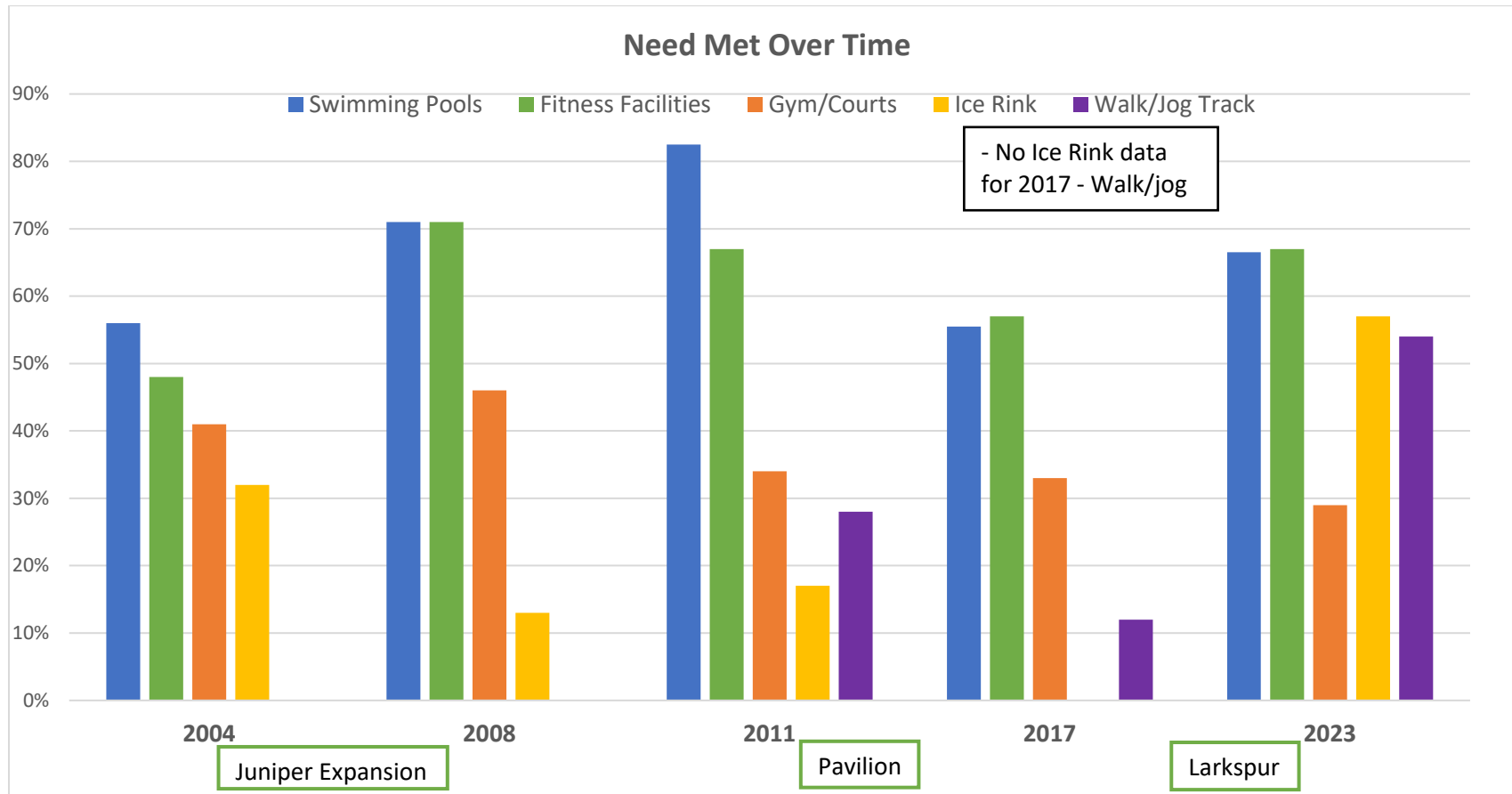


Analysis and Observations

1. Gym/court space has the highest net need based on this analysis. Even though gyms/courts have a lower overall need than aquatic and fitness facilities, the unmet need is considerably higher than any of other facility types resulting in the highest number of households whose needs are unmet.
2. Conversely, aquatic and fitness facilities still show significant need even though the community responded that the need is currently being met relatively well. This is because aquatic and fitness amenities have such a high overall community need.

Need/Unmet Need Overtime

An additional benefit of the Need/Unmet Need Methodology is the ability to look at need and unmet need over time to see if community needs are changing and to view how well district actions addressed these needs.

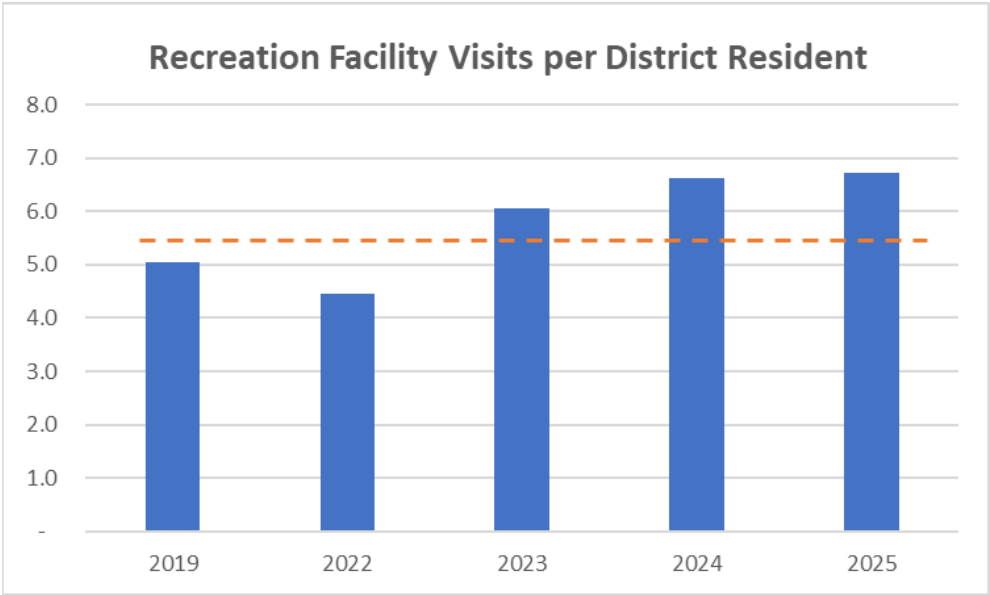


Analysis and Observations

1. There is a noticeable increase in need being met with both aquatic and fitness facilities after both the Juniper expansion in 2006 and Larkspur development in 2022.
2. The met need for ice rink jumped considerably between 2011 (17%) and 2023 (57%) because of The Pavilion. The same can be seen with a walk/jog track with the addition of the track at Larkspur (12% in 2017 to 54% in 2023).
3. Gym/Court need being met has, not surprisingly, trended down over the years as the community has grown and limited new options have been developed outside of additional schools built.

Actual Use Methodology

The district also considered a level of service methodology based on actual use at recreation facilities with the thought that this could be the best measurement of actual demand and level of service. The district has used a performance metric based on the theoretical average number of visits per resident to recreation facilities (total visits to recreation facilities divided by the district population estimate for the same year). This metric has the advantage of looking at actual use related to population growth over time. An increase in visits per resident can be viewed as an increase in level of service while a decrease in visits per resident demonstrates an erosion of level of service.

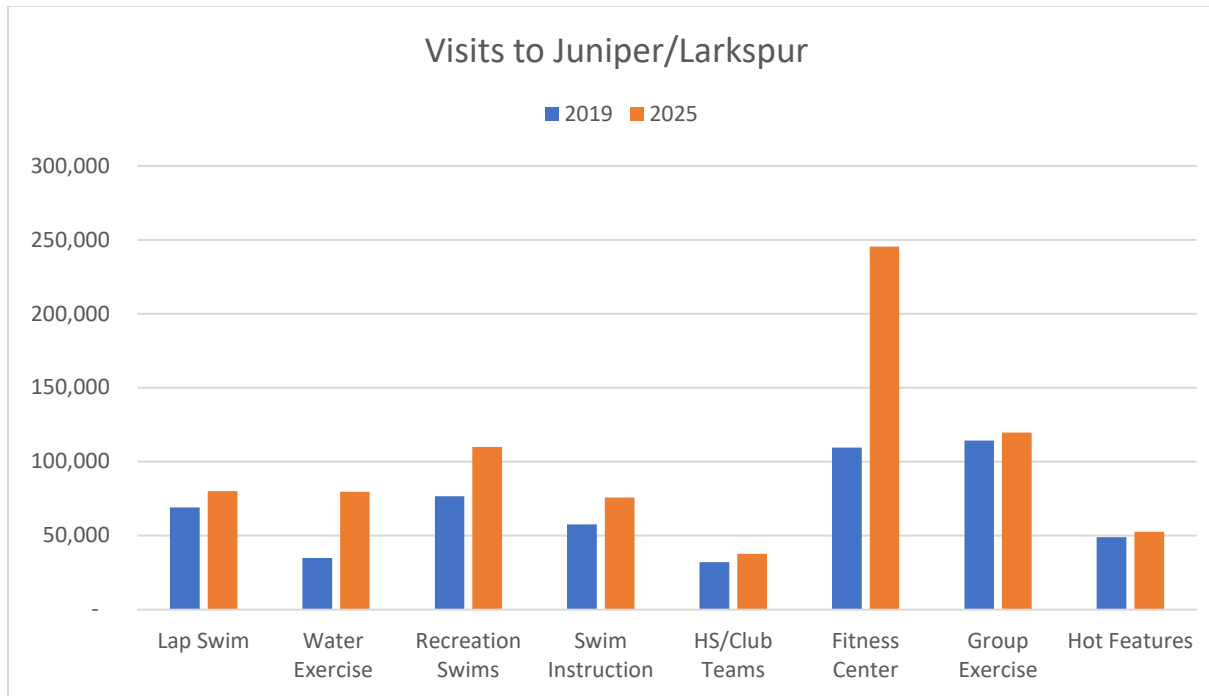


This graph shows the number of visits per resident to recreation centers over the past four years as well as 2019, the last full year before the pandemic and the opening of Larkspur. The years 2020 and 2021 are omitted due to the impacts of the pandemic.

The district set a target of increasing the number of visits per resident to at least 5.5 with the addition of Larkspur Community Center. The district has exceeded this target the past three years. There are, however, signs of visitation leveling off as the facilities approach capacity, especially during peak times.

While this is still a good performance metric, particularly as an indicator of how well existing facilities are being used, it has limitations as a level of service metric. The primary limitation is that it does not account for the impacts of facility capacity. As facility capacity is approached, the increase in number of visits will slow or even stop, suggesting that demand has plateaued when it is more likely caused by the facility nearing capacity. Conversely, when additional capacity is added, the number of visits can increase substantially as was the case with Larkspur.

Actual use data, however, can be useful to confirm and inform other methods for measuring level of service. For example, survey results can be confirmed by comparing the actual use with community needs expressed in the survey. It can also demonstrate changes over time as a result of both population growth and new capacity. The chart below provides an example of how actual use data aligns with community needs expressed in community surveys and demonstrates the impact of added capacity.



Actual use data closely mirrors the community need expressed in community surveys with fitness facilities being the highest used, followed by recreation swim and then fitness/lap swim.

The largest increases in use are in the areas where capacity was most expanded by the opening of Larkspur, including fitness center, water exercise, recreation swims and swim lessons. Overall, the rate of increase in visitation has exceeded the rate of population growth resulting in a higher level of service.

Relative Advantages and Disadvantages

Per Capita Methodology

Advantages

- Directly accounts for the impact of population growth on level of service, including being able to project future level of service
- Can easily calculate new or planned developments on level of service
- Consistent, reliable and objective metrics (population, square feet of space)
- Easy to understand and therefore can be effective at communicating with stakeholders
- Provides policy makers the flexibility to modify targets based on available resources, desired level of service and other factors

Disadvantages

- Does not account for potential changes in community needs and interests (assumes need is static)
- Does not address other local market factors, such as private developments that can be serving a similar need
- Targets need to be established for specific amenities for them to be meaningful and actionable

Need/Unmet Need Methodology

Advantages

- Based on actual community needs and unmet needs and therefore can identify changes in community needs and priorities
- Recognizes that there are other providers that may be meeting community needs
- Facilitates prioritization as it allows for comparison of need and unmet need across all major district amenities
- Demonstrates how district actions or lack thereof impact community's perception of how well needs are being met
- Has proven effective in explaining district priorities to individuals, stakeholders and special interest groups
- Provides policy makers the flexibility to modify targets based on available resources, desired level of service and other factors

Disadvantages

- Does not directly factor population growth and therefore cannot project future need
- Requires regular surveys, approximately every 3-4 years, and consistency in the way the survey is administered
- Even the best surveys may not be 100% accurate in reflecting community need and unmet need

Recommendation

There is no single measurement or methodology that will accurately capture level of service for recreation facilities; however, a combination of the methodologies described in this report can provide a more complete and accurate view of level of service and inform board decision making on future recreation facility planning and priorities. Staff recommendations include:

1. Continue to use the Need-Unmet Need Methodology to evaluate level of service for all district amenities and especially recreation facilities.
 - Periodically evaluate the target levels for met need for each category (highest, high, medium, low) to ensure they align with community expectations for desired level of service within district funding capacity.
2. Use the Per Capita Methodology as an additional way to evaluate level of service for aquatic and fitness facilities and especially pool space. This can or cannot include target levels of service. The board will need to consider the impacts of adopting a level of service target on future Capital Improvement Plan and System Development Charges planning. Potential targets based on historical levels and what the community has become accustomed to are:
 - Aquatics and Fitness Center: 800 square feet per 1,000 district residents
 - Pools: 200 square feet of pool space per 1,000 district residents with a secondary target of 2.5 lap swim lanes per 10,000 residents.
 - If targets are desired, the board will need to consider what triggers the need for target levels for other amenities. Staff could provide recommendations for this.
3. Continue to use actual use data to confirm, complement and further inform the level of service measurements.
 - Expand the recreation facility visits per resident performance measurement to include all facility visits and not just pass/drop-in visits.
 - Create visits per resident measurements for major facility types including: aquatics, fitness and ice.

BOARD AGENDA COMMUNICATION

AGENDA DATE:	December 16, 2025
SUBJECT:	Codify Amended Personnel Policies
STAFF RESOURCE:	Kathleen Hinman, Human Resources Director
PREVIOUS BOARD ACTION:	September 17, 2024– Codify Amended Personnel Policies for 2024
ACTION PROPOSED:	Codify Personnel Policies
STRATEGIC PLAN:	
Goal:	Support the well-being and safety of all district employees
Strategy:	Keep up with changing workforce needs and adapt how the district works to enhance employee experiences

BACKGROUND

On June 3, 2008, the board of directors adopted the administrative policy Employee Manual. This policy allows the executive director to temporarily approve additions or amendments to board policies. Once a year, all new and amended board policies are to be brought before the board for final approval.

Over the last year, the executive director has amended board approved policies. A committee was convened that included two board members, Deb Schoen and Cary Schneider, the executive director, and human resources director to review the amended policies. The committee agreed with the executive director’s amendments, including changes for compliance with legislative changes, housekeeping, changes in practices to improve business practices including the district’s change to semi-monthly payroll processing. The attached exhibits provide details on all changes.

BUDGETARY IMPACT

The amendment of the personnel policies has no significant budget impact.

STAFF RECOMMENDATION

Staff recommends the board codify the amended personnel policies.

MOTION

I make a motion to codify the amended policies as presented in Exhibit B – Amended Personnel Policies.

ATTACHMENT

Exhibit A – Summary of policy amendments

Exhibit B – Amended personnel policies: Hours of Work, Orientation Period, Overtime, Time Keeping and Payroll Procedures, Emergency Advance, Compensation Practices, Vacation Leave, Sick Leave, Retirement Plan, and Performance Evaluation

EXHIBIT A

Summary of policy amendments for 2025

District policy updates for 2025 include administrative adjustments to align with the district's transition to a semi-monthly pay cycle in January 2025 as well as alignment with current practices. A brief summary of change is provided below.

2.16 Hours of Work

- *Update includes changing the work week to Sunday through Saturday to align terms with semi-monthly payroll.*

2.24 Orientation Period

- *Updates include changing the pay period terms from "12" to "24" and other pay period language to align with semi-monthly payroll and updating "HR Manager" to "HR Director."*

4.09 Overtime

- *Update includes changing the work week to Sunday through Saturday to align terms with semi-monthly payroll.*
- *Modernized language around pay types, changing "overtime will be paid in cash" to "overtime will be paid."*

4.03 Time Keeping and Payroll Procedures

- *Updates include "his/her" to "they," the work week was changed to Sunday through Saturday, the pay period and pay days were updated and some housekeeping to align terms with semi-monthly payroll.*

4.13 Emergency Advance

- *Clarified definition for "New Employee," first 0-3 months of employment.*

4.21 Compensation Practices

- *Updates include changing "HR Manager" to "HR Director," general housekeeping "his/her" to "their," updating the pay period terms from "12" to "24" to align with semi-monthly payroll.*
- *Changed the merit increase eligibility for employees with disciplinary action from "denied a merit increase" to "have their merit increase adjusted to reflect the underperformance." Employees are now eligible for a merit; just not the full merit allowance and it should reflect any discipline associated with their performance.*

- *Employees transferring positions within the same salary range will keep the same wage rate and updated the policy to now include keeping the same annual merit date too.*
- *Expanded Bilingual Skills language differential to include languages beyond Spanish, in accordance with our practices and recent legislative change in SB 731 requiring American Sign Language interpretation be compensated at the same rate as other bilingual differentials.*
- *Expanded on-call pay practices for employees in Park Services assigned to emergency weather response, now allowing on-call pay to be earned as vacation time.*

5.01 Vacation Leave

- *Updates include aligning the vacation accruals with 24 pay periods rather than 12 and some housekeeping of terms related to semi-monthly payroll.*

5.04 Sick Leave

- *Updates include aligning the sick accruals with 24 pay periods rather than 12 and some housekeeping of terms related to semi-monthly payroll.*
- *Added sick leave can be used to supplement any event qualifying for Paid Leave Oregon in accordance with legislative change in SB 69.*

6.04 Retirement Plan

- *Updates include general housekeeping “his/her” to “their” and aligned terms related to semi-monthly payroll.*

7.02 Performance Evaluation

- *Updates include changing “HR Manager” to “HR Director,” general housekeeping “his/her” to “their,” updating the pay period terms from “12” to “24” for semi-monthly payroll.*
- *Rearranged the management review and signature process to align with current practices.*



Chapter 2 – General Employment

Section 16 – Hours of Work

Approved By: Don Horton, Executive Director

Approved Date: July 16, 2008

Amended By: Michelle Healy, Executive Director

Amendment Date: 1/1/2025

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HOURS OF WORK

General Information

Work schedules are based on the District's needs. -Schedules may change (or be adapted to meet the needs of the district) depending upon facility, program, division or District demands. -Eight (8) hours shall constitute a regular workday for accounting purposes. ~~Monday-Sunday~~ 12.01 a.m. through ~~Sunday-Saturday~~ 12:00 midnight shall constitute a work week.



ORIENTATION PERIOD

General Information

The orientation period is an extension of the selection process to further determine whether the candidate demonstrates the knowledge, skills, abilities, and behaviors required for the employee to attain regular status.

Length of Orientation Period

All new employees will be placed on an orientation period.

Non-exempt employees shall serve an orientation period for ~~12-24~~ full continuous pay periods with at least 120 hours worked from the beginning of the employee's orientation period. If an employee does not work at least 120 hours, the orientation period will be extended until 120 hours are worked; however, the maximum time an employee shall serve an orientation period is two years regardless of whether the 120 hours are met. ~~A full continuous pay period commences on the 21st day of the month to the 20th day of the following month, e.g., if an employee was hired on February 1, the orientation period would commence on the 21st day of the month to the 20th day of the following month.~~ The orientation period will commence on the first day of the pay period coinciding with or following their date of hire.

Exempt employees shall serve an orientation period for ~~12-24~~ full continuous pay periods. The orientation period will commence on the first day of the pay period coinciding with or following their date of hire.

Completion of Orientation Period

Upon completion of the orientation period, the employee shall be considered as having satisfactorily demonstrated qualifications for the position, shall gain regular status, shall be informed through his/her supervisor, and shall receive a written performance review.

Promotions

In the case of promotion ~~sal appointments~~, the promoted employee shall be placed on an orientation period for the first ~~12-24~~ continuous pay periods of the appointment. The orientation period will commence on the first day of the pay period coinciding with or following their date of promotion.

The promoted employee may be demoted at any time during the orientation period without appeal, providing the employee is reinstated in the position from which the employee was promoted, or an equivalent position, even though this necessitates the layoff of the employee occupying the position.

Reclassifications

When an employee is reclassified to another classification, the employee shall be placed on an orientation period for the first ~~42-24~~ continuous pay periods of the reclassification. The orientation period will commence on the first day of the pay period coinciding with or following their date of reclassification.

Demotions

Upon demotion, an employee will not serve an orientation period unless the new classification is unrelated to the employee's previous position.

In the event an employee demotes into a classification that is unrelated to the employee's previous position, a ~~42-24~~ full continuous pay period orientation period shall commence. The orientation period will commence on the first day of the pay period coinciding with or following their date of reclassification.

Extension of Orientation Period

The orientation period may be extended up to an additional ~~six-12~~ pay periods if deemed appropriate by the supervisor and approved by the department director prior to the end of the orientation period. -Prior to department director approval, the supervisor will meet with Human Resources to discuss the need and length of extension. -Orientation period extension requires placing the employee on a work plan and notifying the employee in writing. The Human Resources ~~Manager~~ Director must will write-sign the letter to extend the orientation period.

Removal from Orientation Period

If an employee has demonstrated behaviors, conduct, or performance that does not meet the standards of the position, the employee may be terminated without appeal. -The supervisor shall meet with the Human Resources ~~Manager-Director~~ to review the supervisor's documentation on the employee's behaviors, conduct and/or performance in question. Upon approval from the Human Resources ~~Manager-Director~~ and Department Director, the supervisor may remove an employee from orientation period. The Human Resources ~~Manager-Director~~ must write-sign the removal from orientation period letter.

Resource

Chapter 4, Section 21 Compensation Practices



TIME KEEPING AND PAYROLL PROCEDURES

General Information

To ensure proper payment of time worked, employees are required to fill out and submit electronic time sheets.

Working Hours

It is the policy of the District that eight (8) hours shall constitute a full day's work, and five (5) days shall constitute a week's work. - Full-time employment shall be based on a 40-hour work week. - Managers shall assign hours of work and shifts to meet the operational requirements of each division. -Whenever practical, an employee will be given adequate advance notice of any changes in his/her/their regular hours of work, except where an emergency exists.

Work Week

The District is recreation oriented, and as such, typically operates seven (7) days a week. -For payroll purposes, the work week starts at 12:01 a.m. Monday Sunday and ends at midnight Sunday/Saturday. - **Exception:-** Any shift that starts before and ends after midnight all hours worked will be recorded on the day the shift began.

Pay Periods and Pay Days

The District's payday s areis the 15th and the last business day of the month, unless they y -last day- falls on a weekend or holiday or unforeseen circumstances occur, in which case payday may be on the following-first business day -of the next month-.

For all District employees, the pay period is from the 21st day of the month through the 20th day of the following month. For the first pay period, from 21st through the 5th of the following month, the pay day is 15th of that month. (Example: Dec. 21 through Jan. 5 – Pay day is Wednesday, Jan. 15)

For the second pay period, from 6th through the 20th of the same month, the pay day is last business day of that month. (Example: Jan. 6 through Jan. 20 - Pay day is Friday, Jan. 31)

Electronic Deposit of Paychecks

The District offers its employees the option to electronically or automatically deposit their paychecks into their personal bank account(s). -Information and enrollment for electronic deposit may be obtained from the **Finance** Administrative Services Department.

Time Sheets

Non-exempt employees will enter hours worked and exception hours on a daily basis in the electronic time sheet. - Exempt employees will enter exception hours. Exception hours are defined as sick leave, vacation, holiday, personal leave, jury duty, leave without pay, FMLA/OFLA, Workers' Compensation time loss, compassionate leave, funeral participation, and administrative leave with pay. The employee's entries in the electronic time sheet certifies that the document is true and accurate. -The time sheet will be reviewed and signed off as accurate by the supervisor/manager. -The supervisor/manager shall approve the time sheets on a weekly basis and finalize ~~on a monthly basis~~approval by the semi-monthly payroll due date.

An employee may not record time for another employee nor permit someone to record time for the employee. -All corrections and/or additions to an employee's timesheet must be approved by the employee's supervisor/Manager or ~~the Finance Division~~Payroll. -Falsification of time-keeping records will subject the employee(s) involved to disciplinary action up to and including termination of employment.

Errors

To address potential payroll errors, employees must contact their supervisor. Supervisors will work with ~~the Finance Department~~Payroll. -Errors will be resolved in accordance with the law, but no later than the following paycheck.



OVERTIME

General Information

It is the policy of the district that overtime work is to be discouraged. -However, in the case of emergency, or whenever the public necessity requires, managers may require employees in their division to perform overtime work.

Definition

Overtime - defined as time worked in excess of 40 hours per work week. The work week is from 12:01 a.m. ~~Monday-Sunday~~ and ends at midnight ~~Sunday~~Saturday.

Compensatory Time - defined as time off in lieu of monetary overtime compensation.

Eligibility for Overtime

Eligibility for payment of overtime is determined using the criteria set out in the Federal Fair Labor Standards Act (FLSA) and state wage and hour law. Normally, this determination is made when job classifications are developed and reviewed again when the classification is updated. -The designation of overtime is coded on each classification specification.

All positions designated as “non-exempt” under the FLSA are eligible for overtime.

Exempt employees work a professional workweek on a salaried basis and shall not be eligible for overtime.

Assignment of Overtime

All employees are subject to working overtime unless an employee can show that to do so would create an unusual burden. -In that instance, the employee would not be required to work the overtime unless the employee’s absence would cause the district to be unable to meet its responsibilities.

Authorization to Work Overtime

Supervisors are responsible for ensuring that all overtime worked is authorized. If any employee works overtime without authorization from the supervisor, the district is still required to make payment for that overtime per FLSA rules. Depending upon the circumstances, employees who work overtime without authorization may be subject to corrective action.

Payment of Overtime

1. Full-time non-exempt employees – with supervisory approval, employees have the option to request between ~~the overtime~~ paid in cash pay or ~~in the form of~~ compensatory (“comp”) time. -Comp time will be calculated at the rate of 1.5 hours for each overtime hour worked.
2. Part-time, seasonal and temporary non-exempt employees – overtime will be paid ~~in cash~~ at one and one-half times the regular rate of pay.

Use and Accrual of Comp Time

Comp time shall be used by the employee in the same manner as vacation time.

A department may establish its own accrual cap and use by timeframe for comp time. -Comp time is capped at 40 hours. -If an employee exceeds 40 hours, the excess hours will be paid out as overtime.

Calculation of Overtime

FLSA Non-Exempt Employees – Paid sick leave, vacation leave, compensatory time off, and other paid leave shall not be counted as time worked for the purposes of overtime calculations.

Termination of Employment

In the event of termination of employment, all unused comp time hours shall be paid to the employee in the final paycheck.

References

Fair Labor Standards Act
Oregon Bureau of Labor and Industries



EMERGENCY ADVANCE

General Information

The District recognizes that emergency situations arise, and an employee may need to request a salary advance.

Employees can request in writing a release of up to 60% of their earned unpaid net wages at time of request in an emergency situation. The request must describe the emergency and is subject to approval by the Supervisor and Finance Department.

Emergency Situations

An emergency is defined as a non-recurring, unusual, unforeseen event or unavoidable condition that requires immediate financial resources by the employee.

Examples of an emergency may include, but are not limited to:

- Death in family
- Major car repair
- Auto accident leading to loss of vehicle use
- Theft of cash representing a major portion of most recent pay
- Accident or sickness requiring substantial cash outlays
- Destruction or major damage to home
- New employee (0-3 months of employment) lack of funds (maximum – 1 advance)

Frequency

Emergency advances are generally limited to one time per emergency situation. However, each request is reviewed on a case-by-case basis.

Procedures

Employee	Completes a “Request for Emergency Advance” form. Request must clearly describe the emergency situation. Submit request form to supervisor.
Supervisor	Review for compliance with policy. If situation is a legitimate emergency, authorize request. Submit request and copy of timesheet to Finance Department.
Finance Dept	Review request, process salary advance, and notify supervisor or employee of check.

Form

Request for Emergency Advance



COMPENSATION PRACTICES

General Information

This policy establishes standards for the equitable and consistent administration of pay.

Pay Administration

1) Initial Hire

Wages offered to initial hires to the District should be commensurate with the candidate's qualifications. -Hiring supervisors shall use the district's Wage Rate Guidelines to determine the offered wage.

Exceptions: -Request for salary exception to assign a higher rate than specified by the district's Wage Rate Guidelines must be made in writing from the Department Director and submitted to the Human Resources ~~Manager~~Director.- Human Resources' review will be based on the candidate's qualifications and impacts to pay equity.- Human Resources will forward the exception request to the Executive Director with a recommendation for approval or denial.

2) Reemployment

When an employee is re-hired after leaving the district, the hiring supervisor shall apply the district's Wage Rate Guidelines to determine the re-hire rate.

A. ~~Establishes the m~~Merit increase date is established as follows:

- (i) If reemployed at a higher rate in the same classification, the anniversary/merit increase date will be adjusted to one year.
- (ii) If reemployed at the same rate in the same classification within one year of separation, the anniversary/merit increase date will be established based on a total of ~~12 months~~24 pay periods worked from the last merit increase the employee received.
- (iii) If reemployed at the same rate in the same classification with one to three years of separation, the anniversary/merit increase shall be established as one year from the beginning of the first full pay period the employee works.
- (iv) If reemployed in a different classification, the employee will serve an orientation period.- The anniversary/merit increase date will be established one year from the beginning of the orientation period.

3) Annual or Biannual Merit Increase

The district merit pay system allows for the progression of an employee's pay from the established minimum to the maximum of a salary range based on successful job performance.

Merit increases are based upon an employee's individual performance. -The prime objective is to match an employee's compensation to ~~his/her~~their performance.

Based on the district's financial condition and the current economic environment, a proposed merit increase rate is submitted annually to the Benefits Committee for consideration and recommendations. -Once the Budget Committee approves the budget, which includes the merit increase rate, it is forwarded to the Board of Directors for adoption.

Annual or biannual merit increases in years approved by the board shall be scheduled as follows:

- a) Following initial employment, reclassification or promotion, full-time employees who successfully perform their job are eligible to receive annual merit increases after working 12-24 full pay periods, which then establishes the anniversary date for future annual evaluations and merit increases.
- b) Following initial employment, reclassification or promotion, part-time and regular part-time employees who successfully perform their job receive an annual merit increase after working 12-24 full pay periods provided the employee worked at least 120 hours during the evaluation period (12-24 full pay periods). If an employee does not work 120 hours in the evaluation period, the employee will receive the performance evaluation and corresponding increase on the employee's following anniversary date (after working a total of two years regardless of the number of hours worked).

Denial of Merit Increase

The regularly scheduled merit increase may be withheld for deficient performance. In order to deny a merit increase, the employee must have received timely notice of performance deficiency and had an opportunity to correct the problem prior to the merit increase eligibility date.

Employees receiving formal disciplinary action during the evaluation period shall ~~have their merit increase adjusted to reflect the underperformance~~be denied a merit increase. - Exceptions are to be approved by the Executive Director.

4) Promotion

Upon promotion, the district's Wage Rate Guidelines and internal equity will be applied. -If the wage calculator results in a promotion rate of less than 5%, the promotion rate will be 5% above the employee's base wage.- Department directors may request an exception for a greater increase due to recruitment or retention challenges, exceptional qualifications of the promoted employee, or other appropriate circumstances. -Exception requests must be in writing and submitted to

the Human Resources Director for review. Human Resources will forward the exception request to the Executive Director for consideration approved by the Executive Director.

5) Transfer

A lateral transfer occurs when an employee applies for and accepts a job in which the new job classification has the same salary range.

An employee's wage rate and annual merit increase eligibility date stays the same upon transfer. The employee will complete a new Orientation Period when transferring to a different job classification.

6) Demotion (voluntary or involuntary)

Upon demotion, the district's Wage Rate Guidelines and internal equity will determine the appropriate rate of pay.

Merit increase eligibility date shall remain the same as the previous position held.

7) Orientation Period Removal

In the event an employee does not successfully complete the orientation period and returns to the former classification, the employee shall be restored to the wage in the salary range the employee would have reached taking into account annual merit increases had the employee not left the previous classification. -The employee's former merit increase eligibility date shall be restored.

8) Position Classification Changes

Through a position evaluation process, an employee and position may be reclassified. If reclassification results in the position to be placed in a higher salary range, the position will be placed in the new pay range. -If the position has an incumbent, the employee's pay shall be adjusted using the district's Wage Rate Guidelines and internal equity or a 5% increase, whichever is greater. **-Exceptions for salary placement are to be approved by the Executive Director.**

If the re-evaluation results in the position being placed in a lower salary range, the position will be placed in the new pay range. -If the position has an incumbent, the district's Wage Rate Guidelines and internal equity will determine appropriate rate of pay. **-Exceptions for salary placement are to be approved by the Executive Director.**

If the reclassification is to a classification at the same salary range, in most situations, there is no impact on the employee's salary.

9) Pay Range Adjustments

The results of a compensation study may result in adjusting the pay range of a classification(s). -In the event the pay range for a classification is adjusted to a higher pay range, the implementation may be least cost. -Affected employees may be retained at the existing wage with no increase unless the employee's current

wage rate is below the entry rate of the new pay range.- In this case, the employee's wage rate will be at the entry rate of the new pay range.- Pay range adjustments do not result in the employee serving a new orientation period.

10) Cost of Living Adjustment (COLA)

The district may grant a COLA in any given year that is determined appropriate based on the financial condition of the district. -The COLA will may be based on the published consumer price index for the U.S. City Average, West Region, West-Size Class B/C for January immediately prior to the fiscal year.

When a COLA is granted, the COLA shall first be applied to the salary schedule. After the COLA has been applied to the salary schedule, individual wages will then be increased.

The salary schedule and wages will be adjusted in the July paycheck, unless otherwise stipulated.

11) General Wage Adjustment

Human Resources conducts district-wide compensation/classification plan studies and, based on requests, individual classification or family classification studies. Implementation of the studies shall be in a manner to continue pay equity. -If the study results in employees' current wage rates falling short of pay equity, the employee's wages will be adjusted according to the district's pay equity plan. -If the study results in employees' current wage rates being more than the maximum of the pay range or exceeds internal equity, the employees' wages shall be frozen until the pay range "catches up" with the employees' rate or internal equity is achieved based on the district's plan. -District-wide studies may result in unique circumstances in which Human Resources may recommend exceptions to the Executive Director.

12) Lump Sum Payments

- a) The district may give a lump sum payment to an employee at the time of hiring, promotion, or lateral transfer in difficult recruitment situations. -Department directors must obtain approval of a lump sum payment from the Executive Director through a written request.

Normally, lump sum payments are appropriate for management level or specialized positions where recruitment difficulties are:

- (i) Due to a significantly below-market salary range for a specific classification, where changing the salary range on a timely basis is difficult; or
- (ii) Due to a position in a generic classification being extremely sensitive to market pay fluctuations; or
- (iii) Due to the nature of the assignment (e.g., added expectations and workload for a short to medium period) that makes the position especially unattractive to potential candidates.

- b) Exceptional Performance bonus may be granted to employees who exceed performance expectations. –The one-time bonus payment is part of the annual performance evaluation process. –The performance evaluation must clearly demonstrate the specific competencies, goals, and job expectations that have been consistently performed in an outstanding manner. –Pre-approval by the Executive Director is required using the Exceptional Performance Bonus Request form. Employees may choose 1% bonus or the equivalent paid time off (21 hours for full-time employees). –Exceptional Performance Bonus Request must be tied to the annual performance evaluation and limited to one per year.

13) Work Out-of-Class (WOC)

Work out of classification is defined as a temporary assignment of an employee to perform essentially all the duties, authority and responsibilities of a position classified at a higher salary range.

- a) Rate of Pay
 - (i) The WOC rate of pay for temporary duties at a higher classification is either five (5) percent of the employee's base rate of pay; or the entry rate of the higher WOC pay range, whichever is greater. –Exceptions are to be approved by the Executive Director.
 - (ii) An employee performing a work-out-of-class assignment, who is eligible for overtime in the regular position, continues to be eligible for overtime while performing the work-out-of-class assignment.
- b) Criteria:
 - (i) An employee assigned to perform duties at a higher-level classification for more than 14 consecutive calendar days.
 - (ii) An employee must meet the minimum qualifications of the higher-level position in order to receive WOC compensation. –Employees who do not meet the minimum qualifications may be assigned the work as a professional development opportunity. –A Human Resources representative must affirm that assigned duties are of a higher classification prior to authorizing WOC pay.
 - (iii) Standards for WOC duration are 12 months or less. –If a WOC assignment exceeds this standard, written documentation must be submitted.

14) Return from Layoff

When an employee returns from layoff to the classification held prior to the layoff, the employee returns to the same wage paid at the time of layoff. –Upon return from layoff to a different classification, the district's Wage Range Guidelines and internal equity will determine appropriate rate of pay.

15) Equity Adjustment

An equity adjustment is a wage adjustment to correct a salary disparity. –Human Resources will determine the need for an equity adjustment and write a request for Executive Director approval that includes the issue, affected employee(s), recommended adjustment, and effective date. –Retroactive effective dates may go

back five (5) years or the date of the most recent pay study whichever is most recent. -Upon approval, a personnel action will be processed for the adjustment.

16) Facility Closure and Emergency Cancellation

In the event of a facility closure or emergency cancellation of programs, compensation shall be as follows:

Exempt full-time employees – A partial or full closure will not impact an employee's monthly compensation; however, the expectation is that work responsibilities will be taken care of at an alternative time, day, or location. -In the event of a prolonged closure, employees may be required to take paid leave.

Non-exempt full-time employees – During a partial or full-closure, employees are paid for the hours worked; for any missed time, employees will be required to either 1) make up the missed time within the same pay period (supervisor must approve) or 2) use up to five shifts of district-paid special Emergency Closure Leave (full or partial shifts) available from December 21 through the following December 20, or 3) use accrued vacation or comp time. -If option 1 is agreed upon and the employee is unable to make up the time within the same work week, the supervisor shall adjust hours so that the make-up hours do not result in an employee's compensation exceeding what would have been paid. -(This may result in an employee working less than an 8-hour shift to adjust for overtime incurred during the week that they are making up a shift. -For example, an 8-hour shift made up in a subsequent week would result in an employee working 5.33 hours at 1.5 overtime pay to equal 8 hours of missed pay). -If option 2 is used, supervisors must review and approve time and ensure employee does not exceed five full or partial shifts in the year.

Note: -Full-time employees must use applicable leave balances before leave without pay may be authorized (see Leave Without Pay policy).

Part-time and seasonal employees – Employees are paid for the hours worked; for any missed time, employees will be required to either 1) if business needs allow, employees may be scheduled for make-up hours for the missed time, or 2) use up to five shifts of district-paid special Emergency Closure Leave (full or partial shifts) from December 21 through the following December 20, or 3) use accrued vacation leave if available. -If option 2 is used, supervisors must review and approve time and ensure employee does not exceed five full or partial shifts in the year.

Show-up pay – In the event an employee reports to work as scheduled and the decision has been made for a closure or cancellation, the employee shall be paid not less than one (1) hour. -Minors are to be paid not less than one-half their scheduled shift.

Exceptions – In the event of a business closure, the Human Resources ~~Manager~~ Director may request exceptions to appropriate policies to avoid employees' loss of benefits for the Executive Director's approval.

Travel

Time an employee spends in travel as part of their principal activity must be counted as hours worked. -Employees required to report to a meeting place to receive instruction, perform other work, or pick up materials is part of the day's work and must be counted as hours worked.

Work performed while traveling is counted as hours worked. -Travel during an overnight stay away from home is work when it cuts across the employee's workday. -The time spent traveling on both regular scheduled days and working hours, and on corresponding hours on non-working days is counted as hours worked.

Pay Differentials

1. Bilingual Skills

Based on the community's demographics and the district's business needs, a differential ~~for bilingual Spanish/English speakers~~ will be provided if all of the following is met:

The position is determined to either require or prefer for bilingual skills. -Positions that are required must use bilingual skills on a regular and frequent basis including 10% or more of overall time worked. -Positions that are preferred must have frequent public contacts where there is a high likelihood that they will come into contact with ~~people needing language translation~~ Spanish speakers;

The job announcement states that bilingual skills are required or preferred;

The employee passed a bilingual proficiency test that demonstrates their proficiency ~~in Spanish~~ to a level that they are unlikely to be misunderstood. This proficiency level is a score of 9 or higher with the current testing facility; and

The employee's position description includes the expected use of ~~Spanish/English~~ bilingual skills.

Bilingual pay eligible positions are in two categories with the differential rate:
Required Positions - \$1.50 per hour:

- Latino Community Outreach Coordinator
- Outreach ~~Supervisor~~ Coordinator

- Recreation positions with specific assignments/classes that require communication in Spanish-languages other than English such as Inclusion Support, Spanish language program leaders and instructors, Latino outreach support, and Therapeutic Recreation. -For other assignments, the preferred rate will be applied.

Preferred Positions - \$.75 per hour:

- Customer Service Specialist 1, 2 and 3
- Park Steward
- Recreation 1, 2, and 3 (except those where bilingual skills are required)
- Recreation Facility Shift Lead
- HR Recruiting Specialist
- Rentals & Event Specialist

The required and preferred lists may change with the department director's and HR Manager's-Director's approval.

Discontinuation

In the event an employee moves to a position that is not designated as bilingual pay eligible or if the bilingual designation of a position is removed, the bilingual pay will cease the first day of the new assignment. - Additionally, if an employee is not reasonably available to fulfill the assignment that requires bilingual skills, the employee's pay will be reduced to the preferred pay differential e.g., a swim instructor is receiving the required bilingual pay differential for their ability to teach Spanish swim lessons, but later is not available to continue the assignment.

2. Lead Work

This differential applies to all employees assigned to perform "lead work" duties for 14 or more consecutive calendar days if:

- a) The class specifications for the employee's position do not include lead work duties; and
- b) The employee's position is not management/supervisory.

Employees assigned lead work duties typically perform a broader scope of work and are assigned additional responsibilities. -The supervisor documents the lead work assignment through a Personnel Action form. -Lead work occurs when the supervisor assigns an employee all of the following duties:

- a) Prioritize and assign tasks to efficiently complete work;
- b) Give direction to workers concerning work procedures and performance standards;
- c) Review the accuracy, quality and quantity of work; and
- d) Provide informal feedback of employee performance to the supervisor.

The differential is five (5) percent of base salary for the full period of the assignment.

Lead work differential does not apply to developmental assignments mutually agreed to by management and the employee.

3. **On-Call Duty**

On-call differential applies to all Federal Labor Standards Act (FLSA) non-exempt employees. -An employee is eligible for the on-call duty differential when a supervisor requires the employee to be available for work outside of the employee's scheduled shift. -Employees may use the on-call time effectively for their own use. The district does not count on-call time as time worked in the computation of overtime hours worked.

On-call shall be one hour's pay at the regular straight time rate.

Employees in Park Services assigned to be on-call for emergency weather response will be eligible to receive one hour's pay at the regular straight time rate or one hour of accrued vacation time. In some instances, Park Services employees volunteering to fill unfilled on-call emergency weather response assignments will be eligible for two hour's pay at the regular straight time rate or two hours of accrued vacation time.

4. **Standby Duty**

Standby duty differential applies when a supervisor requires FLSA non-exempt employees to be available for work outside normal working hours, and subject to restrictions consistent with the FLSA, that prevent the employee from using the time while on standby duty effectively for the employee's own purposes. -Compensation for standby duty is paid at the employee's straight time rate of pay. -Overtime hours on standby are paid at the appropriate overtime pay rate.

5. **Work Schedule**

Work schedule differential applies to employees assigned to non-traditional work schedules. Employees shall receive the shift differential for shifts where the majority of hours are worked between 10:00pm and 5:00am. Overtime is computed by adding shift differential to the employee's base rate during the pay period when an employee works overtime. - Work schedule differential is not paid when an employee requests an alternate work schedule to make up hours not worked during the established workweek.

The differential is five (5) percent of each shift that meet the shift differential definition.

Resource

Wage Rate Guidelines
Leave Without Pay policy, Chapter 5, Section 8

Forms

Exceptional Performance Bonus Request



VACATION LEAVE

General Information

Vacation leave is an employee benefit that is granted to ~~full-time~~full-time and regular ~~part-time~~part-time employees in benefited positions.- Vacation leave provides pre-approved paid time off away from work.

Requirements

A. Vacation Leave Accrual

1. Exempt Full-Time Employees

Exempt full-time employees receive five (5) days of vacation upon initial hire to the district or promotion from a non-benefited position. -Employees start accruing additional vacation leave according to the chart below:

Years of Service	Accrual Per Pay Period	Vacation Days per Year
After completing five <u>ten</u> full pay periods to 1 year	8 <u>4</u> hours	12
Upon completion of 1 year	10 <u>5</u> hours	15
Upon completion of 5 years	12 <u>6</u> hours	18
Upon completion of 10 years	13 <u>1</u> / 26 <u>7.5</u> hours	20
Upon completion of 15 years	14 <u>2</u> / 37 <u>.33</u> hours	22
Upon completion of 20 years	16 <u>2</u> / 38 <u>.33</u> hours	25

2. Non-Exempt Full-Time Employees

Non-exempt full-time employees receive five (5) days of vacation upon initial hire to the district or upon promotion from a non-benefited position. -Employees start accruing additional vacation leave according to the chart below:

Years of Service	Accrual Per Pay Period	Vacation Days per Year
After completing six <u>twelve</u> full pay periods to 1 year	6-2 <u>33.33</u> hours	10
Upon completion of 1 year	8 <u>4</u> hours	12
Upon completion of 5 years	10 <u>5</u> hours	15
Upon completion of 10 years	12 <u>6</u> hours	18
Upon completion of 17 years	12-2 <u>36.33</u> hours	19
Upon completion of 18 years	13-1 <u>36.66</u> hours	20
Upon completion of 19 years	14 <u>7</u> hours	21
Upon completion of 20 years	14-2 <u>37.33</u> hours	22
Upon completion of 21 years	15-1 <u>37.66</u> hours	23
Upon completion of 22 years	16 <u>8</u> hours	24

Full-time exempt and non-exempt employees on leave without pay for more than ~~5-3~~ days in the pay period will accrue vacation leave on a prorated basis. For example: an employee who worked 20 hours for the pay period will accrue 20 hours divided by 86.67 hours or 23% of the maximum pay period accrual rate.
~~For example: an employee who worked 100 hours for the month will accrue 100 hours divided by 173.33 hours or 57.69% of his/her monthly accrual rate.~~

3. Benefited Regular Part-Time Employees

Benefited regular part-time employees in budgeted benefited positions will begin to accrue vacation leave immediately upon hire into a benefited position. – Vacation accrual will be accrued on a prorated basis up to a maximum of ~~eight~~ four (84) hours per ~~month~~ pay period. Actual time worked and all leave with pay shall be included in determining the accrual of vacation leave each ~~month~~ pay period.

Employees moved from a budgeted benefited position into a non-benefited position will no longer be eligible to accrue vacation leave effective with the date of the change. – Employees are eligible to use their vacation leave balance.

4. Non-benefited Part-Time, Seasonal and Temporary Employees

Part-time, seasonal, and temporary employees shall not earn vacation leave.

5. Part-time to full-time change

In the event a part-employee moves to a full-time position, vacation accrual will be based on the number of continuous service months an employee worked in a

part-time benefited position. -If an employee was non-benefited, the accrual will begin on the date of change to full-time.

B. Accumulation of Vacation Leave

1. **Full-time employees** may accrue a maximum of 240 hours of vacation.
2. **Regular part-time employees** may accrue a maximum of 120 hours of vacation.

Accruals in excess of these limits will be forfeited.

C. Recording Vacation Leave

Vacation leave shall be recorded in the district's electronic time keeping system. Employees may only record vacation leave that is in their current vacation leave balance (see most recent pay stub).- Employees may not borrow vacation leave from the current or future ~~months~~pay periods.

D. Continuous Service

Continuous service shall be service unbroken by separation from the District. -Time spent by an employee on military reserve (National Guard, Army Reserve, etc.) leave, vacation leave, sick leave, state or federal family medical leave (with or without pay), or other authorized leave with pay is considered continuous service. -Time spent on other types of authorized leave without pay will not count as continuous service. -Employees returning from such unpaid leave or who were laid off and return within one year, shall be entitled to credit for service prior to the leave.

E. Vacation Payment

Employees who have accrued the maximum vacation hours allows (full-time 240 hours and benefited part-time 120 hours) may request payment for up to half of the hours of vacation (full-time 120 hours and benefited part-time 60 hours) in which it has been determined by the department director that granting leave is not appropriate and has been determined by the Executive Director to be financially feasible. -A Vacation Payment form must be submitted to the department director and approved by the Executive Director.

Employees who have worked for the District for 20 years or more may have the option of receiving payment for five (5) days of accrued vacation each fiscal year in which it has been determined by the Executive Director to be financially feasible.

F. Scheduling Vacation Leave

Subject to operating requirements, vacation leave may be utilized with prior approval of the supervisor, except as provided by the Family and Medical Leave Act.

There will be times when no more than one person from one department/division may be on vacation at the same time.- Because of this policy, it is suggested by the District that

vacation leave requests be made in writing far enough in advance to avoid denial of time off.

G. Changing Vacation Leave to Sick Leave

In the event of a serious health issue during vacation, an employee's vacation leave may be changed to earned sick leave. –The request must be submitted to the employee's department director for approval.

H. Timesheet

Vacation hours recorded on the timesheet must reflect the hours that are normally scheduled.

I. Coordination with Workers' Compensation Loss Benefits

An employee may choose to use vacation leave to make up the difference between the Workers' Compensation for lost time and the employee's regular salary wage.

J. Paid Leave Oregon Insurance

An employee may choose to use sick or vacation leave to make up the difference between the Paid Leave Oregon (PLO) insurance for leave qualifying under PLO and the employee's regular salary rate. –To determine the number of ~~vacation~~ leave hours required to supplement PLO, employees are to submit the benefit notice from Oregon Employment Department to Human Resources.

K. Termination of Employment

Upon termination, employees that have begun accruing vacation leave in accordance with this policy shall be paid all unused vacation hours in their final paycheck. –Employees that have not begun accruing vacation leave upon termination shall forfeit all unused vacation leave.

Forms

Request for Vacation Payment



Codified: 10/19/10, 11/19/13, 11/17/15, 11/1/16, 11/7/17, 11/6/18, 11/19/19, 12/1/20
11/15/22, 11/21/23, 9/17/24

Amended By: Don Horton, Executive Director

Amendment Date: 7/20/10, 11/9/12, 8/25/15, 1/1/16, 8/9/16, 6/21/17, 8/28/18, 12/18/18, 6/19/20,
12/21/21, 6/16/23, 8/29/23, 6/27/24

Amended By: Michelle Healy, Executive Director

Amendment Date: 1/1/2025

Page 1 of 3

SICK LEAVE

General Information

This policy is intended to mitigate the spread of disease and to allow employees to care for themselves and family members, making a healthier, more productive workplace and community.

Eligibility, Accrual Rate, and Carry Over

Non-benefited Part-Time and Seasonal Employees

Non-benefited part-time and seasonal employees begin accruing 1 hour for every 30 hours worked immediately upon hire. -Employees may carry over up to 40 hours of unused sick leave from one year to the next.

Benefited Regular Part-Time Employees

Regular part-time employees in budgeted benefited positions begin accruing immediately upon hire. -Sick leave accrual will be accrued on a prorated basis up to a maximum of ~~eight-four~~ (84) hours per ~~monthpay period~~. Actual time worked and all leave with pay shall be included in determining the prorated accrual of sick leave each ~~monthpay period~~. -For example: an employee who worked ~~100-20~~ hours for the ~~monthpay period~~ will accrue ~~100-20~~ hours divided by ~~173.3386.67~~ hours or ~~57.6923~~% of the maximum ~~eightfour~~-hour accrual rate. -There is no limit to the number of unused sick leave hours an employee may accrue.

If an employee is moved from a budgeted benefited position to a non-benefited position, the employee's sick leave accrual rate will be reduced to the non-benefited part-time and seasonal employee rate of 1 hour for every 30 hours worked effective with the date of the change. -In the event the employee has more than 40 hours of unused sick leave accrued, the employee will not lose the hours accrued while benefited.

Full-time Employees

Full-time employees begin accruing ~~eight-four~~ hours of sick leave immediately upon hire and each pay period provided there are no leaves without pay during the pay period. If an employee has taken more than ~~five-three~~ (53) days of leave without pay in the pay period, sick leave accrual will be prorated. -There is no limit to the number of unused sick leave hours that may be accrued.

Full-time employees working an alternative work schedule, e.g., 4-10's, shall use applicable leave balances to ensure the full work week equals 40 hours before leave without pay can be authorized (see Leave Without Pay policy).

Recording Sick Leave

Sick leave shall be recorded in the district's electronic time keeping system. -Employees may only record sick leave that is in their current sick leave balance (see most recent pay stub). -Employees may not borrow sick leave from the current or future months.

Use of Sick Leave

Employees can use earned sick leave for the following reasons:

1. To care for the employee or the employee's family member with a mental or physical illness, injury or health condition, need for medical diagnosis, care, or treatment of a mental or physical illness or health condition, or need for preventive medical care, or to provide a family member's daily care activities.
2. To care for an infant or newly adopted child under 18 years of age, or for a newly placed foster child under 18 years of age, or for an adopted or foster child older than 18 years of age if the child is incapable of self-care because of a mental or physical disability, completed within 12 months after birth or placement of the child.
3. Absences associated with death of a family member by:
 - a. Attending the funeral or alternative to a funeral of the family member;
 - b. Making arrangements necessitated by the death of the family member; or
 - c. Grieving the death of the family member;
4. For absences related to domestic violence, harassment, sexual assault or stalking;
 - a. To seek legal or law enforcement assistance or remedies to ensure the health and safety of the employee or the employee's minor child or dependent, including preparing for and participating in protective order proceedings or other civil or criminal legal proceedings related to domestic violence, harassment, sexual assault, or stalking;
 - b. To seek medical treatment for or to recover from injuries caused by domestic violence or sexual assault to or harassment or stalking of the employee or the employee's minor child or dependent;
 - c. To obtain, or to assist a minor child or dependent in obtaining counseling from a licensed mental health professional related to an experience of domestic violence, harassment, sexual assault, or stalking;
 - d. To obtain services from a victim services provider for the employee or the employee's minor child or dependent;
 - e. To relocate or take steps to secure an existing home to ensure the health and safety of the employee or the employee's minor child or dependent;
5. In the event of a public health emergency including but not limited to:

- a. Closure of the employee's place of business or the school or place of care of the employee's child, by order of a public official due to a public health emergency;
 - b. A determination by a lawful public health authority or a health care provider that the presence of the employee or the family member of the employee in the community would jeopardize the health of others; or
 - c. The exclusion of the employee from the workplace under any law or rule that requires the employer to exclude the employee from the workplace for health reasons.
6. For any other absences due to events that would qualify for Paid Leave Oregon.

Family Member Definition

Family members for sick leave purposes are defined as spouse, same gender domestic partner as (described in ORS 106.300 to 106.340) and includes in-laws and step: parents, foster parents, grandparents, children, grandchildren, brother, sister, foster children, and any individual with whom an employee has or any individual related by blood or affinity whose close association with a covered individual is the equivalent of a family relationship.

Absence Notification

When employees need to use sick leave and has not given their supervisor prior notice, employees will call their supervisor or other designated staff, prior to the beginning of their scheduled shift, except for circumstances beyond the employee's control such as a traffic accident.

Medical Certification

The district may request certification from the attending physician for the following reasons:

- Verify the need for leave under the Federal Family Medical Leave Act/Oregon Family Leave Act (FMLA/OFLA).
- An employee takes more than three consecutive workdays of sick time.
- If the supervisor suspects that the employee is abusing sick time or engaging in a pattern of sick leave.
- If the sick time is foreseeable and projected to be more than three consecutive days.
- To determine return to work eligibility and restrictions.

Paid Leave Oregon Insurance

An employee may choose to use sick or vacation leave to make up the difference between the Paid Leave Oregon (PLO) insurance for leave qualifying under PLO and the employee's regular salary rate. To determine the number of sick leave hours

required to supplement PLO, employees are to submit the benefit notice from Oregon Employment Department [to Human Resources](#).

Workers' Compensation

An employee may choose to use sick leave to make up the difference between the Workers' Compensation for lost time and the employee's regular salary rate. An employee who exhausts sick leave may choose to use other accrued leave to equal the difference between Workers' Compensation for lost time and the employee's regular salary rate. Using leave while receiving time loss benefits is not required.

Notification of Sick Leave Balance

The employee's ~~monthly~~ pay stub shall reflect the employee's sick leave accrual, use, and balance.

End of Employment

Sick leave does not have a monetary value at the time of separation. Sick leave balance will not be paid when an employee separates employment from the District.

Restoration of Sick Leave Upon Rehire

Employees who have separated from the district and return within one year shall have unused sick leave credits restored. -The amount of restored sick leave will depend on the position the employee is rehired into and will follow the eligibility, accrual rate and carry over rules associated with that position.

Resource

Leave Without Pay policy, Chapter 5, Section 8



RETIREMENT PLAN

The information in this section is general and not intended to be exhaustive. -For further information, refer to the references listed at the end of this section.

General Information

The District's retirement plan is through the Public Employee Retirement System (PERS).

Employees hired with a PERS participating employer prior to January 1, 1996 are in Tier 1. - Employees hired on or after January 1, 1996 but before August 29, 2003 are in Tier 2. -Effective January 1, 2004, active PERS Tier 1 and Tier 2 member contributions will go into an Individual Account Program (IAP) portion of the Oregon Public Service Retirement Plan. -PERS members retain their existing PERS accounts, but any future member contributions (those made after January 1, 2004) will be deposited in the member's IAP, not into the member's PERS account.

Employees hired on or after August 29, 2003 are in Oregon Public Service Retirement Plan (OPSRP), a hybrid pension plan (defined contribution/defined benefit) with two components: the pension program (defined benefit) and the Individual Account Program (defined contribution).

Qualifying For OPSRP

An employee becomes a member of OPSRP after working six (6) complete months in a qualifying position. -The 6-month "waiting period" cannot be interrupted by more than 30 consecutive working days. The effective date of membership is the first day of the calendar month after an employee meets this requirement (the employee must work at least one day into the following month). Once an employee has become an OPSRP member, ~~he/she~~they needs to work 600 hours per calendar year to remain qualified.

Employee Contributions

Once an employee is PERS or OPSRP eligible (the 6-month waiting period has been completed), ~~he/she needs~~they need to work 600 hours per calendar year to remain qualified. -Upon becoming PERS or OPSRP eligible, an employee contribution of 6% of gross salary is made by the employee to the employee's

IAP. -The District processes the employee's 6% contribution through the ~~monthly~~ payroll process; the employee's 6% contribution results in reducing the employee's net pay.

Employer Contributions

The District (employer) also contributes ~~monthly~~ to PERS for the benefit of PERS/OPSRP eligible employees, based on the current PERS-calculated percent of eligible employees' wages. -PERS calculates a rate for the District each biennium. - A separate bi-annual rate is calculated depending on whether the employee is a Tier 1/Tier 2 or OPSRP member.

Annual Statements

Annual statements reflecting an account balance as of December 31 of the previous year are distributed to all active and inactive IAP members annually.

Portability

An employee's membership in the IAP is portable, meaning that once the employee becomes an IAP member, the employee will remain a member if ~~he/she/they~~ later leaves one participating employer to work for another participating employer in a qualifying position.

Withdrawal

An employee, at any time upon leaving a participating employer, may elect to withdraw ~~his/her/their~~ IAP.

Withdrawn funds are subject to federal and state income taxes plus an additional 10 percent tax unless the employee elects a direct-transfer rollover into an Individual Retirement Account (IRA) or other tax-qualified plan. - PERS must withhold 20 percent federal tax on the taxable portion of the employee's refund unless the employee elects a direct-transfer rollover. Employees can roll over only the taxable portion of their refund (that portion of the employee's account that has not been previously taxed).

Death Benefits Before Retirement

In the event of an employee's death, ~~his/her/their~~ listed beneficiary will receive the balance of ~~his/her/their~~ retirement account.

References

OPSRP Member's Handbook
PERS Website: <http://www.oregon.gov/PERS>

PERS Telephone: 1-888-320-7377

PERFORMANCE EVALUATION

The performance evaluation process serves many purposes. Most importantly, it provides a formal opportunity for the supervisor and the employee to meet and talk about performance goals and expectations. During the meeting, the supervisor will provide feedback on how the employee is performing based on job specific competencies and goals.

Philosophy

Management is an ongoing process of establishing clear expectations and providing ongoing feedback and coaching to ensure those expectations are achieved.

Performance management is a partnership between the employee and ~~his/her~~their manager and should be focused on the ongoing communication between the employee and ~~his/her~~their manager.

Performance evaluation processes assess employees' strengths and areas for improvement that serve to further develop employees within the District. To do this, performance management focuses on two main measures of success: "What" gets accomplished and "How" it gets accomplished.

What employees accomplish is measured against specific goals and job responsibilities. These include:

- Goals that are linked to the department and District vision, goals, and strategic plan
- Goals that are linked to specific job responsibilities
- Special projects and activities assigned to the individual
- Responsibilities and tasks specific to the job

How employees meet performance expectations is measured against competencies, which are the knowledge, skills, behaviors, attributes and other characteristics needed by employees to successfully achieve goals. These include:

- Core competencies required of all district employees
- Leadership competencies for people managers and other leaders
- Additional behavioral competencies that are important to successful performance

Evaluation Process

The process requires managers to meet with each of their employees to plan performance for the upcoming period within two weeks of hire, then annually at the beginning of each new performance year. Managers are required to conduct at least one formal performance evaluation planning meeting with each of their direct reports every ~~12-24~~ pay periods.

The process is designed in two steps: the first step concentrates on past performance and the second on future goal setting. However, managers may combine the performance evaluation for the past year with development of the plan for the coming year. With this method, the meeting should be structured to *first* provide feedback on past performance, and then follow with a discussion of the employee's performance plan for the coming year.

Performance Evaluation Schedule

The development of the employee's performance goals and expectations should be prepared within two weeks from the date the employee is hired, transferred, promoted, or demoted. This is a collaborative effort between the employee and the manager.

Orientation Period

Performance is formally assessed against the agreed upon goals, competencies, and responsibilities. The manager reviews what has been accomplished and how it has been accomplished. The orientation period for employees is ~~12-24~~ full pay periods ~~(21st of the month through the 20th of the following month)~~ with at least 120 hours worked from the beginning of the orientation period. If an employee does not work 120 hours, the orientation period will continue until 120 hours are worked; however, the maximum time an employee shall serve an orientation period is two years regardless of whether the 120 hours are met. -The orientation period evaluation should be completed at least four times during the orientation period.

Successful completion of the orientation must be documented on the orientation form. -If an employee is not performing to the expectations by the fourth month, the manager should contact Human Resources to assess continued employment.

Annual Performance Evaluation

Employees must work ~~12-24~~ full pay periods, having worked at least 120 hours to receive an annual performance evaluation.- If an employee does not work 120 hours in the year, the employee will receive ~~his/her~~their performance evaluation on ~~his/her~~their following anniversary date (after working a total of ~~24-48~~ full pay periods).

Performance is formally evaluated at least once during the year; however, supervisors and managers are encouraged to have more frequent meetings with their staff, such as quarterly reviews.- Informal and on-going performance discussion and feedback should be part of ongoing performance coaching.

Exempt and Non-exempt (full-time and regular part-time staff)

There are two performance evaluation forms for the annual performance review.

- 1) Exempt, management and supervisory staff are evaluated using the long form that includes leadership competencies.
- 2) Non-exempt full time and regular part-time staff are evaluated using the non-management long form, which does not include leadership competencies.

Other Part-time and Seasonal staff

The district employs many part-time staff who work intermittently, by project, or season. Performance evaluations for this group of staff may vary. - For seasonal staff, the evaluation is conducted at the end of the season using the Performance Evaluation for part-time (short) form. -This form may also be used for intermittent staff.

Voluntary Demotion

In the event an employee accepts a voluntary demotion, the employee's performance evaluation date will remain unchanged. -The first performance evaluation will be initiated and developed by the new supervisor and the former supervisor shall provide input.

Performance Rating Scale

At the end of the review period, the manager will evaluate the employee's performance on the established competencies, goals, and job responsibilities. All of these performance expectations will be evaluated using the same 4-point rating scale. This 4-point rating scale has been adopted in order to help better distinguish levels of performance among employees.

While the rating scale is not used until there is a formal review, employees need to know up front what their performance expectations are in order to be successful performers as well as strive to be exceptional performers. -Rate employees on performance expectation using the following scale:

4= Outstanding Performer: Employee exceeded most performance expectations. Employee was an outstanding contributor to the success of the department and the district.

3=Successful Performer: Employee worked to meet and frequently exceeded job expectations, goals, and competencies; made a positive contribution to achieving department goals.

2=Satisfactory Performer: Employee met most performance expectations. Employee needs to further improve in one or more areas of expected job results or behavioral competencies.

1=Unsatisfactory Performer: Employee was inconsistent related to meeting established expectations, goals, and competencies. Employee needs significant improvement in critical areas of expected job results or behavioral competencies.

N/R= not rated: New hire or transfer within 5 months of performance review or not relevant to the position.

Exceptional Performance Bonus

Department directors may request approval from the district executive director to grant an employee a one-time bonus for exceptional performance. –The request must be submitted via the Exceptional Performance Bonus Request form. –The request must clearly demonstrate what and how the employee accomplished that demonstrated this level of outstanding service to the district. –Exceptional Performance Request must be tied to the annual performance evaluation and limited to one per year. The Executive Director will approve or deny the request.

Procedures

Manager/Supervisor	Establishes competencies and goals for the new performance period.
Manager/Supervisor	Initiates meeting with employee and discusses section 1, 2, and 3 of the Performance Evaluation form.
Manager/Supervisor	Checks in monthly for new employee; semi-annually for established employee.
Manager/Supervisor	Prepares for annual evaluation by requesting the employee to complete a self-evaluation.
Employee	Completes self-evaluation and submits to supervisor.
Manager/Supervisor	Prepares evaluation; <u>signs the evaluation and submits to manager and/or director for review and signature.</u>
<u>Manager/Supervisor</u>	<u>If recommending employee for exceptional service bonus, fills out Exception Service Bonus form and submits to Executive Director for approval.</u>
<u>Executive Director</u>	<u>Approves or denies Exceptional Service Bonus.</u>
<u>Manager/Supervisor</u>	<u>sSchedules annual performance meeting <u>with employee</u>, gives evaluation to employee to read prior to the meeting.</u>
Employee	Reviews the evaluation <u>and completes the employee portion.</u>
Supervisor & Employee	Meets with employee to review and discuss the self-evaluation and performance evaluation.- Employee <u>and supervisor</u> signs the evaluation form.
Manager/Supervisor	Signs the evaluation and submits to manager and/or director for review and signature

~~Manager/Supervisor~~ ~~If recommending employee for exceptional service bonus, fills out Exception Service Bonus form and submits to Executive Director for approval~~

~~Executive Director~~ ~~Approves or denies Exceptional Service Bonus~~

Manager/Supervisor Completes the performance evaluation cycle by submitting signed evaluation to Human Resources.

Forms

Orientation Period Evaluation

Performance Evaluation Non Management Full-Time and Regular Part-Time Staff

Performance Evaluation Management and Supervisory Staff

Performance Evaluation Seasonal and Part-Time (short form)

Exceptional Performance Bonus Request

BOARD AGENDA COMMUNICATION

AGENDA DATE:	December 16, 2025
SUBJECT:	Fiscal Year (FY) 2025 Annual Comprehensive Financial Report (ACFR)
STAFF RESOURCE:	Eric Baird, Finance Manager Kristin Toney, Administrative Services Director
GUEST PRESENTER:	Cyrus Ward, CPA, MBA Jessica Luther-Haynes, CPA, CFE
PREVIOUS BOARD ACTION:	None
ACTION PROPOSED:	Accept FY 2025 ACFR
STRATEGIC PLAN:	
Priority:	Service
Goal:	Steward fiscal resources, and further environmental and social sustainability

BACKGROUND

Oregon Revised Statute 297.405 – 297.555, the Oregon Municipal Audit Law, requires an annual financial report audit of all municipal corporations. The Secretary of State, Audits Division, in cooperation with the Board of Accountancy, and in consultation with the Oregon Society of Certified Public Accountants (CPAs), prescribes the minimum standards for the presentation of the report and the conduct of the audits.

The Annual Comprehensive Financial Report (ACFR) of Bend Park and Recreation District for the fiscal year ending June 30, 2025, is hereby submitted to the board, (Attachment A). Responsibility for both the accuracy of the data, and the completeness and fairness of the presentation, including all disclosures, rests with the district. To the best of our knowledge and belief, the enclosed data are accurate in all material respects and are reported in a manner designed to present fairly the financial position and results of operations of the various funds of the district. All disclosures necessary to enable the reader to gain an understanding of the district's financial activities have been included.

The annual report is required to be independently audited by CPAs licensed by the Oregon State Board of Accountancy to perform audits of municipal corporations. The annual audit process contributes to the integrity of Oregon local governments by requiring an independent review of fiscal affairs and assuring that local taxpayers are provided a reliable and complete financial report that can be used to evaluate their local governments' performance. The district has received an unmodified or “clean” audit opinion for fiscal year 2025 (and for all years prior since the district’s first audit for fiscal year 1976-77). The auditor will be presenting information on the audit of the ACFR to the board of directors during the business session. See the Auditor’s letter to the board attached (Attachment B).

The ACFR is presented in four sections:

- **The Introduction section** includes this letter of transmittal, and the district's organization chart, and certificate of achievement.
- **The Financial section** includes:
 - The report of the independent auditors
 - Management's Discussion and Analysis (MD&A)
 - The basic financial statements, including the government wide financial statements comprised of the Statement of Net Position and the Statement of Activities and the accompanying notes to the financial statements
 - Required supplementary information other than the MD&A is also included in the financial section
- **The Statistical section** includes selected financial and demographic information, on a multi-year basis.
- **The Audit Comments and Disclosures section** includes:
 - Independent auditors' report required by Oregon state regulations

The transmittal letter read along with the MD&A, gives a good overview of the financial statements and the financial performance of the district for fiscal year 2025.

The Government Finance Officers Association awarded the district with a Certificate of Achievement for Excellence in Financial Reporting for its ACFR for the fiscal year ended June 30, 2024. In order to receive the award, the district must publish an easily readable and efficiently organized ACFR with contents that conform to program standards. We will submit this ACFR for the award as well and believe it meets the program standards.

BUDGETARY IMPACT

This was the second year of our professional services agreement for auditing services with Aldrich CPAS + Advisors LLP. The original agreement term is for three fiscal years, with the option to audit an additional two fiscal years. The amount for auditing services for the original term three fiscal years is \$136,005 including \$47,505 for fiscal year 2025 audit services. This fee is budgeted in the General Fund.

A clean unmodified audit opinion on the district's financial statements is viewed favorably by investment analysts and strengthens the district's ability to issue bonds or other debt at a lower interest cost.

STAFF RECOMMENDATION

Staff recommends the board receive the auditor's presentation of the audited Annual Comprehensive Financial Report for the district for the fiscal year 2025 and make a motion to officially accept the report.

MOTION

I make a motion to accept the Bend Park and Recreation District's audited Annual Comprehensive Financial Report for the fiscal year 2025.

ATTACHMENT

Attachment A: 6-30-25 Bend Metro Report to the Board (*available at board meeting*)

Attachment B: FY 2025 Annual Comprehensive Financial Report (*available at board meeting for download at: <https://www.bendparksandrec.org/about/finance/> by Tuesday, December 16, 2025*)

BOARD AGENDA COMMUNICATION

AGENDA DATE:	December 16, 2025
SUBJECT:	Award Construction Contract for Boyd Acres Park Services Complex
STAFF RESOURCE:	Bronwen Mastro, Landscape Architect
PREVIOUS BOARD ACTION:	January 4, 2022 - Approved Purchase and Sale Agreement for Boyd Acres Park Services Complex March 04, 2025 - Amend Professional Services Contract for Boyd Acres Park Services Complex April 16, 2024 - Award Professional Services Contract for Boyd Acres Park Services Complex
ACTION PROPOSED:	Award Construction Contract for Boyd Acres Park Services Complex
STRATEGIC PLAN:	
Priority:	Team
Goal:	Support the well-being and safety of all district employees
Strategy:	Keep up with changing workforce needs and adapt how the district works to enhance employee experiences

BACKGROUND

The existing Park Services facilities were built in the 1980s on a sloped site and sized to accommodate support services of the district at that time. The facility is now inadequate to meet today's needs for space, safety and efficient operations. The district has executed a purchase and sale agreement (PSA) with the City of Bend for the purchase of their existing utility shop on Boyd Acres Rd. The complex is located on 5.08 acres and is comprised of four buildings that house office, shop and warehouse space.

Planning and design for tenant improvements were timed according to the departure of the city at the end of 2025. The city has vacated the property, and work is ready to commence. Escrow on the property is anticipated to close December 19, 2025.

The district's 2018 Comprehensive Plan identifies the Park Services Complex to be a high priority project, and it remained a high priority in the 2024 Midterm Update to the Comprehensive Plan. This project is included in the district's 2025-29 Capital Improvement Plan (CIP) for implementation.

The project scope includes both interior improvements to all four buildings on campus and exterior improvements. Interior work includes conversion of shop space to offices and common staff space;

reconfiguration of warehouse and shop spaces; reconfiguration and finish upgrades in existing office space; and plumbing, mechanical, HVAC, electrical and data upgrades. Exterior improvements include revision of site circulation, parking, exterior storage, electric vehicle and trailer charging and removal of an existing fuel tank.

The district advertised the project as a lump sum bid on October 17, 2025, with a mandatory pre-bid meeting on October 23, 2025. Bids were opened on November 20, 2025.

The district received one bid – 2KG Contractors, Inc: \$2,898,500.00.

BUDGETARY IMPACT

The 2026-2030 Capital Improvement Plan (CIP) allocates \$11,150,000 in funding as follows:

- 46% General Tax Dollars
- 41% SDC Improvement Funds
- 13% SDC Reimbursable Funds

To date, \$351,101 has been spent on the project leaving \$10,798,899 allocated to complete the project.

The \$6,500,000 purchase price for the property was determined by an appraisal done in 2019. A second appraisal was done in September 2025 to determine the final purchase price of \$6,900,000. This leaves \$3,898,899 remaining for the permitting and construction of tenant improvements and other miscellaneous costs.

STAFF RECOMMENDATION

Staff recommend that the board award a construction contract to 2KG Contractors, Inc, for \$2,898,500 and approve a 10% contingency of \$289,850, for a total construction budget not to exceed \$3,188,350.

MOTION

I move to authorize the executive director to award a construction contract to 2KG Contractors, Inc, for \$2,898,500 and approve a 10% contingency of \$289,850, for a total construction budget not to exceed \$3,188,350.

ATTACHMENT

None

BOARD AGENDA COMMUNICATION

AGENDA DATE:	December 16, 2025
SUBJECT:	Authorization to Amend Lease to extend timeline for Bend FC Phase 2 Construction
STAFF RESOURCE:	Matt Mercer Michelle Healy, Executive Director
PREVIOUS BOARD ACTION:	July 17, 2012: Approved MOU December 17, 2013: Authorized Ground Lease December 1, 2015: 2016: Authorized Updated Ground Lease with extension April 4, 2023 Authorize Amendment #3 to ground lease to extend time on Phase 2 improvements
ACTION PROPOSED:	Authorize executive director to negotiate and approve Lease Amendment #4 extending time to complete Phase 2 improvements; change organization name
STRATEGIC PLAN:	
Priority:	Community
Goal:	Expand and leverage collaborations to increase impact
Strategy:	Strategically align with partners that enhance the district's efforts

BACKGROUND

In August 2012, the district and then-named Deschutes Academy Futbol Club, DBA Bend FC Timbers, entered into a non-binding memorandum of understanding for the development of four soccer/multi-purpose fields at Pine Nursery Community Park. In May 2014, the district executed a Ground Lease with Bend FC Timbers outlining the terms and conditions for the development, operation and maintenance of the fields, and followed with an amendment authorizing an extension in 2015.

In May 2016, the district executed a second amendment to the Ground Lease extending and further defining the project schedule, including breaking the project into phases and establishing milestones for each phase. Bend FC subsequently completed the Phase 1 improvements—two artificial turf fields and related infrastructure—in July 2020. Under the second amendment schedule, Phase 2 improvements, consisting of two additional fields and related improvements, were required to be substantially completed no later than May 31, 2026.

Significant turnover within the Bend FC organization, changes to the organization's structure and name (now Deschutes Academy Futbol Club, DBA Bend FC), and shifting funding strategies have delayed the fundraising and groundwork required for Phase 2. As a result, staff recommends

extending the Phase 2 substantial completion date to July 31, 2028, and adjusting all fundraising milestones as follows:

- 25% by September 30, 2026
- 50% by March 1, 2027
- 75% by September 1, 2027
- 100% by March 1, 2028

This extension provides Bend FC time to plan and prepare for a successful project. Over the past two years, Bend FC has completed a detailed set of construction plans for the Phase 2 improvements. District staff members have reviewed and approved the final plans per the terms of the lease agreement. Bend FC has also secured the necessary permits required to construct the improvements. The organization is currently finalizing its funding strategy. Per the Ground Lease, Bend FC must have 100% of required funding in hand before beginning construction.

BUDGETARY IMPACT

There is no budget impact. Pursuant to the Ground Lease, Bend FC Timbers is responsible for funding all development and maintenance costs.

STAFF RECOMMENDATION

Staff recommends that the board authorize the executive director to negotiate and approve Amendment #4 to the Ground Lease with Deschutes Academy Futbol Club, DBA Bend FC, amending the lease to (1) update the name from Deschutes Academy Futbol Club, DBA Bend FC Timbers to Deschutes Academy Futbol Club, DBA Bend FC; (2) extend the Phase 2 substantial completion date from May 31, 2026 to July 31, 2028; and (3) revise the associated fundraising milestones accordingly.

MOTION

I move to authorize the executive director to negotiate and approve Amendment #4 of the Ground Lease with Bend FC, changing the organization's name, and extending the Phase 2 substantial completion and associated milestones in Amendment 3 to July 31, 2028.

ATTACHMENT

Exhibit A - October 22, 2025 Status Report and Lease Amendment Proposal for Bend FC Pine Nursery Park Fields Expansion Project.

ATTACHMENT "A"

Status Report and Lease Amendment Proposal Bend FC Pine Nursery Park Fields Expansion Project

Submitted to: Bend Park and Recreation District (BPRD)

Date: October 22, 2025

Prepared by: Bend FC

Executive Summary

Bend FC is pleased to present this status report and lease amendment proposal with respect to Phase 2 of the Pine Nursery Park Fields Expansion Project. We continue to advance on critical fronts, including the final phase of a member fundraising campaign, the initiation of the public phase of our corporate sponsorship drive, the submission of significant grant applications, and the necessary steps toward securing loan financing. We also continue to actively engage with contractors—including through the launch of the request for proposal (RFP) process—to obtain favorable cost estimates and scheduling.

While Bend FC is working diligently to construct two new fields by the end of fall 2026, we respectfully request that the project completion deadline for purposes of the lease with BPRD be extended to July 31, 2028 to allow for sufficient time to accommodate potentially prolonged fundraising cycles, opportunities to secure favorable construction sequencing and scheduling, and possible construction timeline factors beyond the club's control.

1. Plan for Phase 2

Phase 2 remains focused on constructing two additional fields and such related improvements as are necessary for full use of the fields. Bend FC plans the following scope of work for Phase 2:

- Excavation and Grading
- Electrical Conduit and Plumbing Substructure
- Field Installation
- Fencing
- ADA Pathways
- Basic Landscaping

This scope will result in fields that are ready for community use upon completion. While field lighting is not included within the initial budget of Phase 2, Bend FC is committed to installing lighting at the earliest opportunity—ideally within the initial scope, depending on the success of the club's fundraising efforts. Secondary amenities—including shade structures, seating, storage, futsal area, and more robust landscaping—may be addressed in later phases.

Exhibit A: Plan Diagram details the intended scope of work for Phase 2 set forth above, together with the secondary amenities that may be addressed in later phases.

2. Cost Estimate

The estimated cost for Phase 2 is \$3,250,000. We anticipate that a portion of such costs will be offset through in-kind contributions of services and materials from contractors and community partners. This approach will reduce overall financial requirements while maintaining quality and scope.

3. Fundraising Progress

Bend FC has obtained funding and commitments of approximately \$450,000 toward Phase 2. The club is pursuing multiple fundraising initiatives for the project, including:

- **Member Fundraisers:** We are concluding our second member campaign related to the Phase 2 fields—a grassroots effort aimed at raising awareness and support for the project. We have raised approximately \$120,000 from the two fundraisers. This amount is in addition to the contributions our members previously made toward the construction of the Phase 1 fields.
- **Corporate Fundraiser:** Bend FC is actively engaged in discussions with multiple companies regarding sponsorships at various recognition levels. We have secured approximately \$330,000 through corporate sponsorships and commitments. We anticipate raising an additional \$70,000 in the near term, with other opportunities currently in various stages of development.
- **Grants:** We have over \$100,000 in pending grant applications. While we have yet to secure awards, we are actively engaged in the application process and are committed to pursuing additional grant opportunities as our fundraising efforts progress.
- **Loan Financing:** Bend FC is in the process of obtaining financing to cover a portion of the construction costs. Our goal is to be approved for a loan of up to 50% of the total project cost.

Together, these efforts represent a comprehensive and diversified funding strategy, balancing grassroots engagement with institutional and corporate support.

4. Construction Schedule

Bend FC is in active discussions with excavation firms, essential contractors, and project partners regarding optimal sequencing and scheduling. All parties agree that pursuing the May 2026 deadline under the current lease with BPRD is not ideal since several of the intervening months fall within the frost/snow season—raising the risk of cost increases and delay.

Moreover, we have been advised that extending the project timeline would offer greater flexibility in construction sequencing and scheduling. This added flexibility could enable us to engage contractors during periods when their availability may lead to more favorable pricing.

The estimated construction duration is four to five months from breaking ground. We have completed architectural plans, initiated the permitting process, and are actively engaged in discussions with contractors—including launching the request for proposal (RFP) process—to position us to break ground and complete construction by the end of fall 2026, subject to funding and construction scheduling.

5. Bend FC Timeline Goals

Bend FC is working diligently toward having Phase 2 complete by the end of fall 2026. While this timeline is ambitious, our current space no longer accommodates our needs, making the completion of this project our top priority. Expanding the facilities is essential to support our growing programs, including:

- youth competitive and recreational soccer (ages 2 - 19)
- adult competitive and recreational soccer
- futsal
- girls flag football
- Special Olympics—Unified Soccer

With this need—and the community’s growing demand for additional recreational field space—in mind, we have expanded our fundraising efforts. This includes engaging a professional grant and fundraising consultant, as well as recruiting a team of dedicated volunteers from within our club’s community. These volunteers include attorneys, board members of other local nonprofits, and professionals with direct experience managing the construction of local turf field projects. Alongside the ongoing efforts of our club leadership and board of directors, we have never been more united in our commitment to this project.

We are actively pursuing multiple fundraising initiatives, have completed architectural plans, initiated the permitting process, and are in active discussions with contractors—all with the goal of having playable fields by the end of fall 2026.

6. Request for Extension—Proposed Timeline Amendment

Although Bend FC is working toward more aggressive timeline goals, the club respectfully requests that the lease with BPRD be amended to extend the Phase 2 (i) substantial completion deadline to July 31, 2028; and (ii) corresponding fundraising milestones (based on the milestones under the current lease) as follows:

- 25% → September 30, 2026
- 50% → March 1, 2027
- 75% → September 1, 2027
- 100% → March 1, 2028

Such an amendment will allow sufficient time to accommodate potentially prolonged fundraising cycles, improve opportunities to secure favorable construction sequencing and scheduling, and account for possible construction timeline factors beyond the club’s control. This flexibility will support the successful delivery of a high-quality facility, managed by our club as a dedicated steward with a proven track record of providing valuable programs while maintaining community access to the fields.

Conclusion

Bend FC remains committed to the successful delivery of this project. With thousands of community members relying on the facilities each year, the Phase 2 expansion is not only essential for our athletes, but also for the broader Central Oregon community.

We are grateful for Bend Park and Recreation District's partnership and support, and we look forward to working together to bring these new fields to life for generations to come.

Provided By:

Tyler Moore
President, Bend FC Board of Directors
Member, Bend FC Fundraising Committee
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Chris Rogers
Past President, Bend FC Board of Directors
Member, Bend FC Fundraising Committee
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Board Meeting Summary

November 18, 2025

District Office Building | 799 SW Columbia | Bend, Oregon

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BOARD PRESENT

Nathan Hovekamp

Deb Schoen

Cary Schneider

Donna Owens

Jodie Schiffman

The BPRD Board of Directors met on Nov. 18, 2025, to extend access to disc golf, transfer budget funds, and approve requirements and tenures for board and committee appointments. A [video recording](#) of the meeting is available.

Business Session

Skyline Disc Golf Course to Become Year-Round

The board approved a staff-recommended proposal to convert the seasonal disc golf course at Skyline Park into a year-round amenity. The course, developed in partnership with the Central Oregon Disc Golf Association as a community sponsored project, has been a popular addition since its inception, logging more than 9,000 rounds last season.

Positive community feedback and minimal impact on other park users supported the staff recommendation. The disc golf group will fundraise for improvements, including tee pads and additional baskets, while BPRD will provide signage and staff support. The move reflects the district's commitment to expanding recreational opportunities through community partnerships.

Director Schiffman made a motion to approve the conversion of the seasonal disc golf course at Skyline Park to a year-round course. Director Hovekamp seconded. The motion passed unanimously, 5-0. (Owens, Schneider, Hovekamp, Schoen, Schiffman)

Budget Appropriation Transfer for Boyd Acres Project

The board discussed and adopted a resolution authorizing a \$5.75 million appropriation transfer within the System Development Charges (SDC) fund. This adjustment reallocates funds from Planning and Development and Contingency to Transfers Out, supporting the Boyd Acres project

to become the new home of park services operations. The transfer does not alter overall appropriations but ensures timely funding for this critical facility.

Director Schneider made a motion to adopt Resolution No. 2025-15 approving the appropriation transfer for Fiscal Year 2025-26. Director Schoen seconded. The motion passed unanimously, 5-0. (Owens, Schneider, Hovekamp, Schoen, Schiffman)

Employees and Board Service

The board adopted Resolution No. 2025-16, which establishes that district employees are ineligible to serve as board members. Effective December 19, 2025, the policy aligns with Oregon law and aims to prevent conflicts of interest by maintaining clear boundaries between administration and governance. The resolution applies only to current employees and does not restrict former employees from future service.

Director Schoen made a motion to approve Resolution No. 2025-16 establishing that district employees are ineligible to serve as members of the district governing board. Director Schiffman seconded. The motion passed unanimously, 5-0. (Owens, Schneider, Hovekamp, Schoen, Schiffman)

Formalizing Appointment Processes

The board also reviewed and approved a new policy outlining procedures for appointing and reappointing members to the Board of Directors and advisory committees. The policy introduces standardized eligibility requirements, term limits and recruitment steps for the Budget Committee and Park Naming Committee.

Director Schneider made a motion to approve the policy for the Board and Committee Member Appointment process. Director Schoen seconded. The motion passed unanimously, 5-0. (Owens, Schneider, Hovekamp, Schoen, Schiffman)

Work Session

Bend Development Code Updates

The work session featured an overview of recent amendments to the Bend Development Code adopted by the City Council earlier this month. Updates include provisions for fuel reduction projects and open space requirements. Staff explained how BPRD leverages these codes to secure parkland and trail connections, reinforcing the district's role in shaping sustainable growth and recreational access. City council is discussing the updates at its meeting on Nov. 19.

The Dec. 2 meeting is canceled; therefore, the next scheduled meeting is Dec. 16.

Board Calendar 2026

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

JANUARY 6

STAFF INTRODUCTIONS

Jason Monaghan

Ian Miller, Facility Specialist II

Andy Sommerville

Jamie, PM I

WORK SESSION

- Update JSFC Pool Cover Project funding – *Brian Hudspeth (30 min)*

BUSINESS SESSION

- B&G Club Lease – *Kristin Toney (15 min)*
- Resolution No. 2026-01 Budget Amendment Rental Fund– *Kristin Toney (15 min)*
- TENTATIVE*
- Approve Old Bend Gym Wall Repair construction contract – *Bronwen Mastro (10 min)*

JANUARY 20

WORK SESSION

- Recreation Facility Feasibility Study – *Matt Mercer (45 min)*
- River Plan Mid-term Update – *Rachel Colton (20 min)*
- SDC Waiver update – *Sara Anselment (10 min)*

CONSENT

- Board Manual Update

BUSINESS SESSION

BUDGET WORKSHOP – January 23

Future Topics

IGA with NUID for canal trail – *Henry Stroud*

Comp Plan Update – *Sara Anselment*

Quitclaim for NUID – *Henry Stroud*

DEI Update – *Bronwen Mastro*

OB Riley annexation

Annexation Policy update approval

Larkspur Parking

Perception Survey

South UGB Updates

Bend Whitewater Park

Coulter Grove Park Concept Plan

Talline PSA

Approve Amendment to Pre-construction JSFC Pool Cover Contract – *Brian Hudspeth (45 min)*