

Center *for*
Public Service

CITY OF SILVERTON

Parks & Recreation Study

Final Report

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August 5, 2019

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I. EXECUTIVE SUMMARY

A. Issue Situation

The City of Silverton (City) faces complex challenges with its swimming pool, parks facilities and recreation programming. This has been a growing issue for nearly the last decade. While the City's parks serve well for general recreation, organized events and concerts, and playground visits, major limitations in athletic field capacity and funding stymie the City. To explore and address these issues the City has convened a citizen Task Force led by Mayor Kyle Palmer. This report by the Portland State University Center for Public Service summarizes the consulting support provided to the Task Force over the study period of October 2018 to July 2019. Development of a ballot referendum for a new, small special district government to support aquatics, parks and recreation services emerged from the Task Force as a promising solution to these issues.

The City works closely with the Silver Falls School District (School District) to meet the need for athletic league sports; however, School District field capacity is limited, and seasonal conditions of the fields further limits capacity. To serve the community and to protect its facilities, the School District takes on the task of managing and scheduling field use for the community. While the City provides an annual reimbursement to the School District for field access, the School District carries an unreimbursed burden of scheduling and managing field resources. Unreimbursed citizen use of School District facilities adds challenges to maintaining the fields.

The City owns and maintains an indoor swimming pool facility, which is partly funded by a City-wide local option property tax levy. This levy expires on a five-year cycle. The political effort needed to renew the levy takes a high level of political energy. Categorized as a property tax local option levy, the pool levy would be among the first taxes reduced under circumstances of property tax compression.

In recent years, the City has made substantial capital investments in the pool facility including energy efficiency improvements. Per the City's budget analysis, the City expects to invest \$877,000 in capital improvements in the pool through fiscal year 2020-21. At that point, capital requirements for the pool will be fully met, and the facility could be transferred to a new special district without immediate needs for reconstruction or replacement.

The City contracts with the Family YMCA of Marion and Polk Counties (YMCA) to operate the pool facility and to provide aquatics programming. Under the contract agreement with the City, the YMCA keeps all pool user fees and program generated revenues. This arrangement limits the City's ability to know the exact the level of revenues the pool generates, and whether that revenue comes from City residents or out-of-City residents. The YMCA imposes a single rate user fee, which prevents collection of an out-of-City user surcharge.

The City currently collects property taxes and some user fee revenues to pay expenses for parks and the pool. These are City-wide tax revenues and resources, which City residents and

businesses pay. However, pool and parks users come from both within the City, and from the surrounding areas of Marion County. The community needs a way to ensure a fair distribution of property tax burden across all citizens and businesses with potential to use and benefit from the facilities.

As early as 2012, the City established a Parks and Recreation Task Force to understand and to make recommendations on these issues to the City Council. The Task Force has continued its work throughout this study period under the leadership of Mayor Kyle Palmer. To more fully understand the issues, to better understand the procedures for establishment of an aquatics and parks special district, and to objectively gauge public support, the City engaged the Portland State University Center for Public Service (CPS) for consulting services.

B. Center for Public Service (CPS) Involvement

After initial contact and negotiation, the City and CPS agreed to a joint intergovernmental agreement (IGA) for CPS to provide consulting services to the City on issues of parks and recreation services, governance, and finances. The IGA contract was signed in October 2018. CPS established a work team of faculty and graduate students, and project work began thereafter. Major work tasks in the IGA included:

- developing a current status profile of the City's parks and pool facilities, finances and issues;
- exploring alternative governance arrangements under Oregon law;
- defining in detail, the procedures and timeline for special district formation;
- developing alternative scenarios for special districts;
- evaluating alternative scenarios; and
- developing recommendations.

The City exercised a proposal option for CPS to develop and field a survey assessing citizen opinion on parks and pool facility use, special district formation, and taxation acceptance. The City also exercised an option for CPS to facilitate three focus group listening sessions of the Parks and Recreation Task Force. The CPS team provided these services along with supporting materials, including: memos, survey results and analysis, financial analysis, and Power Point slides. Contrary to early expectations, the contract did not cover issues related to the Oregon Gardens commercial attraction.

Based on the flow of the work, the needs of the Task Force members and the City, and the CPS team schedules, both parties agreed to a no-cost extension of the contract until June 30, 2019.

CPS provides this report as the final work product for the contract. Dr. Kent Robinson will present this report and the CPS team's recommendations at the Aug. 5, 2019 City Council meeting.

C. Key Findings

After research of City documents, scholarly and internet sources, and facilitation of three Parks and Recreation Task Force meetings, the CPS team identified these key findings:

- A Task Force preference to retain parks lands and facilities in City ownership.
- A Task Force understanding to take care of existing City facilities and to secure sufficient and sustainable funding for parks facilities and programs.
- A Task Force focus on a very small-sized, efficient government response, which would aggressively leverage community assets to support parks facility development and recreation programming.
- A need to develop a service, governance and taxing package that would be acceptable to the community voters inside and outside the City boundaries. A citizen group leading this effort should speak to the entire community inside and outside the City when discussing these issues.
- After consideration of other legal options, a recognition that the independent special district structure under Oregon Revised Statutes (ORS) Chapter 198 was the most effective form of governance for the situation and needs.
- A recognition that a package must provide for development of parks facilities for general recreation in addition to improvements in athletic field access.
- A view that the development of new athletic field capacity may need to be handled sequentially following other investments.
- A strong desire to retire the local option pool levy in favor of a permanent property tax rate that ensured stable, continuous funding. A permanent property tax would also have greater protection of revenues under conditions of tax compression.
- A desire to capture and leverage volunteer participation, financial donations, and in-kind contributions to support program operations and facility development.

The program assessment and public opinion survey results generated a set of key findings:

- About 2/3rds of survey respondents indicated that the City parks and recreation facilities are well managed and in good repair.
- But, about half of respondents indicated that recreational facilities and opportunities are not meeting the needs of all residents.
- Respondents indicated when they want to visit a City park, it is easy to do so; however, about 40% indicated that it was not always easy to find a particular recreational activity or sport.
- Coolidge-McClaine park was the most used facility, followed by the pool, the Marine Park and Reservoir, Town Square, and Community Center/ Gym.
- Relative to parks district formation, 46% indicated they would support a district, about 15% indicated they would not, and 39% were unsure or didn't know. The size of this last

response indicates the need for intensive public education to gain voter acceptance of a new district.

- Over 35% of respondents indicated they would pay an additional \$1 to \$10 per month to support increased parks; while just over 20% indicated they would pay between \$11 and \$20 more per month.
- About 20% of respondents indicated they would pay nothing more per month for additional parks and recreation services.

D. Recommendations

After reviewing published plans and literature, facilitating discussions with the City Task Force, and conducting financial and legal analysis, CPS has formulated the following recommendations for the Task Force, City Council, and the larger community.

- Once the City Council adopts a resolution agreeing to establishment of a special district, establish the City as a neutral provider of factual information on these issues. A citizen advocacy group will need to manage the campaign for voter adoption of a new district.
- We recommend that the community move forward with efforts to establish a small staff (3.5 FTE), independent aquatics and recreation special district (ORS 198), with a service area covering the City and the surrounding unincorporated area. The possible boundaries of a special district are still under development by the Task Force.
- A special district for aquatics, parks, and recreation would:
 - operate and maintain the pool facility through contracted services;
 - secure a site for and develop an athletic fields facility;
 - provide grants to the City and the School District to develop and better manage existing resources;
 - generate governmental revenues from property taxes and systems development charges (SDCs).
 - convene and coordinate volunteer efforts to operate and maintain existing parks, to help raise funds, and to build new fields and facilities.
- An aquatics, parks, and recreation special district with broad boundaries would capture most users, allow citizen fair representation on the district board, and source property tax revenues across the full community of potential users. Special district boundaries encompassing the full user community in unincorporated areas should help to alleviate the current unfairness of the user free-rider problem (e.g. out-of-City users).
- CPS has outlined in detail, the special district establishment process (Appendix B). A memo summarizes the Oregon law and procedures for city consent, petition preparation and filing, county board public hearings, and election for voter consent.

- The City Council would need to adopt a resolution to approve the petition to allow formation of a special district.
- To fund a hypothetical, small (3.5 FTE) special district, a \$0.85/\$1,000 permanent property tax rate appears sufficient. Based on budget analysis for a six-year start-up period, this level of tax revenue should be sufficient to operate district administration; maintain, operate, and provide programming for the pool facility; identify and procure a site for an athletic field complex; design and build an athletic field complex; provide grants to community partners; and establish a capital investment savings fund.
- The Task Force and the City Council should strongly consider a slightly higher property tax permanent rate of \$0.90/\$1,000 or \$0.95/\$1,000 to provide adequate room for increasing labor, health insurance, and general operating costs over decades of operations. As a reminder, once established, a property tax permanent rate for a special district **cannot** be changed (per Measures 5 and 50). In any given year, the district is not required to levy the full permanent rate limit. In other words, the district may certify a levy at any amount equal to or less than its adopted permanent rate.
- The City would retire the Pool Local Option Levy. Future revenue for the pool would be generated by the special district's permanent tax rate.
- Corresponding to the taxing authority and flow of revenues, the City would transfer ownership of the pool facility to the special district. This follows from the parks and recreation special district authorization to generate revenue to provide services specified at ORS 266.410(5). With the City, the district would agree to a valuation of the pool facility and negotiate a pool facility transfer agreement. The district would identify any additional capital replacement or reconstruction necessary for the pool facility as part of the valuation.
- To ensure financial sustainability of a new special district—specifically, to define the total annual reimbursement provided to the contract provider for pool operations and programming. The special district should record and deposit all user fee revenues in its own district accounts, then determine monthly or quarterly payment to the contractor.
- With establishment of a special district and property tax levy, the district should move to accumulate resources in a savings fund to reduce future debt principle. In addition, fill all contingency funds and reserves to meet budget statutory and best practice levels.
- As soon as financially and administratively feasible, a new special district would identify and move to take ownership of a site for an athletic field facility.
- The Task Force needs to engage in a discussion over the strategic question of the athletic field quality. For example, should a complex have fields built to a medium-level tournament

quality (e.g. a draw for regional events), or should the fields be built to a neighborhood high-quality practice field standard? Annual maintenance costs would condition this choice.

- Engage architectural services on the basic design features of athletic field location and design, field and site drainage, and facilities, parking and road access.
- Take a loan to pay for the athletic field complex, balancing payment total cost with interest, community capacity to pay, and the loan term.
- A special district could provide grants to the City and School District to support the development of existing sites for parks, recreational facilities, trails, and athletic fields. The City and School District could use these grants to develop and repair parks facilities and to increase field capacity. The availability and size of the grants reflects available property tax revenues (including any compression), debt payment requirements, and any need to fill and maintain financial reserves.
- The special district should support its community convener role by (1) creating an independent, non-profit community foundation with a mission to support the parks district and recreational opportunities in the area, and (2) making grants to community groups and nonprofits. These activities would support facility development, recreational programs, and community events.
- Establish a “Friends of the Special District” 501c(3) independent nonprofit foundation. The foundation may receive tax-deductible donations of money, and in-kind labor and resources. The foundation can act as a private actor separate from the special district government. Such foundations may be able to secure funds not available directly to the district.

II. UNDERSTANDING OF ISSUES

A. Summary Understanding of Issues

The purpose of this project is to use existing and new data compiled and developed by CPS to address current issues regarding the City's parks and recreation services and to develop some options for future funding and management of the parks and recreation program for the City's consideration. In particular, the City would like to review what a parks and recreation special district might look like and whether such a district could address current staffing and revenue limitations and provide for future needs of the parks and recreation program. With Silverton's population growth projections, it will be important to ensure that the parks and recreation programs have diverse, stable funding and are able to grow with the community.

In 2012, a Parks and Recreation Task Force recommended moving forward with a parks and recreation special district. Since then, the makeup of the City Council has changed, and the continuing Task Force kept this option at the forefront of their recommendations. In addition, a Parks and Recreation Master Plan was developed in 2008 and a Community Survey was performed in 2016 that give a lot of insight to the future of Parks and Recreation at Silverton. The current project will add the insight of a survey and focus groups to these prior efforts. The new information will give more detail to some of the prior findings and update the information in some cases. Finally, the current project will outline some options for Silverton to consider in deciding the future of its parks and recreation services portfolio.

B. Detailed Understanding of Issues

B.1 Staffing and Resources Limits

The City and the School District are both reaching staffing and resource limitations in terms of their ability to manage the growing portfolio of Silverton area parks and recreational opportunities. At the same time, the community desires growth in the parks and recreation services provided and puts high value on this component of community life. The Parks and Recreation Master Plan (2008) notes in several places that Silverton is at a "tipping point" in terms of the sufficiency of available resources to provide parks and recreation services. Now 11 years later, these issues have not resolved and the City and community continue to feel that change is required to best manage and expand recreational opportunities. Other observations include:

- Coordination of youth sports by school staff is becoming increasingly difficult as the number of playing fields is limited while the number of players continues to grow.
- Renewing the pool levy every five years is not seen as a sustainable method of funding for the Community Pool. A more permanent solution is needed that does not require voter approval every five years.

- A question remains about the Senior Center and its current funding by a local non-profit. The City currently subsidizes the Senior Center by an amount of \$5,000 after the Center demonstrated an emergency situation due to financial hardship. This indicates that the Senior Center’s funding sources may not be consistently stable.

B.2 Expanding Parks and Recreation Program to Surrounding Areas to Capture New Revenue and Free-Ridership

There is interest in expanding the ability to capture revenue for parks and recreation outside the jurisdiction of the City in order to better match benefits and use to revenue. Reaching out to new patrons could increase the revenue sources for the program and reduce any free rider problems that may exist from patrons making use of the parks and recreation services but not paying taxes to the City. When people use facilities from outside the jurisdiction of Silverton, they receive the benefit of the operations, maintenance, and capital improvement costs that are paid for by City residents.

B.3 Expanding Existing Parks and Recreation Opportunities

The City of Silverton is considering development of future parks properties (particularly outdoor recreation fields) as well as expanding the types or locations of recreation (e.g. pickleball or geocaching). The community has stated a strong preference for enhancing parks and recreation opportunities and the City is considering whether it can take on this additional capital development, operations, and maintenance. A new facility such as a multi-use covered sports complex or a new outdoor complex would allow for more sports (potentially extending usable times during the year). Rain is often a barrier to athletics for uncovered fields. There is also an interest in developing existing parks properties, establishing a more robust trail system, and other recreation opportunities for households without children.

B.4 In- and Out-of-Town Dilemma

The Parks and Recreation Task Force voiced a strong opinion that there should be a unified approach to the issues outlined above. There is some history to an in- and out-of-town or city/agricultural divide that has manifested in past elections. Any ability to mend a real or perceived divide between those residing in the City limits and those outside should be pursued. The School District jurisdiction and the Library District both represent in- and out-of-town residents. These can be good examples for unifying these groups. Youth athletics, as an example, have teams playing from all over and this would continue to be the case with a new recreation district. Therefore, the artificial divide does not serve the district or the constituents for these services and supporters of a recreation district should work to “sell” the idea rather than exclude areas that may be perceived as unsupportive of such a district. Along these lines, the name of the district could be a way to create unity - avoiding “City of Silverton” in the name (e.g. “Silver Falls,” “Silverton Area”).

B.5 Creating Buy-In

Similar to the unity issue in section B.4 above, several questions were raised by the Task Force about caps, zones, differential rates, etc. for agricultural properties in order to create buy-in for a new district. There was some concern that where people do not have kids in school or in athletics, there may not be resounding interest in a new taxing district despite the community benefit. The ability to keep rates down for some types of properties may help to create buy-in for the district, help ensure its success on the ballot, and at the same time create a larger, more inclusive district for parks and recreation.

III. PORTLAND STATE UNIVERSITY CENTER FOR PUBLIC SERVICE (CPS) INVOLVEMENT

Project Proposal and Contract Provisions

After initial contact and negotiation, the City and the CPS agreed to a joint intergovernmental agreement (IGA) for CPS to provide consulting services to the City on issues of parks and recreation services, governance, and finances. The IGA contract was signed in October 2018. CPS established work team of faculty and graduate students, and project work began thereafter. Major work tasks within the IGA scope of work included:

- developing a current status profile of the City's parks and pool facilities, finances and issues;
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- developing alternative scenarios for special districts;
- evaluation of alternative scenarios; and the
- development of recommendations.

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Based on the flow of the work, the needs of the Task Force members and the City, and the CPS team, both parties agreed to a one-month, no cost extension of the contract until June 30, 2019. Contrary to early expectations, the contract did not cover issues related to the Oregon Gardens commercial attraction.

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Team Personnel

The project proposal and the IGA recognized the involvement of Portland State graduate students on the project team. Involvement on the project team is one way for students to bridge the professional development gap between their degree course work and excellence in professional service. Graduate students and recent graduates on the team included:

- Paul Manson, Public Affairs and Policy Ph.D. candidate
- Kelly Sherbo, Public Affairs and Policy Ph.D. candidate
- Christian Smith, recent graduate from the Master of Public Policy program

Dr. Kent Robinson is Assistant Professor in the Department of Public Administration at Portland State, and Senior Fellow at CPS. Dr. Robinson served as Project Leader for the project, with Paul Manson serving as co-leader.

Approach and Strategy

The issues raised in this project of community governance and local government service program design were very familiar to the CPS team. All of the CPS team members have professional experience that directly related to the project issues and situation. Kent Robinson and Paul Manson had worked on CPS projects on annexation and public safety service design. Kelly Sherbo serves with the Multnomah County Drainage District and is studying special districts as the subject of her dissertation, and Christian Smith has long years of experience in urban renewal and development in East Portland.

Strategies that guided the CPS team in their approach to the project included:

- Facilitate the City Task Force citizen members and the community in their dialogue on the parks development and capacity issues. These issues include the level of service capacity, development of new facilities, maintenance of current facilities, recreation programming, pool operations and programming, and athletic field coordination and cost sharing issues. Rather than prescribe out front, support the Mayor and City Manager in their efforts to develop community dialogue and a direction on these issues.
- Listen carefully to all the voices on the Task Force and record as many perceptions of the issues as possible.
- Practice truth in costing and financial situation in describing the current parks and pool situation, and the financial sustainability of possible scenarios. Fully face and respond to revenue limitations and financial sustainability issues, especially within the limitations of the Oregon property tax limitations (Measures 5 and 50).
- As the Task Force meetings unfolded, the CPS team recognized a need to respect and embrace the small-town sense of community and contribution that drives civic life in the Silverton area. This is not an anti-government attitude but rather a pride in the civic capacity of the community. CPS noted a need to recognize and support the financial donations, in-kind donations, and volunteer labor of citizens, businesses, and parents to make parks, recreation, and aquatics programs work.
- To gently structure and bring a stronger formality to the interpersonal relationships that currently structure in-kind donations, volunteerism, and governance on the parks and aquatics issues. Bring realization that the current, very positive, person-to-person relationships that make relationships work between the City and the School District, and the City and donors, may turn out to be very different for a new special district ten years

into the future. A level of formal contracts by local governments and by an independent 501c(3) Friends of Parks foundation will help to ensure firm but clear working relationships in the future.

CPS Activities Supporting the Task Force

To support the City's Parks and Recreation Task Force, the CPS team prepared meeting materials in advance, and then at Task Force meetings presented survey and analysis results.

The CPS team facilitated Task Force meetings on:

- April 16, 2019
- May 29, 2019
- June 10, 2019

And prepared meeting materials for Task Force meetings on:

- July 8, 2019
- July 22, 2019

IV. EXISTING RESOURCES FOR PARKS AND RECREATION

This section reviews the existing levels of staff, equipment, materials, costs, property and capital, debt obligations, and revenue and budget levels that are dedicated to parks and recreation activities.

A. Parks and Recreation Resources

The City and School District currently provide much of the parks and recreation services for the City and surrounding community.

Currently, the City maintains about 247 acres of parkland in addition to the community center and community pool (Silverton Parks and Recreation Master Plan, 2008, p. 9). Parks throughout the City cost an estimated \$350,000-\$400,000 annually (Parks Assets PowerPoint). It is important to have an understanding of the total parks and recreation assets in order to fully consider options that may include splitting responsibility for the assets. It is also important to understand the condition and upkeep costs for each asset in the case that any or all of them are transferred to a new parks and recreation special district.

Coolidge-McClaine Park.

Coolidge-McClaine Park consists of 9.95 acres and is valued at \$1,212,610. It is the largest park within Silverton City limits. Total revenue from park reservations in FY18-19 is budgeted at \$1,800. The Silverton Parks and Recreation Master Plan (2008) notes that this park is beyond its carrying capacity (p. 14).

Old Mill Park.

At approximately 7.7 acres, Old Mill Park is connected via footbridge to Coolidge-McClaine Park. Old Mill Park resides on the same tax lot as the Silverton Community Pool, the Silver Falls Library, Silverton City Hall, and Coolidge-McClaine Park, making valuation of this specific property difficult to isolate.

Lincoln Street Park.

Lincoln Street Park is approximately .14 acres and valued at \$45,000. This is a small neighborhood park primarily used by area children.

Pioneer Park.

Pioneer Park is approximately 1.97 acres and currently has no assessed tax value per the Marion County Assessor.

Silverton Marine Park and Reservoir.

The Marine Park property is approximately 96.16 acres and is valued at \$848,210. Budgeted parking fees revenue for FY18-19 was \$21,000. The park itself is approximately 10 acres, while the lake formed by the reservoir has a surface area of 65 acres. The Parks and

Recreation Task Force feels this property is underutilized and could provide more recreational opportunities (April 16, 2019 Task Force work session).

Silverton Dog Park/Judy Schmidt Memorial Skate Park.

This property includes open land and covers approximately 11.63 acres, valued at just under \$450,000.

Town Square Park.

This park is approximately .62 acres and is valued at \$352,010.

Silverton Community Center.

The Community Center is an armory that was constructed in 1925. Community center reservation fee revenue is budgeted at \$5,000. This revenue is presumably from rental of the facility.

Silverton Community Swimming Pool.

The pool is owned by the City of Silverton and sits on approximately 18 acres. The parcel is also home to the City Hall, Library, and part of Coolidge-McClaine Park. The entire property is valued at over \$5,000,000. The pool is approximately 80 years old (Silverton Parks and Recreation Master Plan, 2008, p. 14). It had been renovated and upgraded around the time of the Master Plan (2008), and the City has made a series of capital replacements and improvements over the last six years totaling about \$94,000. The City has budgeted capital improvements of \$268,000 for FY 2019-20. In the immediate future years, the City has forecasted spending \$609,000 on pool facility capital replacement and reconstruction (City Pool Fund 16 Budget Worksheet).

Senior Center.

The council approved \$5,000 in FY 18-19 for supplemental support for the Senior Center after a financial hardship was demonstrated. The City estimates annual costs at between \$25,000 and \$50,000 (Parks Assets PowerPoint).

Sports Fields.

Sports fields are owned by the school district and provide all of the outdoor athletic fields for the community. Sports fields are located at the following locations: Pine Street Campus, Schlador Street Campus, Mark Twain Middle School and Robert Frost School. Through an agreement with the School District, the City may use the sports fields when not in use by the School District.

Empty Lots/Future Parks Land. For example, the Pettit Natural Area is not currently improved but may be improved as a park in the near future. This property is approximately 80 acres and is valued at over \$5,000,000. Another approximately .2 acre vacant lot sits at Brown and Water valued at \$70,000. Additionally, there are 40 acres located outside the UGB for future parks development valued at approximately \$450,000 (per notes on Silverton-owned tax lots spreadsheet provided by City).

B. Parks and Recreation Budget and Finances

The total FY18-19 Budget for operations, maintenance, and some capital reconstruction/replacement of aquatics, parks, and recreation facilities is approximately \$636,700.

B.1 Current Revenue Sources

General Fund. The General Fund provides \$282,201 to the parks and recreation budget (approximately 3.5% of the General Fund); these are unrestricted funds that can be used for any parks and recreation expenses. Parks and recreation revenues contributing to the General Fund include park reservation fees (approximately \$1,800), rental fees (approximately \$5,000), and reservoir parking fees (approximately \$21,000). There is 1.96 FTE associated with this budget. Currently none of the positions associated with the parks budget support programming for parks and recreation services.

Pool Operations Levy. The Pool Operations Levy is a limited-use local option (5-year) levy, bringing in about \$275,000 per year until FY23-24. The revenue may only be used for specific pool-related purposes but the enumerated purposes are quite broad and include costs for operation, maintenance, and programming.

Parks Fee. The City Council passed Resolution 16-06 in 2016, pursuant to SMC chapter 12.48, which initially set a parks fee of \$1.50 per month per Billing Unit of each Developed Property (these terms are defined in SMC 12.48.010). The fee is collected in a similar manner to a utility charge. The resolution allows the Council to increase the fee annually, although the current fee is only \$1.55 per month per billing unit. City-owned and federally-owned properties are excluded from the fee. The fee can be used for parks construction, operations, and maintenance. A .48 FTE position is associated with this fund. This fee brings in an estimated \$79,500 annually.

Parks and Recreation Improvement System Development Charges (SDCs). SDCs only apply to residential development and can only be used toward new facilities (capital) to support increased capacity needs (not to maintain existing services and assets). In the next fiscal year, the City anticipates approximately \$250,000 in Parks SDCs and the total fund revenue will be approximately \$2 million.

B.2 Current Program Expenditures

Operational Expenses

Staffing / Personnel Services: Currently, about 2.1 FTE is dedicated to park maintenance, which includes seasonal fluctuations as necessary. The City anticipates this need will increase over time as the population grows and more parks property is acquired. (Silverton Parks and Recreation Master Plan, 2008, p. 10). Additional staffing is required for pool operation and maintenance. Below is a breakdown of FTE dedicated to parks and recreation by the City, although City staff estimate an additional .3 to .4 FTE of uncaptured costs.

Table 1: Current City Parks and Recreation Staffing

Position	FTE	Fund
Public Works Director	.05	General Fund
Water Quality Division Supervisor	.04	General Fund
Utility Worker I	.12	General Fund
Utility Worker II	.04	General Fund
Utility Worker III/Lead	.05	General Fund
Building/Parks Maintenance Worker	.25	General Fund
Park Worker II	.9	General Fund
Park Worker I (seasonal)	.48	General Fund
Sewer/Water Operator II	.03	General Fund
Parks Maintenance Worker (seasonal)	.48	Parks Fee Fund
TOTAL:	2.44	

Below, staffing is further broken down by function:

Pool Operations and Maintenance: 0.28 FTE

- Water Quality Division Supervisor (.04 FTE)
- Utility Worker I (.12 FTE)
- Utility Worker II (.04 FTE)
- Utility Worker III/Lead (.05 FTE)
- Sewer/Water Operator II (.03 FTE)

Facilities/Grounds: 2.11 FTE

- Building/Parks Maintenance Worker (.25 FTE)
- Parks Worker II (.9 FTE)
- Parks Worker I (seasonal) (.48 FTE)
- Parks Maintenance Worker (seasonal) (.48 FTE)

Materials and Services:

- Parks and Recreation: Budgeted Materials and Services for FY 18-19 was \$133,200. This includes expenses such as office supplies, travel, janitorial, building/grounds maintenance (\$13,000), utilities, Marine Park expenses (\$26,000), the \$20,000 paid

to the school district as well as other contracted services (\$50,000), and other miscellaneous expenses.

- Pool: Budgeted Materials and Services for FY 18-19 was \$202,550. This includes utility expenses, contracted pool services (including YMCA for programming), equipment and building/grounds maintenance and pool chemicals, and other miscellaneous expenses.
- Parks Fee Fund: Materials and Services for FY 2018-19 was \$15,025 for parks and marine park maintenance and operations.
- Pool Revenues: It is important to recognize that the City receives no user fee revenues from operation of the pool facility. A publicly unknown amount is collected by the contractor who operates the pool. This unknown revenue amount is in addition to the contract cost mentioned in the above bullet point. The City needs to address the policy question of whether this arrangement is sound budgeting. From the City's perspective, there may be other parks and recreation needs that should be funded instead of additional funding for pool operations. This is an opportunity cost issue that should be examined by the City.

Capital Expenditures

Parks and Recreation: For 2018-19, the City has budgeted \$125,000 in parks improvements from the Parks Fee Fund. This investment would complete the overlook facility and includes funds for other improvements to be detailed (City Budget FY18-19, p. 110).

Pool: For 2018-19, the City identifies \$20,000 in capital spending from Pool Levy revenues for a winter pool cover. The Pool Levy Fund (#16) work sheet also identifies up to \$49,000 in capital expenses for the pool for FY18-19. This amount includes \$16,000 for a geotechnical slope stability study, and \$30,000 for a tank lining if the piping test is positive for chlorine.

For FY 2019-20, the City identified \$268,000 in replacement capital costs for pool heaters, pumps, HVAC, and an ADA compliant chair. For FY20-21, the City identifies \$609,000 in reconstruction and replacement costs for the pool. With completion of these investments, the pool facility should be in restored and durable condition for extended future operations.

Contractual Obligations (Budgeted in Materials and Services)

Program Services Contract with YMCA: On July 1, 2018, the City of Silverton entered into a contract with The Family YMCA of Marion and Polk Counties (YMCA) to establish and run the Silver Falls Family YMCA. Payment for the expenses of the contract come from the School District. Prior to this agreement, the School District paid \$8,000 to the City for use of the pool. The exact amount to be paid under the new contract is negotiated between the School District and the YMCA directly.

Pool Operation Agreement with YMCA: Also on July 1, 2018, the City contracted the YMCA to operate and maintain their pool facility and grounds. The YMCA is responsible for setting and collecting fees associated with use of the pool. The City pays monthly installments to

the YMCA for the services, amounting to \$50,000 over two years (until June 30, 2020). The YMCA also collects all pool entry user fee revenues, which is an undetermined amount.

Athletic Field Maintenance Agreement with Silver Falls School District: The City of Silverton currently is a party to an IGA with the School District for maintenance of athletic fields dated August 10, 2009. Under this IGA, the City contributes \$20,000 to the school district annually for field maintenance, irrigation water for the fields at no cost, and paid half of the cost of a mower. This agreement can be terminated upon 30 days' notice and automatically renews each year without further action by the parties.

This agreement provides for an umbrella group for youth sports that is responsible for raising funds, maintaining the athletic fields, and scheduling youth sports activities. A second, "management committee" was also formed through this agreement which is to meet once per year to discuss and resolve issues relating to the maintenance or use of the athletic fields. It is CPS' understanding from talking with City staff and the Task Force that this umbrella group and management committee are not active.

Athletic Field Irrigation MOU with Silver Falls School District: This IGA, effective October 1, 2004, provides that when the school district's well water supply is not sufficient to irrigate the athletic fields at Mark Twain Middle School during the summer, the city will provide irrigation at no cost to the district. This is in recognition of the service to community groups provided by the school district. However, it is limited to this one location and does not address similar maintenance and use issues at other School District locations.

B.3 Debt Obligations

No debt is specifically tied to current parks and recreation properties.

C. Peer Aquatics, Parks and Recreation District Comparisons

To complement the assessment of the current City aquatics, parks, and recreation facilities, programs and finances, and the community's changing demand for services, the CPS team identified a set of example jurisdictions that could support development of alternate service delivery scenarios. A set of peer small aquatics, parks, and recreation districts was identified including:

- East County Parks and Recreation Fund (Cities of Fairview and Wood Village)
- North Wasco Parks and Recreation District (NWPRD) (The Dalles)
- Crook County Parks and Recreation (CCPR) (Crook County & Prineville)
- Sisters Parks and Recreation District (SPRD)
- North County Recreation District (NCRD) (Manzanita, Tillamook County)
- Lebanon Aquatics District (mid-Willamette Valley)
- Greater St. Helens Aquatics District

These peer districts provided governance models, relative scale, and detailed personnel and budget information that was critical to the development of a hypothetical special district model for the Silverton community. Detailed information and comparative analysis of these districts is included under Appendices E, F, and G. The detailed budget information from the Lebanon and St. Helens Aquatics districts, and from Crook County and North Wasco districts provided magnitude and verification on the budget values for a hypothetical service district model. This level of detail is required under ORS 198 for proposals for new special districts.

The CPS team also investigated several other larger districts, nonprofit foundations, and city parks departments for personnel, cost, revenue (systems development charges), and program examples. These examples included:

- Waterfront Community Park Association (Hood River, Oregon 501c(3) nonprofit foundation with tax deductible donations)
- City of Canby Parks Budget (personnel and salaries, mid-Willamette Valley)
- City of Salem (personnel and salaries)
- Tualatin Hills Parks and Recreation District (THPRD) (systems development charges example).

D. References for This Section

City of Silverton. (2008, September). *Silverton Parks and Recreation Master Plan*. Accessed on March 1, 2019 from <http://silverton.or.us/DocumentCenter/View/336/Silverton-Park-Master-Plan?bidId=>.

City of Silverton. (2014) *Boundary Information and Assets*. PowerPoint presented to the Parks and Recreation Task Force on March 12, 2014.

City of Silverton. (2018). *City of Silverton Budget: Fiscal Year 18-19*. Accessed on February 16, 2019 from <https://silverton.or.us/DocumentCenter/View/5263/Budget-FY-2018-2019>.

Code Publishing Company. (2019, July). *Silverton Municipal Code Chapter 12.48: City Park Regulations*. Accessed on March 1, 2019 from <https://www.codepublishing.com/OR/Silverton/#!/Silverton12/Silverton1248.html#12.48.010>.

Marion County Assessor. (2019). Property data for parks and recreation facilities owned by City of Silverton. Accessed March-June, 2019 from <https://mcasr.co.marion.or.us/PropertySearch.aspx>

City of Silverton, Budget Worksheet, City Pool Fund 16 Budget Worksheet

V. EXISTING AND FORECASTED DEMAND FOR SERVICES

Silverton's residents place a high value on recreational opportunities and parks properties. In general, they want to see current parks properties maintained and enhanced, and to have additional recreational opportunities. This demand will only increase as the population trends upward for this area. Below are descriptions of current demand as well as projections for the future.

A. Current Demand

According to a Community Survey performed by the University of Oregon's Community Service Center in 2016, community members valued recreation services at \$10.03 for every \$100 of spending and \$9.86 for parks services. In other words, citizens would be potentially willing to budget 20% of their tax dollars for parks and recreation services. Additionally, several respondents who marked "other" for allocation of their taxes denoted items that could be considered parks and recreation services (e.g. walking/biking trails).

Additionally, over half of the respondents to the questionnaire indicated that they would be willing to support renewing the five-year levy that was passed in 2012 to fund the operation and maintenance of the pool facility. Of those who preferred an alternative, the overwhelming majority selected creation of a new pool district. (Community Survey, p. 32).

B. Future Demand

Use of pool, parks, and recreation facilities reflect the population changes in the jurisdiction. While the City of Silverton urban growth boundary (UGB) population grew by 2.2% from 2000 to 2010, forecasts for 2017-2035 estimate an average annual growth rate of 1.4%. Forecasts estimate the Silverton UGB population of 10,214 in 2017, and 13,076 in 2035. The latter date would be about 15 years into the life of a special district. Facility capacity would need to respond and adjust to this growth (Population Research Center, 2017, pp. 17 & 22).

The exact boundaries for an aquatics, parks, and recreation district remain in development by the Task Force, but forecasted growth rates and trends for the Silver Falls School District may be comparable. The Portland State University Population Research Center (Rynerson, Stewart and Yang, 2017) has prepared a detailed enrollment forecast for the 10-year period of 2017-2027. This is the same timeframe and same forecast group that did the above Marion County / City of Silverton estimates. The forecast analysis selects a "middle series" forecast as the most likely scenario of population growth, but also includes low and high scenarios as context. The enrollment forecast also includes population forecasts by 5-year age increments from Under 5 to Age 85 and Over.

For the Silver Falls School District area, the total population is forecast to grow by 15% over the 2010 to 2030 period (e.g. 19,189 in 2010 to 20,708 in 2030). Average annual growth rate over the 2010 to 2020 period is 0.8%. Over the 2020 to 2030 period, the annual growth rate drops to 0.6% (Rynerson, Stewart and Yang, p. 24).

However, the sub-trends within these district total values are more important. Over the 2010 to 2030 period, the population for Ages 5 to 9, is forecast to grow by 10% (138 people); and Ages 10-14 to grow by 10% (146 people); but Ages 15-17 to fall by -3% (-26). This points to firm growth in demand for youth programs and facilities over the coming twenty-year period.

However, and importantly, the proportion children in the Age 5 to 17 groups contribute to the full population in the district falls over the 2010 to 2030 period. In 2010, children 5 to 17 contributed 20.1% of the total population; by 2030 the contribution is forecast to fall to 18.7%. This falling contribution points to a larger changing demographic in the district area.

Populations of senior citizens in the Age 65 to 69 group, Age 70 to 74 group, Age 75 to 79, and Age 80 and older groups increase at extraordinary rates of over 100% in the 2010 to 2030 period. By numbers of individuals, the Age 70 to 74 group is expected to increase by 793 persons (116%), while the Age 75 to 79 group is expected to increase by 715 persons (159%), and the Aged 80 to 84 group by 418 persons (123%) (Rynerson, Stewart and Yang, p. 24). A new special district will need to respond to the recreation needs of a steeply increasing number of seniors. This may mean increased programming at the Senior Center and special programs at the pool.

C. References for This Section

Community Service Center. (2017, January). *2016 Silverton Community Survey*. University of Oregon, Eugene, Oregon. Accessed on March 1, 2019 from https://silverton.or.us/DocumentCenter/View/4568/Silverton-Survey-2016-Report_FINAL?bidId=

Population Research Center. (2017, June). *Coordinated Population Forecast 2017 Through 2067: Marion County Urban Growth Boundaries (UGB) & Area Outside UGBs*. Portland State University, Portland, Oregon. Accessed on June 26, 2019 from https://www.pdx.edu/prc/sites/www.pdx.edu/prc/files/Marion_Report_2017_Final.pdf.

Rynerson Charles, Scott Stewart and Xi Yang. (2017, June). *Silver Falls School District Enrollment Forecast 2017-18 to 2026-27*. Population Research Center, Portland State University, Portland, Oregon. Accessed on June 26, 2019 from <https://pdxscholar.library.pdx.edu/cgi/viewcontent.cgi?article=1115&context=enrollmentforecasts>.

VI. POLITICAL CONSIDERATIONS

In 1996, local residents voted against a new Silver Falls Parks and Recreation District with a proposed budget of \$318,500 at a margin of about 40% to 60% (Nov. 5, 1996 Election Results). Twenty years later, the 2016 Community Survey indicated that over half of respondents would support a new parks and recreation district (37% would need more information) (p. 33). 62% of respondents indicated that they would support a bond to fund community park amenities. (Community Survey, 2016, p 35). This seems to indicate a trend toward increased political support and willingness to pay for parks and recreation services in the area.

CPS conducted a survey and received feedback from key stakeholders to obtain more detailed and more recent information to add to the discussion presented in the Community Survey. The survey was reviewed by City staff and the Parks and Recreation Task Force. The survey was important to evaluate whether citizens feel differently about their willingness to pay given the Parks Fee and the local option level for pool operations since the time of the 2016 survey. The outcome of this survey is detailed in Section VII below.

Assessment by the Parks and Recreation Task Force members indicated that there may be little to no support on the parks issue in some neighboring jurisdictions.

References for This Section

Community Service Center. (2017, January). *2016 Silverton Community Survey*. University of Oregon, Eugene, Oregon. Accessed on March 1, 2019 from https://silverton.or.us/DocumentCenter/View/4568/Silverton-Survey-2016-Report_FINAL?bidId=

Marion County. (1996, November). *Measures by District*. Election Results for Measure 24-82: Silver Falls Parks and Recreation District Formation w/ Tax Base of \$318,500 available at https://www.co.marion.or.us/CO/elections/Results/Pages/11-5-1996_Main_Page.aspx.

VII. PUBLIC OPINION SURVEY: STRATEGY, RESULTS, AND IMPLICATIONS

The PSU research team conducted two separate survey research tasks to support the Parks and Recreation District study. The first survey was a web-based questionnaire made available to residents of Silverton and within the greater Silverton area. The second survey was a series of semi-structured interviews with key stakeholders in organized sports in the area. These two research tasks are described in this section with summary findings from each.

A. Web-Based Questionnaire

Working with City staff, the PSU team crafted a 40-question survey to be distributed through customer emails provided by the City water and wastewater utility. A sharable link was also distributed via social media, newsletters, email distribution lists, and other informal networks. The survey responses were collected from May 1 to May 22, 2019. A total of 944 responses were collected in this period.

Survey questions included several general topic areas:

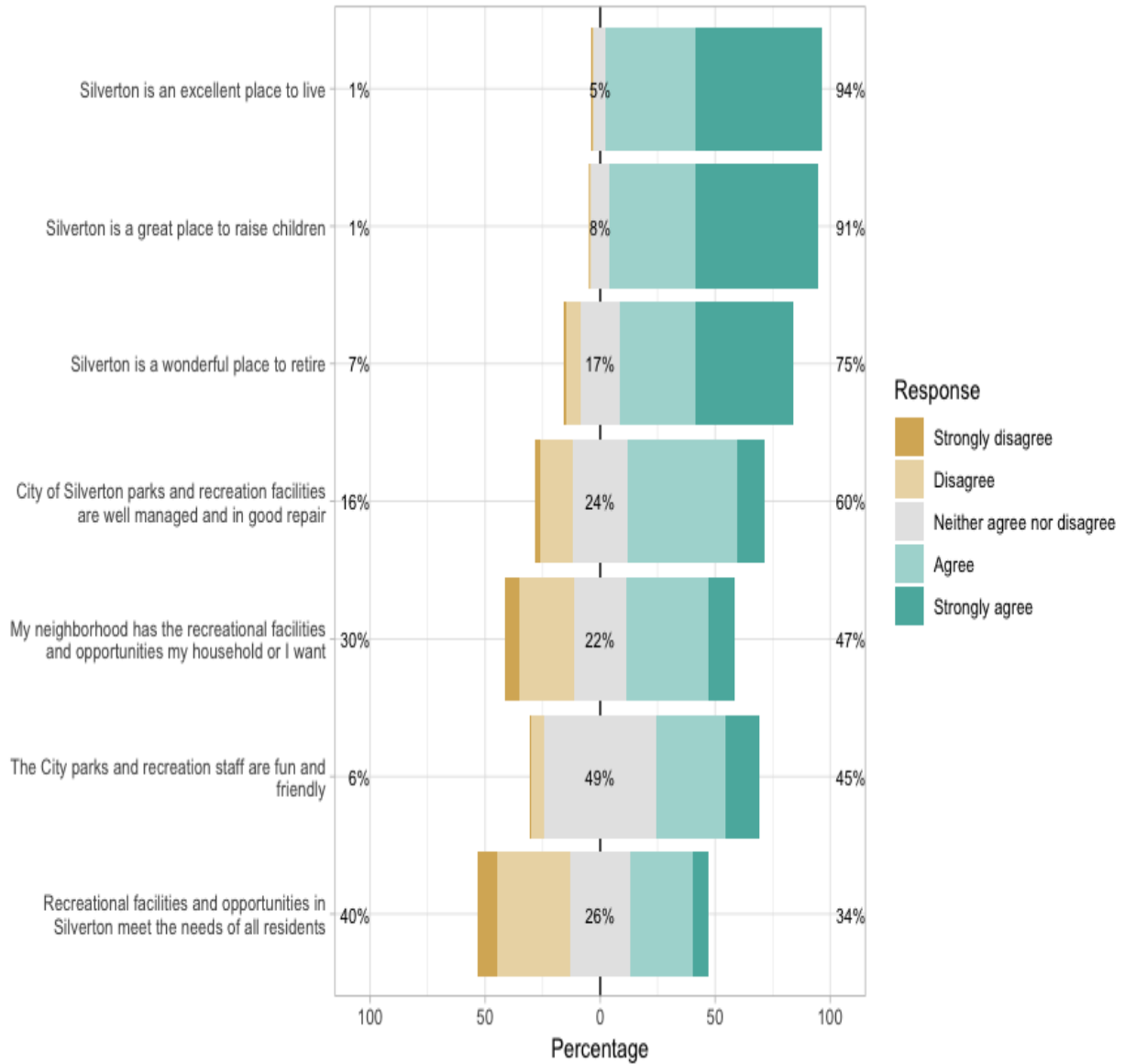
- Overall evaluation of Silverton as a place to live and recreate
- Assessment of ease or difficulty in accessing recreation opportunities
- Specific levels of participation in various recreational activities and how well these activities are currently served
- Interest or support for developing new facilities
- Participation levels in organized sports
- Support or opposition to the creation of a new special district
- Willingness to pay for new taxes to support a new special district

Additionally, demographic data were collecting including a location of residence, and if applicable, business.

B. Summary of Findings

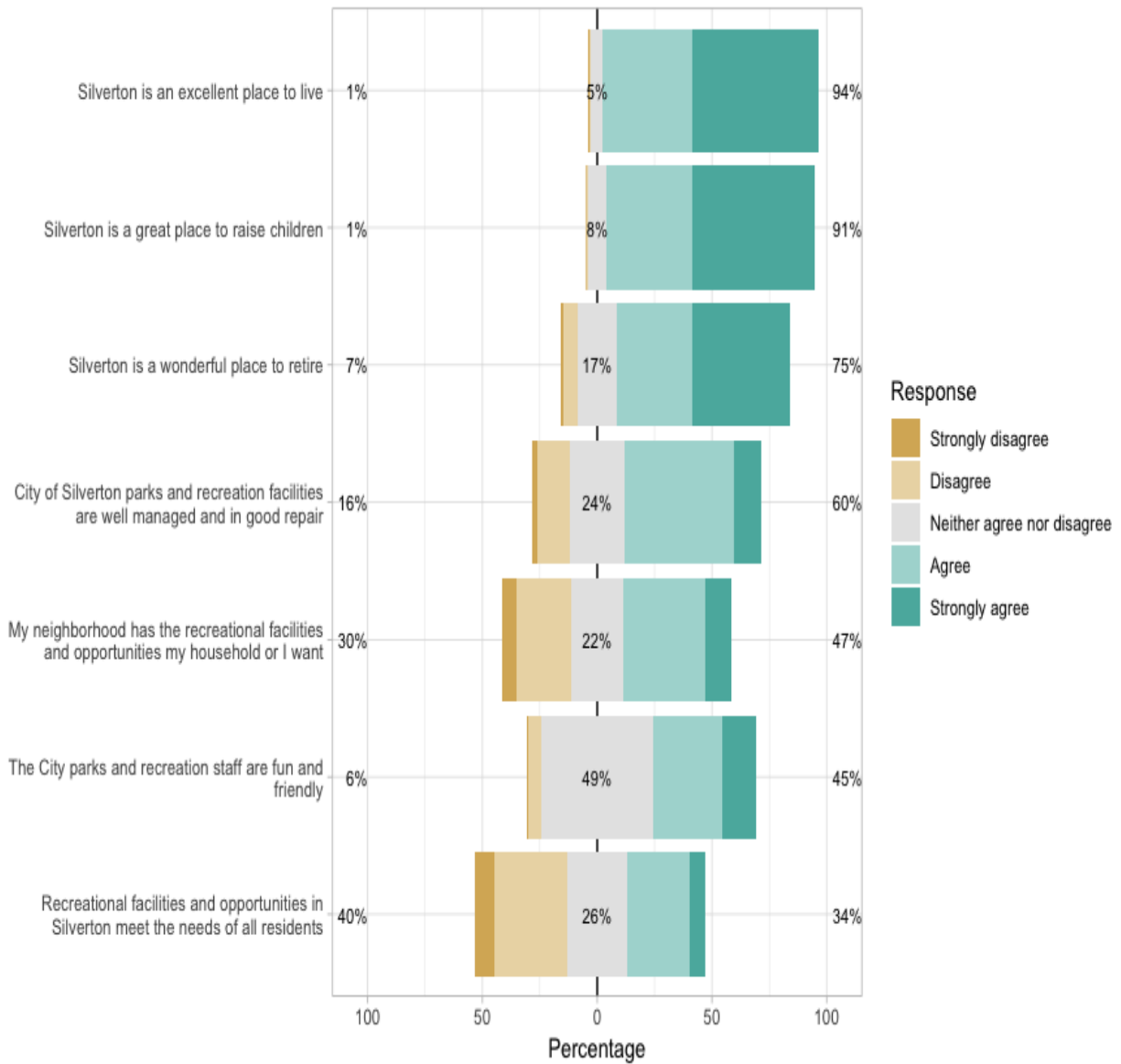
Respondents overall gave the City high marks as a place to live, raise children, and retire. When asked about recreational opportunities in general, respondents still rated the City well, but at the neighborhood level, concerns were raised. As shown in

Figure 1: Overall Assessment of Silverton and Recreation Opportunities



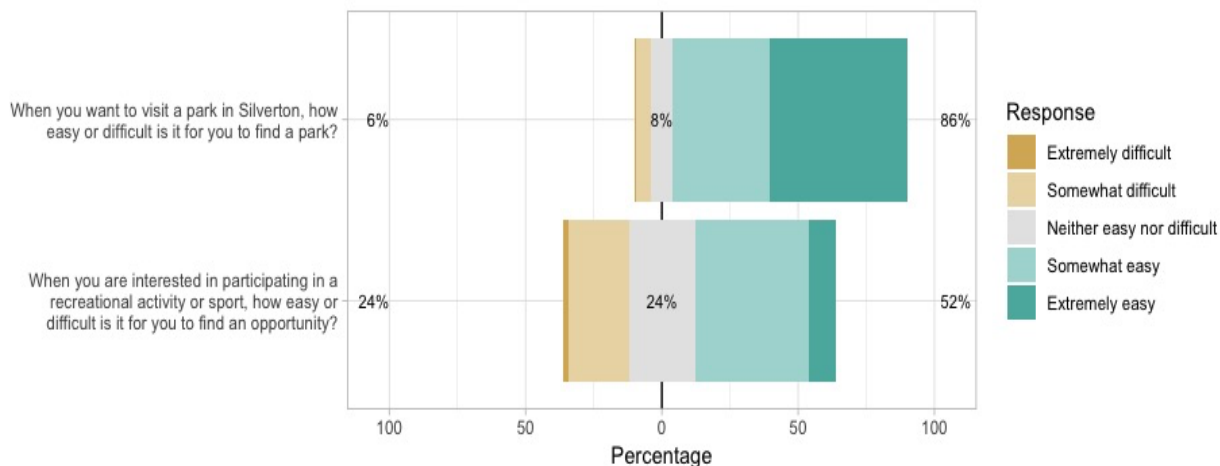
, 30% of respondents disagreed that their neighborhood has the recreation facilities they want. More striking, when asked to consider all residents in the City, only 34% responded that the facilities and opportunities in Silverton meet the needs of all residents, while 40% disagreed, and the final 26% neither agreed nor disagreed. These results suggest that while the City is assessed well overall, there are concerns about neighborhood access as well as access to recreation overall.

Figure 1: Overall Assessment of Silverton and Recreation Opportunities



CPS also asked respondents about the ease of locating parks and organized recreational activities. Overwhelmingly, 86% of respondents noted finding a park was quite easy for them. However, when asked how easy it is to join in on an organized recreational activity or sport, those reporting it easy dropped to 52% with 24% noting it is difficult (see Figure 2). Here we see the first indications that access to organized sporting or recreational activities is a challenge for some.

Figure 2: Ease of Finding Facilities or Participating in Activities



We also asked residents to rank the City’s facilities to understand what is most valued. Residents were allowed to drag and drop 10 facilities from highest to lowest importance to their household. Coolidge-McClain, the Community Pool, the Marine Park and Reservoir and Town Square all rated in the top four. We also asked about support for the development of the Petit Natural Area, and 85% of respondents indicated support for this project.

We also asked about recreational activities and their frequency of engagement. We summed up the various frequencies and identified the top ten activities as shown in Table 2.

Table 2: Top Ten Recreational Activities

Park	Total Choices
General Recreation	777
Concerts/Organized Events	628
Picnicking – Family & Friends	561
Playground Visits	539
Biking	486
Swimming	480
Picnicking – Groups	452
Dog Walking/Park Visit	424
Bird and Wildlife Viewing	422
Fishing	384

When we asked a follow-up question about the activities that are most and least supported by current recreational facilities three activities emerged: biking, boating, and organized sports. These three activities are not seen as adequately served. 45% of respondents also noted that trails in the area are not or are only slightly serving the community well. These responses indicate areas for improvement in the region.

After asking about recreational activities and experiences, we posed two key questions for the purposes of a new parks and recreation special district. The first was a hypothetical vote on the creation of a new district. 47% indicated they would vote yes, with 15% indicating they would vote no. The remaining 39% were unsure or don't know. This unsure group needs to be better understood. In other research in the region, unsure or don't know respondents often become "no" votes without work to engage them. With this top-level set of responses, we next explored if location of residence or demographics influenced levels of support for the district. Support for the district is relatively stable across residents inside and outside the City of Silverton as shown in Table 3. However, opposition to the district is almost twice as high outside the City. We also mapped the location of supporters and opponents, and we did not identify a clear pattern spatially that would influence and decisions on how to craft district boundaries.

Table 3: Survey Results of New District Formation Question

Vote Choice	Silverton Residents	Residents Outside the City	Overall
Yes	48.4%	43%	46.5%
No	12.4%	22.5%	14.7%
Unsure/Don't Know	39.2%	34.4%	38.7%

We also examine the role of gender in support and opposition for the special district. We found that while support was again relatively stable between men and women, opposition was slightly higher for men and women were more unsure of the proposal (see Table 4).

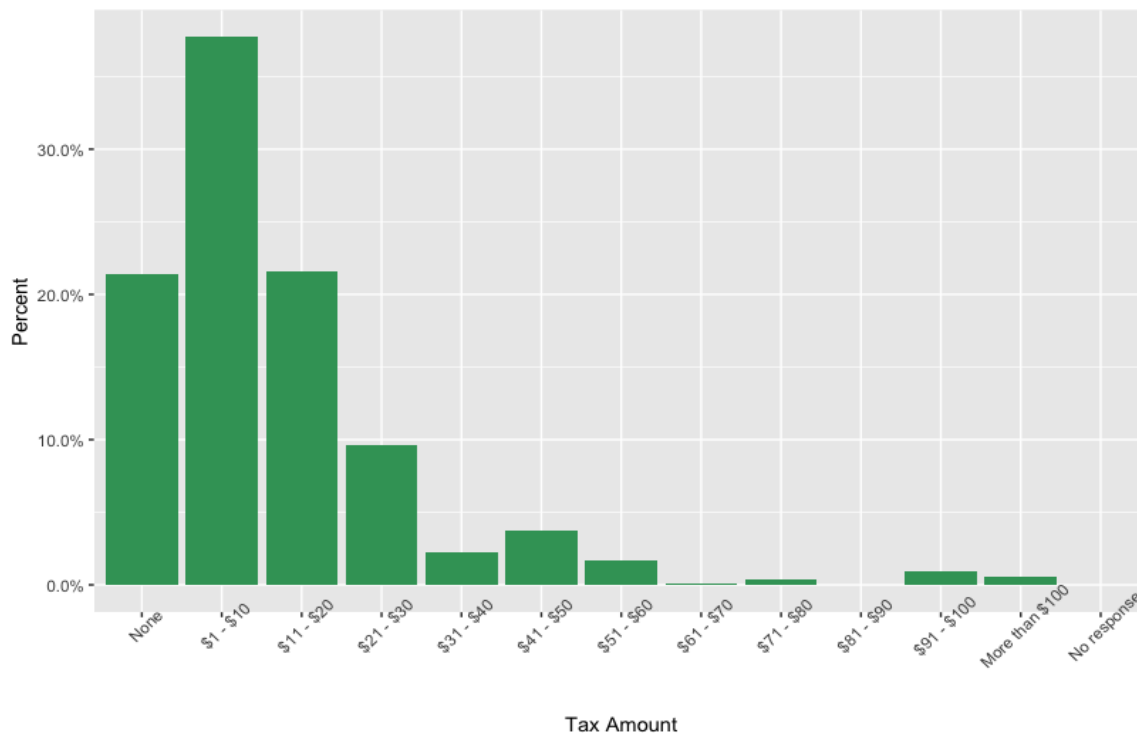
Table 4: Survey Results of New District Formation by Gender

Vote Choice	Male Respondents	Female Respondents	Overall
Yes	51.2%	47.7%	46.5%
No	17.7%	11.6%	14.7%
Unsure/Don't Know	31.2%	40.7%	38.7%

An important note here is that overall our sample was heavily skewed towards women. 66% of respondents were women. The City of Silverton is 54% women, indicating our sample is skewed towards this perspective and generalizing to the region is not easily done.

After asking about the formation of the district we then asked about what level of taxes respondents would be willing to pay. We posed this question as a monthly amount. Previous research indicates that questions about fees or taxes need to be made relatable to normal expenses (versus an annual property tax bill). Just over 20% of respondents were unwilling to pay any increase in taxes, but 80% indicated support. The \$1-10 range was most preferred with \$11-20 and \$21-30 being also supported at over 35%, 20%, and 9% respectively. Likely a popular level of support is located somewhere in this range as shown in Figure 3.

Figure 3: Level of Support by Taxation Amount (per month)

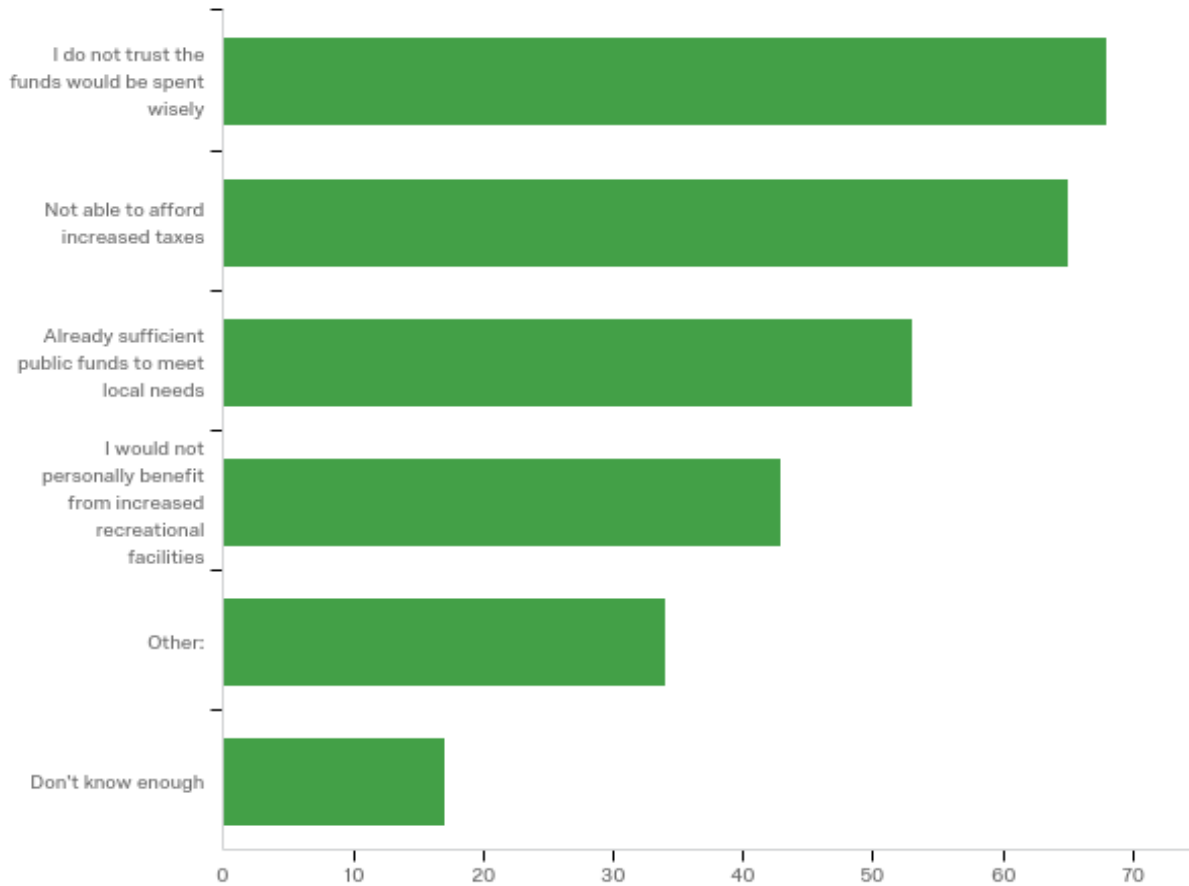


As a follow-up to the 20% that selected no increase in taxes, CPS asked respondents to indicate their reasoning. The top reason was a lack of trust that funds would be spent wisely. This was followed by concerns over the personal ability to pay the taxes and concerns that the revenues already existed for parks and recreation (see Figure 4). This suggests that any efforts to develop the district must work on accountability and trust to develop support for taxation from a new district.

Finally, we must note that this is a convenience sample. That means that participants were not randomly sampled, but rather self-selected to participate. This can skew results and means the findings here are not immediately generalizable to the region. Conclusions from this survey must be tested with stakeholders and others to assess their validity. As noted earlier, our sample skews towards women. We also have more younger respondents in the survey as compared to the age profile in Silverton. We also did not hear from many Hispanic respondents,

with our survey being only 3% Hispanic compared to Silverton’s 10% Hispanic population based on US Census data.

Figure 4: Reasons for Opposing New Taxes



C. Semi-Structured Stakeholder Interviews

In addition to the web-based questionnaire, we also conducted several interviews with key stakeholders identified by the City. These included local sports managers with organized teams and youth sports organizations. The interviews helped bring to light some of the logistical challenges of managing organized sports in the region. All athletic fields are owned and managed by the School District. Respondents shared general support for this arrangement, but noted challenges in consistency in booking some facilities, being secondary to school athletics, and concerns about growth. On growth, the main concern was the lack of interest in expanding fields or developing new ones. While some respondents were quick to name pieces of land or school properties that could be improved to support more sports, it was indicated that the School District was hesitant to expand its offerings.

Respondents also noted that the distribution of facilities and properties leads to inefficiencies. Teams must move around several spread-out facilities, which increases travel time.

Additionally, if field maintenance must occur, it often takes longer due to this spread-out nature of the current system. Many respondents shared that they used workaround solutions to maintain fields and wished that both the fields and maintenance could be more centralized.

Respondents were all supportive of each other and appreciative of the community teamwork to make athletics happen on limited resources. They indicated it would be helpful to share the need for more fields with the public and how much new facilities could open up recreational opportunities for both youth and adult leagues.

VIII. SCENARIOS DEVELOPED

Detailed scenarios provide a tool for the Parks and Recreation Task Force, the City, and the community to understand how the future could be different relative to the pool, parks, and athletic facilities. Scenarios paint a focused picture of how the City, a new special district, private contributors, parents, and citizen volunteers could come together to provide the facilities and programs that the communities desires. Scenarios also give a sense of the detail of a possible program or facility including the costs and the taxes necessary for a desired level of programs and facilities.

Scenarios are also effective in describing the laws and policy, facility condition realities, financial and tax revenue realities and other conditions that will limit and shape any future aquatics, parks and recreation services in the Silverton community. To assist the Task Force and the community understand the possibilities of new or different programs, the CPS team prepared an evolving set of scenarios, the most recent of which (Scenario A) is listed first as the most active option.

We note that any hypothetical governmental structures, district boundaries, and taxing mechanisms in the following scenarios are pre-decisional. These scenarios and analysis were developed to support the Task Force members in their deliberations, and to ensure that the community and the City have comprehensive, valid information on which to base policy, program and budgetary decisions.

As foundation for preparing the scenarios, the CPS team gathered information and concepts from several sources, which include: 1) the Parks and Recreation Task Force discussions; 2) the results of the parks and recreation citizen opinion survey; 3) Oregon law; 4) economics, governance, and government design theory; and 5) our professional experience. How we accessed and used each of these sources follows:

1. The CPS team was asked to facilitate three of the Parks and Recreation Task Force's meetings. As one member of the team facilitated the meeting or presented, other members of the team were carefully taking notes. From these observations and notes we identified ideas, concepts, visions, hopes, opinions, preferences and frustrations. While the facilitated sessions were important, we gained much insight from the open discussions that followed the facilitation. We reduced our sense and findings from the sessions into a set of Governance Principles.
2. The CPS team analyzed and interpreted the results of the Parks and Recreation citizen opinion survey. The team made special efforts to design the survey questions to gather basic information on citizen perceptions and frustrations with the current parks facilities and programming.

3. The CPS team returned to the Oregon statutes to determine potential options for governance designs. These options included opportunities, limitations, and prohibitions. For example, the statutes include five different designs for intergovernmental arrangements, most of which were discarded after Task Force discussions in early sessions.
4. We considered economic theory related to economies of scope and scales, and free-rider externality situations. We consulted Public Administration theory related to service design, service efficiencies, and public governance.
5. Finally, CPS team members drew on their professional experiences doing similar consulting work for local governments across Oregon.
6. The CPS team formulated early scenarios as tools to help structure Task Group discussions. The development of the scenarios was an evolving process, with later scenarios (e.g. 3.51 FTE and 5.0-6.1FTE) as the most reflective of Task Force thinking. These later scenarios reflected increasing accuracy related to pool capital obligations and levels of expenses.
7. The early scenarios were developed and presented to the Task Force by the CPS team, discussed, and some discarded. The 15-FTE and 6-FTE scenarios were presented at Task Group meetings, discussed, and discarded for the following reasons: (1) they were too large in organization size and politically infeasible; (2) they were too government-centric at the expense of citizen and business contributions; (3) they inappropriately focused on government staffing; (4) they had left out the contract provider for the pool; and (5) they placed priority on pool capital investment instead of athletic field development.

A. Principles and Strategies for Scenario Development

The CPS team recognized the following conditions and principles that guided our development of the alternative scenarios.

A.1 Findings from Facilitated Task Group Meetings

- Any proposal to the community for a new district must contain new park facility development for general recreation, outside of or in addition to new athletic field development and pool capital investments.
- At the April 16, 2019 meeting, the Task Force identified that a new district would be the only way to address the identified issues with parks and recreation in the area. “Status Quo,” continued City management with additional funds, and intergovernmental solutions under ORS 190 were dismissed because they did not address the issue of equity between users and free-ridership. There was also concern that other cities would not participate in a multi-jurisdictional IGA solution. Two options were presented for a

parks and recreation special district, one that provided “recreation only” and one that was a “full service” district.

- At the May 29, 2019, CPS presented four parks and recreation district alternatives. At the time of the meeting, the Task Force felt that a recreation-only scenario with 3 FTE and no changes to the pool funding and programming was not sufficient; and a full-service district staffed with 15 FTE was far too large. CPS presented a model for a special district government (ORS 198), with 15 FTEs, which would provide comprehensive services including pool ownership and athletic field development and O&M. The Task Force rejected this approach because it was too large and centered on government staffing and provision. Smaller, less government-centered models were prescribed for future development.
- In its 15 FTE model, CPS used in-house staffing for pool programming, operations, and maintenance. The Task Force requested scenarios using contracted services rather than in-house staffing.
- While some on the Task Force recognized the need for new athletic field capacity, developing such facilities and capacity may need to be handled sequentially following other investments. Limited investments in athletic field capacity may be possible in the short-term.
- The Task Force strongly prefers to retire the Pool Local Option Levy of \$0.3313/\$1,000, and to transfer the pool local option levy into a more permanent and financially sustainable special district property tax permanent rate.
- The Task Force would like to limit the size of a possible special district property tax levy to \$0.85/\$1,000.
- Develop some understanding of the impact of property tax compression on all jurisdictions under the Measure 5/50 aggregate general government tax rate of just under \$10.00/\$1,000.
- Add creative use of non-governmental organizations, in-kind donations, volunteer labor, and private-to-public land swaps, which could all leverage limited governmental resources.

A.2 Governance Principles and Assumptions to Guide Scenario Development

- The CPS team recognized the Task Force’s concern with voter acceptance. Any special district scenario would involve voters residing both inside and outside of the City boundary. The Parks and Recreation Survey specifically included questions to recognize concerns and opinions from both groups.

- CPS recommends some form of a special district governance structure. This is the most appropriate form to address equity, the free-rider issue of external users, and the burden the School District carries for athletic field usage, and field coordination and scheduling.
- A special district represents a community and service area of both rural and urban residents. Governance decisions by the district will reflect the desires and needs of the broader community, which may be different than the City's needs and expectations.
- A new special district could take the form of an independent special district authorized under ORS Chapter 198. Once established by the voters, the special district would be a permanent government with a lifespan of potentially multiple decades.
- The CPS team extensively used several rural area aquatics, and parks and recreation districts as peer examples. Peer districts provided examples of program combinations, staffing levels and wage rates, budget levels and allocations, citizens and governance, revenue types and levels, and facility replacement debt. The North Wasco Parks and Recreations District, the North County Parks and Recreation District, the Sisters Recreation District, the Lebanon Aquatic District, and the Greater St. Helens Aquatic District provided effective peer examples (Appendices E, F, and G). Though vastly larger, the Tualatin Hills Parks and Recreation District provided clear examples of a parks district imposing and using systems development charge revenues.
- Though it would likely closely coordinate with, and sign intergovernmental agreements with the City and School District, a special district is an independent agent and not part of any existing local government. The special district would have its own board of directors, which would hire its chief executive. The City and the School District would need to coordinate and negotiate with the new special district on policy issues, program design and delivery, and contracts and payments.
- A new special district would pay annual access fees to the City for parks usage and to the Silver Falls School District for field usage. This follows the City's current payments to the School District for the same access.
- A special district would have its own property tax permanent rate, could float local option and capital bond levies, and would make independent decisions on use of its revenues. The special district would hold responsibility and legal liability for facility safety and program performance.

A.3 Pool-Related Principles and Assumptions

- The City currently owns the pool facility and is authorized under the pool operations local option levy to collect property taxes for the pool facility operations, maintenance,

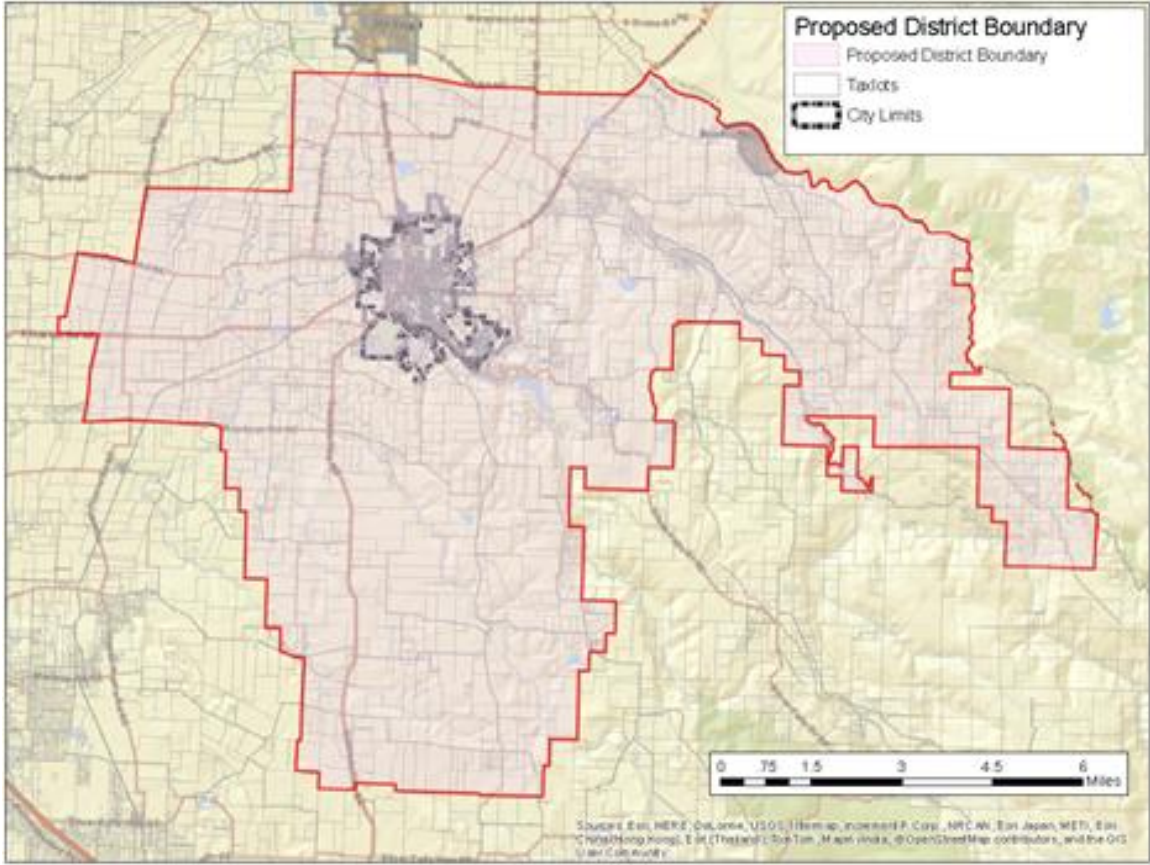
programming, and replacement. Property taxing authority and tax capacity follows from ownership of the pool facility.

- The current local option levy must be renewed by the voters every five years, which is politically challenging. Under Oregon law, the local option levy is the first category for reduction under Measure 5/50 property tax compression if real market property values fall drastically.
- Over the current and next two fiscal years, the City expects to make a series of capital replacement and reconstruction investments in the pool facility and adjacent grounds. This expected spending includes up to \$69,000 in FY 2018-19; \$268,000 in FY 2019-20; and \$609,000 in FY 2020-21. Once these investments are made and work completed, the pool facility should be in a sustainable condition for future extended use.
- Should a new special district receive taxing authority and authorization to provide aquatics services, the City and special district would need to contract for a valuation assessment of the pool facility and grounds. Based on the valuation, the City and special district would negotiate an agreement for pool transfer and reimbursement.
- The City or special district that owns the aquatic facility can contract for services from nonprofit, for-profit, or government providers for replacement and construction, operations and maintenance, and programming. This appears to be an effective use of public sector contracting in order to obtain high-levels of service reliability and service surge capacity.
- The City is unclear about the total cost of contracting for pool programming and operations services. Based on City documents, the CPS team assumed that the current contractor collects all user fees and program revenues generated by pool operations, and receives \$50,000 in annual contract payments from the City. In addition, the City can direct the School District to pay to the YMCA any funds due to the City for use of the pool. A new special district may wish to revisit this payment scheme.

A.4 Assumptions Concerning a Hypothetical Special District Service Area and Boundaries

Discussion at the first Task Force listening session on April 16, 2019 provided the CPS team with guidance on how to develop a district boundary for a hypothetical parks and recreation service district. The Silver Falls School District boundary was considered, but rejected as too expansive. The Silverton Fire District boundary was then considered but again deemed too large by the Task Force members. Based on suggested adjustments to the fire district boundaries, the CPS team proposed the district boundaries in Figure 5. This hypothetical service district boundary served as the base for a service area, governance and user community, and a revenue generation tax area. The boundary of a hypothetical special district is still under discussion by the Task Force as of delivery of this report.

Figure 5: Hypothetical Special District Boundary Service Area



The defined hypothetical district would also service as the taxing area the district. Based on the 2018 Assessment, the district would contain taxable property values as shown in Table 5:

Table 5: Taxable Property Values

Assessment	Value
Total Measure 50 Assessed Value	\$1,326,737,970
Less Urban Renewal Excess Value	\$44,186,219
Total Available Assessed Value	\$1,282,552,751

These property-assessed values generate the following revenue levels over a range of tax rates as shown in Table 6.

Table 6: Tax Rate and Revenues Generated

Tax Rate	Levy/ Revenue Generated
\$0.85/ \$1,000	\$1,057,464
\$0.90/ \$1,000	\$1,154,287
\$0.75/ \$1,000	\$961,914
\$0.72/ \$1,000	\$923,437

The CPS team used these assessed values, levy rates and estimates of generated revenue to build the 3.51-FTE, 5-6-FTE, 4-FTE and older 15-FTE alternative scenarios.

A.5 Financial Analysis Assumptions and Principles:

- For the 6-Year Budget forecast, the inflation interest rate for general costs was assumed at 2.0%, and 3.0% for personnel related costs. Health insurance was assumed at 5.9%.
- The now dated PERS actuarial report of Dec. 31, 2017 listed an inflation rate of 2.5% (Larrabee & Preppernau, 2017, 97). However, the Bureau of Labor Statistics Urban consumer price index for the Pacific states is trending from 3.4% in January 2019 toward 5.3% in mid-2019 (BLS, 2019 July 6). This increase causes us to set the personnel services and general cost inflator to 3.0%. Health care cost trend rates were drawn from PERS actuarial report and reproduced below (Larrabee & Preppernau, 2017, 97).

B. Scenarios

Based on Task Force guidance, the above principles and assumptions, and financial data, the CPS team prepared a series of scenarios. The scenarios tracked evolving Task Force discussions, recommendations and preferences, and new and clarified information. Task Force meetings included July 8, June 10, May 29, and April 16. The most recent scenario (Scenario A) most closely matches Task Force thinking as of the July 8 meeting. We detail out five scenarios:

- Scenario A: Micro Aquatics and Recreation Micro District (3.51 FTEs)
- Scenario B: Aquatics and Recreation District (5.0-6.1 FTE)
- Scenario C: Parks and Recreation District (4.1 FTE)
- Scenario D: City Enhanced Pool Local Option Levy
- Scenario E: Aquatics, Parks, and Recreation District (15 FTE) (partially developed)

Scenario A: Micro Aquatics and Recreation District

Scenario A resulted from the July 8, 2019 Task Force meeting led by City Manager Christy Wurster. The CPS team provided a detailed write-up and Power Point slides to structure and

support the meeting. From the meeting discussions, the Task Force returned ten criteria for development of a scenario for a very small special district. The Task Force criteria included:

1. Staffing reduced to 3 FTE and limited to around \$300,000 annual employee costs.
2. Property tax permanent rate assumed maximum of \$0.85/\$1,000 assessed valuation.
3. Eliminate the existing City pool local option operating levy (5-year renewal required).
4. Continue contract with YMCA for pool operations. - \$50,000.
5. Contract with City for maintenance of pool – personnel costs only.
6. Remaining revenue utilized for development of a capital fund for property acquisition/development.
7. Priority would be field development/sports complex either through property lease, purchase, or donation.
8. Following sports complex development focus of capital program would be to accumulate funds for pool replacement.
9. Trails developed and maintained by District.
10. Independent nonprofit “friends” group established and maximized.

After discussions with City Manager Wurster on these criteria and other financial issues related to the pool, additional key strategic and operational principles emerged, which are described below.

Strategic Governance and Revenue

- Establish a 3-FTE special district under Oregon Revised Statutes (ORS) Chapter 198. Once established by the voters, the district would be a permanent governmental entity, independent of the City.
- In initial years, a 3-FTE micro-district would strategically serve as a governmental revenue generation and facility development mechanism. The district would serve an important role in community leadership and program coordination, in land acquisition and capital construction facilitation, and in community strategic planning on parks and recreation issues.
- The micro special district would represent a single community and service area of both rural and urban residents. This is the most appropriate form of governance to address the free-rider issue of external users, and the burden the Silver Falls School District carries for athletic field usage, and field coordination and scheduling.
- Utilize contracted services and volunteer contributions to the greatest degree possible. Contracted services include: pool operations, programming, pool water quality, and pool custodial and light maintenance. Volunteer services could include field and turf maintenance, custodial and light facilities maintenance, programming, and program delivery.

- Provide a governmental entity that can: (1) generate governmental revenues through a permanent property tax rate, (2) with voter approval, issue General Obligation bond debt with property tax revenues, (3) impose systems development charges (SDCs) on new capital value constructed within the district, and (4) with voter approval, impose a local option levy of property tax above the district permanent rate.
- Establish a property tax permanent rate of \$0.85/\$1,000.
- Retire the Pool Local Option Levy of \$0.3313/\$1,000. Provide revenue stability for pool operations, maintenance and replacement by assuming revenue generation in lieu of the City's pool local option levy, which requires renewal every five years. Provide a degree of protection from property tax compression by using a district permanent rate.
- Support the community and leverage community assets. Work with the community to establish an independent, nonprofit 501c(3) "Friends of the District" foundation to support and complement the district. Where resources allowed, the district would annually offer grants to the Foundation to provide a base of stable revenue.
- The "Friends of the District Foundation" would convene, coordinate, and organize all citizen and business volunteer support for parks, athletics, aquatics and general recreation programs. Citizen volunteers and parents would provide critical services under an organized framework, including field/ turf maintenance and facility custodial maintenance.

Pool-Related Principles and Assumptions

- Taxing authority is provided under state law to allow the special district to provide services. Ownership of a facility relates to a government's taxing authority. This scenario would transfer the assets of the pool facility from the City to the new special district.
- The special district would negotiate with the City on a valuation of the pool facility and the terms of transfer. The scenario budget model assumes a marker of \$1 million valuation. Financial terms were assumed to be generous: \$10,000 payments to the City in the first four years, and then payments over 26 years at 0.00% interest (\$32,000 / year).
- The City over the next two fiscal years is making capital investments in the pool facility. Once completed, there should be no scheduled capital investments for replacement or reconstruction. With any long-lived facility, there may be unforeseen equipment or facility failures, which will require emergency resources.
- In FY0, the new special district would establish a Capital Facilities Savings Fund to accumulate resources for a new field complex, trails and other general recreation

facilities, and the pool facility. After initial savings for the field complex, the district would begin saving for pool emergency replacements and future pool reconstruction.

- The special district would contract for water quality maintenance and custodial services. This could be with the City, or with a commercial pool service. The district would provide all chemicals and equipment.
- The special district would contract for aquatics programs and operational services. Using contracted services is especially valid because of the high reliability and surge requirements of water safety staffing. The district would not be organized to provide in-house staffing for the pool.
- The special district would want to negotiate a new contracting agreement for aquatics programs and operational services. The district would want to revisit the open-ended grant of user fee revenues to the contractor. The district, faced with demands for funds for other programs, facilities development and community grants, may wish to set a defined limit to user fee transfers to a contractor. The district may have a greater need for fee revenues than increasing pool programming.

Athletic Field Complex Development

- The new special district would work with the City and community leaders to identify suitable sites for an athletic field complex. The district would negotiate to purchase the site or receive it all or in part as a donation.
- The district should engage architectural and landscape professional services to ensure field drainage and effective facility design.
- The district would begin construction on the complex in the third year or later. This scenario assumes the fields and facilities costs in Table 7. These costs should be reviewed to determine the level of quality sufficient to meet community needs. If the Task Force envisions a field complex that would draw tournaments and events from across the state, a higher level of field quality would be needed. If the Task Force envisions a more basic level of neighborhood practice fields, then the cost estimates would be reduced. The proposed field costs were identified from industry literature.

Table 7: Field Cost Estimates

Baseball 60' Little League dedicated field with backstop and dugouts	\$	350,000
Softball 60' no grass infield/ outfield U10 small soccer shared	\$	250,000
Softball 60' no grass infield/ outfield U10 small soccer shared	\$	250,000
Field Soccer: full sized adult 360ft X 240 ft divides into 2 U11/12 youth fields	\$	259,200
Field Complex -- Bleachers Stands	\$	75,000
Field Complex -- Parking Lot	\$	100,000
Field Complex -- Restroom & Concession Stand w/ kitchen, janitorial closet	\$	400,000
Field Complex -- Equipment Shed/ Barn	\$	100,000
		\$1,784,200

Staffing

Staffing would be as shown in Table 8, totaling 3.51 FTE.

Table 8: Scenario A Staffing Proposal

Position	First Year (FY0) FTE	Fiscal Year 5 (FY5) FTE
Executive Dir/ Gen. Mgr.	1.0	1.0
Admin Asst./ Online Communications	0.51	0.51
Admin Services/ Business Mgr.	1.0	1.0
Program & Facilities Mgr.	1.0	1.0
Totals	3.51	3.51

The accompanying Silverton P&R Alternatives 3-56-4 FTEs 8-5-19 Excel workbook (Appendix I) provides position descriptions and duties for these positions.

Budget Summary

The accompanying Silverton P&R Alternatives 3-56-4 FTEs 8-5-19 workbook (Appendix I) provides a detailed line-item budget and capital investment analysis for FY0 through FY5 (six year budget). A budget summary by major revenue and expenditure categories is presented in Table 9. Property tax revenues are assumed at \$0.85/\$1,000 with a 3% delinquency. Program user fees and charges were assumed at 15% of tax revenues (\$206,500 annually), which is in line with peer districts. This rate assumption was held flat throughout the six-year forecast period.

Personnel services costs were held to \$294,257, which is beneath the \$300,000 threshold requested by the Task Force.

A six-year budget forecast by major expenditure category is shown in Table 9.

Table 9: Scenario A Six-Year Budget Forecast

	FY0	FY1	FY2	FY3	FY4	FY5
Total Revenues	\$1,245,586	\$1,280,464	\$1,312,218	\$1,344,924	\$1,378,611	\$1,413,309
Expenditures						
Personnel Services	\$284,271	\$294,257	\$304,628	\$315,402	\$326,595	\$338,226
Materials & Services	\$177,549	\$191,100	\$186,533	\$243,129	\$250,423	\$257,936
Materials & Services Pool	\$383,431	\$391,100	\$396,638	\$402,342	\$408,217	\$414,269
Interfund (Debt Payment)	\$10,000	\$10,000	\$159,629	\$159,629	\$181,629	\$181,629
Transfers Out Capital Savings	\$190,000	\$190,000	\$0	\$34,400	\$40,000	\$45,000
Capital Outlay	\$29,000	\$0	\$0	\$25,000	\$1,500	\$1,500
Community Grants	\$0	\$0	\$42,500	\$65,000	\$55,000	\$53,400
Contingency & Reserve	\$171,000	\$204,000	\$222,000	\$100,000	\$114,000	\$120,000
Total Expenditures	\$1,245,251	\$1,280,457	\$1,311,928	\$1,344,902	\$1,377,364	\$1,411,960
Net Balance	\$335	\$7	\$290	\$22	\$1,247	\$1,349

Financial Management Priorities

The new special district will require very careful management of revenues and finances during the startup period of FY0 to FY5 (first six years) (see Table 9 above). There will be an immediate requirement to operate and maintain the pool complex, but there will also be an immediate need to accumulate resources in a Capital Facilities Savings fund in order to reduce the principle on debt for an athletic field complex. Financial priorities for the new district might unfold as follows:

- FY0 hire district executive/ general manager and staff in permanent positions (3.51 FTE).
- In first two years, maximize transfers to Capital Facilities Savings fund in order to reduce principle on debt for an athletic field complex.
- In first two years, fill a collateral debt specific reserve fund, and general fund contingency and reserve.
- The scenario assumes a marker of \$130,000 for athletic field complex land purchase. The scenario assumes a \$1.502 million investment in the field complex for the above listed fields.
- Originate debt for athletic field complex in second year, and begin payment on the debt in third year. Budget analysis offers annual payment obligations for a 15-Year, 20-Year and 30-Year loan. The budget analysis uses the 15-Year payment amount in the budget schedule (\$149,629).
- Negotiate with the City on transfer of pool facility assets to the special district. District would request token payments of \$10,000 in the first four years, but then increase payments to \$32,000 annually for 30 years. As explained above, assumed marker valuation of the pool at \$1 million.

- Beginning in the third year, the district would begin making grants to the City, School District, the independent Friends of District foundation, and community partners. Third year grants would be small, increasing in the fourth and fifth year. The amount of the grants would reflect available resources and capital investment obligations.
- Throughout the six-year period, set the pool user fee rates and attempt to hold unchanged. Negotiation of pool services contractor may require adjustment in these fee rates.

Scenario B: Aquatics and Recreation District (5.0-6.1 FTE)

Scenario B responds to the Task Force discussions of the June 10th meeting, which stressed the need for a very small special district that actively worked with the community. The Task Force suggested a limit on a permanent tax rate of \$0.85/\$1,000 assessed value.

Strategic Purpose and Intent

- Establish a special district with City of Silverton consent and voter approval under ORS Chapter 198.
- Establish a special district that represents a single community of users, citizen owners, and taxpayers from outside and inside the City of Silverton. The larger district service area helps to resolve the user free-rider issue of out-of-district users.
- The City intends to fund and complete extensive replacement and reconstruction investments to the pool facility in the next two fiscal years (e.g. FY 2019-20 and FY 2020-21). Full completion of planned investments would ideally provide a new district with a facility that could sustain operations into future decades. However, should the City not be able to complete this investments before a transfer to a new special district, the district would have to assume any incomplete or un-started facility investments. Even with a facilities replacement program, the pool is an old facility, and the district would need to hold capital reserves to fund emergency equipment failures.
- This scenario places pool replacement and reconstruction at the highest priority of capital investments, ahead of athletic field facility development. The intention is to take care of existing assets before development of new ones.
- The scenario would establish a government district to generate sufficient revenue to support pool operations and maintenance, and for replacement and reconstruction. It would ensure uninterrupted pool operations and programming, and promptly address pool infrastructure needs.
- Provide a governmental entity that can: (1) generate governmental revenues through a permanent property tax rate, (2) with voter approval, issue General Obligation bond debt with property tax revenues, (3) impose systems development charges (SDCs) on new capital value constructed within the district, and (4) with voter approval, impose a local option levy of property tax above the district permanent rate.
- Provide revenue stability for pool operations, maintenance and replacement by assuming revenue generation in lieu of the City's pool local option levy, which requires renewal every five years. Provide a degree of protection from property tax compression by using a district permanent rate.

- Support the community and leverage community assets. Act as a community convener and coordination point. Work with the community to establish an independent nonprofit 501c(3) foundation to support the district in its mission.

Operational Features

- Initial zero fiscal year hires of 5.0 FTE for director/ general manager, administrative assistant/ online communications, administrative services/ business manager, program and facilities operational manager, and pool operator/ facilities maintenance.
- At fiscal year five, after initial start-up, add two new positions for a total of 6.1 FTE. Positions would be a part-time community resources manager (0.50FTE) and a seasonal ground/ turf maintenance technician (0.6 FTE). The latter would come on as the district acquired athletic fields.
- From the first year, the special district would provide coordination and support for field use scheduling with the School District, initially through the program and facilities manager position.
- The district leases specific parks and facilities from the City while the City retains ownership of existing parks and continues maintenance. The district would lease fields from the School District while the School District retains ownership of existing fields and continues maintenance.
- The district places first priority on capital investment for reconstruction of the pool facility. Based on taxing authority, the district negotiates with the City for purchase of the pool facility. The district buys the pool facility from City and is responsible for all replacement and reconstruction of pool facility. From the purchase date forward, the district would assume liability for the pool facility and its areas of performance.
- The district would use contracted services to provide aquatics programming, instructional, and operational services. The district would then hire a program and facilities manager, who would administer the contract to ensure performance for pool operations and programming and instruction. The district would provide custodial service to the aquatic facility and surrounding areas.
- The district would establish a pool fee schedule and impose user fees. The district or its contractor would then collect user fees.
- From available resources, the district would develop consistent, multi-year facilities development grants to City and School District. By fiscal year five, the community resources manager position takes on task of performing annual grant process and coordinating partner contracts and scheduling.

- The district builds contractual relationships with nonprofit and for-profit organizations to implement programming. The district would rely heavily on non-government partners and volunteer in-kind contributions.
- The district provides its own administrative functions: human resources, budget and finance, procurement, planning, executive functions, and a board of directors. The district purchases or leases vehicles and equipment to meet needs and leases office space for headquarters office. The district could contract for any administrative services, e.g. accounting and payroll.

Staffing

Staffing would be as shown in Table 10, totaling 5 to 6.1 FTE.

Table 10: Scenario B Staffing Proposal

Position	First Year (FY0) FTE	Fiscal Year 5 (FY5) FTE
Executive Dir/ Gen. Mgr.	1.0	1.0
Admin Asst./ Online Communications	1.0	1.0
Community Resources Mgr	0.0	0.50
Admin Services/ Business Mgr.	1.0	1.0
Program & Facilities Mgr.	1.0	1.0
Pool Operator/ Fac. Maintenance	1.0	1.0
Seasonal Grounds/ Turf Technician	0.0	0.61
Totals	5.0	6.1

The accompanying Silverton P&R Alternatives 3-56-4 FTEs 8-5-19.xlsx Excel workbook (Appendix I) provides position descriptions and duties for these positions.

Budget Summary

The accompanying Silverton P&R Alternatives 3-56-4 FTEs 8-5-19.xlsx Excel workbook (Appendix I) provides a detailed line-item budget and capital investment analysis for FY0 through FY5 (six year budget). A budget summary by major revenue and expenditure categories follows in Table 11. Property tax revenues are assumed at \$0.85/\$1,000 with a 3% delinquency. Program user fees and charges was assumed at 15% of tax revenues, which is in

line with peer district, but then rates were increased by 10% in FY1 and held at that increased level through FY5.

Starting in Year 1, the district assumes payment of a 30-year loan to cover \$1.6 million in pool capital replacement and reconstruction. This results in an annual debt charge of \$104,603 from year 1 onward.

Community grants are assumed to begin in FY2 after large initial payments are allocated to Contingency and Reserves, including a debt reserve to secure borrowed debt. Grants to the City and School District are assumed to rise in years 3 and 4. Once the special district moves to develop its own field complex, grants to the City and School District would taper down as resources are allocated to field complex debt.

Table 11: Scenario B Six-Year Budget Forecast

	FY0	FY1	FY2	FY3	FY4	FY5
Total Revenues	\$1,245,586	\$1,301,114	\$1,332,868	\$1,365,574	\$1,399,261	\$1,433,959
Expenditures						
Personnel Services	\$360,065	\$372,713	\$385,850	\$399,496	\$413,674	\$501,793
Materials & Services	\$189,216	\$182,800	\$188,284	\$193,933	\$199,750	\$205,743
Materials & Services Pool	\$412,843	\$421,100	\$433,733	\$446,745	\$460,147	\$473,952
Interfund	\$0	\$0	\$0	\$0	\$0	\$0
Transfers Out	\$0	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$99,000	\$114,603	\$114,603	\$114,603	\$114,603	\$114,603
Community Grants	\$0	\$0	\$55,000	\$119,000	\$113,000	\$68,000
Contingency & Reserve	\$183,958	\$210,000	\$155,000	\$92,000	\$98,000	\$70,000
Total Expenditures	\$1,245,081	\$1,301,216	\$1,332,469	\$1,365,776	\$1,399,174	\$1,434,090
Net Balance	\$504	(\$102)	\$398	(\$202)	\$87	(\$132)

Scenario C: Parks and Recreation District (4.1 FTE)

Scenario C also responds to the Task Force discussions of the June 10th meeting, which stressed the need for a very small special district that actively worked with the community. Based on a single-year startup budget analysis, this scenario uses a property tax permanent rate of \$0.72/\$1,000 assessed value.

Strategic Purposes and Intent

- Establish a special district with City of Silverton consent and voter approval under ORS Chapter 198.
- Establish a special district that represents a single community of users, citizen owners, and taxpayers from outside and inside the City. The larger district service area helps to resolve the free-rider issue of out-of-district users.

- Establish a government special district as a financing entity to generate sufficient revenue to support land acquisition and construction of an athletic fields complex. Once constructed, the district would provide the facilities maintenance and professional field maintenance services of mowing, fertilizing, aerating, and irrigation.
- Provide a governmental entity that can: (1) generate governmental revenues through a permanent property tax rate, (2) with voter approval, issue General Obligation bond debt with property tax revenues, (3) impose systems development charges (SDCs) on new capital value constructed within the district, and (4) with voter approval, impose a local option levy of property tax above the district permanent rate.
- The District would have no involvement with the pool. The City would retain taxing authority and ownership of the pool facility. The City would follow current arrangements for operations, maintenance, replacement, and financing for the pool. This implies that the City would ask to renew the current local option levy or a similar instrument.
- Support the community and leverage community assets. Act as a community convener and coordination point.
- Work with the community to establish an independent nonprofit 501c(3) allied foundation to support the special district in its mission. The district would work with the allied foundation to raise funds, conduct planning, and support development of an athletic field complex. (See Parks for Public Places, 2008 in reference list at bottom of chapter; and Waterfront Community Park Association, Hood River, OR at www.hoodriverwaterfront.org/contact.html).
- Where tax revenues and other financial obligations allow, provide grants to the City and the School District to support development of existing properties for general recreation and athletic field development.

Operational Features

- Initial fiscal year 1, the district hires 4.1 FTE for: a director/ general manager, an administrative assistant/ online communications (0.51 FTE), an administrative services/ business manager, a program and facilities operational manager, and a seasonal grounds/ turf maintenance technician (0.60). The grounds/ turf technician would be hired as the district's fields became operational.
- From the first year, the district would provide coordination and support for field use scheduling with the School District.
- In the initial years, the district would lease specific parks and facilities from the City while the City retains ownership of existing parks and continues maintenance. The

district would lease fields from School District while the School District retains ownership of existing parks and continues maintenance. The district would re-evaluate the use of partner fields and facilities as a new athletic complex came online.

- As explained above, the special district would not be involved with the swimming pool or an aquatic program.
- From available resources, the district would develop consistent, multi-year facilities development grants to the City and School District.
- The district would build contractual relationships with nonprofit and for-profit organizations to implement recreation programs. The district relies heavily on non-government partners and volunteer in-kind contributions.
- The district provides its own administrative functions: human resources, budget and finance, procurement, planning, executive functions, and a board of directors. The district purchases or leases vehicles and equipment to meet needs and leases office space for headquarters office. The district could contract for any administrative services, e.g. accounting and payroll.

Staffing

Staffing for Scenario C would total to 4.1 FTEs, which is detailed in Table 12. Position descriptions and duties are detailed in the accompanying Silverton P&R Alternatives 3-56-4 FTEs 8-15-19.xlsx Excel workbook under the 4.0FTE worksheet tabs (Appendix I).

Table 12: Scenario C Staffing Proposal

Position	First Year (FY0) FTE
Executive Dir/ Gen. Mgr.	1.0
Admin Asst./ Online Communications	0.51
Admin Services/ Business Mgr.	1.0
Program & Facilities Mgr.	1.0
Seasonal Maintenance/ Turf Technician	0.60
Totals	4.1

Field Complex Capital Costs

CPS consulted a series of industry publications and peer districts to obtain the cost of sport field construction and maintenance (see Table 13). Facilities costs for the bleachers, parking lot and equipment shed, and restrooms are placeholder amounts, which require additional research (see Cal North, 2019; Ultimate Baseball, 2019; SportsTurf Managers Association, 2018).

Table 13: Scenario C Field Cost Estimates

Capital Investment/ Facility	FY 2019-20	FY 2020-21
Athletic Facility Land/ Site about 6.5 acres @ \$20,000 per acre	\$ 130,000	
Baseball 60' Little League dedicated field with backstop and dugouts		\$ 350,000
Softball 60' no grass infield/ outfield U10 small soccer shared		\$ 250,000
Softball 60' no grass infield/ outfield U10 small soccer shared		\$ 250,000
Field Soccer: full sized adult 360ft X 240 ft divides into 2 U11/12 youth fields		\$ 259,200
Field Complex -- Bleachers Stands		\$ 75,000
Field Complex -- Parking Lot		\$ 100,000
Field Complex -- Restroom & Concession Stand w/ kitchen, janitorial closet,		\$ 200,000
Field Complex -- Equipment Shed/ Barn		\$ 100,000
Total Expense	\$ 130,000	\$ 1,584,200

Budget Summary

The accompanying Silverton P&R Alternatives 3-56-4 FTEs 8-5-19.xlsx Excel workbook (Appendix I) provides a detailed line-item budget and capital investment analysis for a single-year FY1. The analysis was not taken further because of project time constraints and recognition that later scenarios would be given preference by the Task Force. A budget summary by major revenue and expenditure categories is set forth in Table 14. Property tax revenues are assumed at \$0.72/\$1,000 with a 3% delinquency. Program user fees and charges was assumed at 5% of tax revenues.

Starting in FY1, the budget assumes payment of a 20-year loan to cover \$1.68 million land and field facility capital expense. This results in an annual debt charge of \$135,059 from FY1 onward. The budget includes a marker value of \$130,000 for land purchase. The estimated costs of field and facility construction reflect industry literature and online available facility plans.

Community grants are assumed to begin in FY1 after large initial payments are allocated to Contingency and Reserves, including a debt reserve to secure borrowed debt. However, community grants could be delayed several years until the revenues, contingency account, and reserves were stabilized. Once the special district begins to develop its own field complex, grants to the City and School District for field access would be re-evaluated to ensure funding for debt payments.

Table 14: Scenario C FY1 Budget

	FY1
Total Revenues	\$957,771
Expenditures	
Personnel Services	\$ 326,090
Materials & Services	\$240,700
Interfund (Annual Debt Service)	\$135,059
Transfers Out	\$0
Capital Outlay	\$13,575
Community Grants	\$65,000
Contingency & Reserve	\$177,000
Total Expenditures	\$957,424
Net Balance	\$347

Scenario D: City Enhanced Pool Local Option Levy

Should the City, community, and advocates choose not to move forward on special district formation, CPS offers the following City-centric recommendations.

- The City should organize community support to establish an independent, allied “Friends of City Parks” 501c(3) nonprofit parks foundation. The City could provide directed financial support to the Foundation through grants. The foundation could play a strong role in fundraising, organizing volunteers and the community, developing a community strategic vision, designing capital projects, outreach and marketing, recreation program development and delivery, and providing remedial maintenance (See, Parks for Public Spaces, 2008).
- At the end of the current pool local option levy, ask the voters for an increased levy of \$0.68/\$1,000 (current local option levy 0.3313+ 0.35) for continued operations and maintenance, and for explicitly defined purposes of pool replacement and reconstruction.

Scenario E: Aquatics, Parks, and Recreation District (15 FTE)

Scenario E is the 15 FTE special district model the CPS team presented to the Task Force on June 10th. The staffing for this model was limited to governmental employees. The model was deemed too large and costly to gain public support, basically transferred the local option levy to the district, did not use contract providers for pool operations and programming, and was very government-centric in its service delivery. Based on discussion at the Task Force meeting, the model was not developed further. We mention it here because the staffing and budget analysis remain in the accompanying Silverton P&R Alternatives 3-56-4 FTEs 8-5-19.xlsx Excel workbook (Appendix I) as a reference and template for future work.

C. Early Creative Scenario Models

To help kick-start scenario development at the April 16th Task Force meeting, the CPS team presented a variety of creative options for addressing the City's and community's parks and recreation needs. These ideas were based on a combination of the intergovernmental district forms authorized under Oregon law (ORS 190.010) and examples from peer districts in Oregon. These creative options included:

- Current City Ownership Plus Recreation Programming—Small step from current, City would add about \$130,000 in recreation programming.
- City Plus Recreation Programming with an Intergovernmental Agreement (e.g. purchase recreation programming from City of Salem or other parks and recreation district).
- Joint Government Entity with other nearby city or county governments under ORS 190.010. (Could be used to develop trails). Example: Cities of Fairview and Wood Village—East County Recreation Fund.
- Independent Special Services District for Recreation Services Only under ORS 198 and 266; Sisters Parks & Recreation
- Independent Service District for Facilities and Recreation Programming under ORS 198 and 266.

D. Funding Program and Opportunities for Parks and Outdoor Recreation

As a reference to support the Task Force and City, we include a set of funding sources for parks, trails and outdoor recreation facilities. The Statewide Comprehensive Outdoor Recreation Plan (SCORP, 2017) identifies the following existing programs for potential parks and recreation funding:

The Recreational Trail Program (RTP) is a Federal-aid assistance program providing funds to States to develop and maintain recreational trails and trail-related facilities for both non-motorized and motorized recreational trail uses, including water trails. Grant funds can be used for new trail construction; heavy trail restoration; trailhead facilities; purchase of tools to construct and/or renovate trails; land acquisition for trail purposes; and safety and educational programs.

The Local Government Grant Program (LGGP) is an Oregon State Lottery funded program administered by the Oregon Parks and Recreation Department. The program provides grant assistance for outdoor park and recreation areas and facilities, acquisition of property for park purposes, trails, bicycle recreation opportunities, and non-motorized water-based recreation.

The Land and Water Conservation Fund (LWCF) Program is a National Park Service funded program administered by the Oregon Parks and Recreation Department. The program provides grant assistance for acquiring land for parks and recreation purposes; building or redeveloping recreation and park facilities; providing riding and hiking trails, enhancing recreation access; and conserving open space, forests, estuaries, wildlife; and natural resource areas through recreation projects.

Connect Oregon is a lottery-backed bond grant competition administered by the Oregon Department of Transportation to invest in transportation infrastructure. This program includes funds for projects outside the road right of way that expand and improve commuter routes (including bicycle trails, footpaths and multiuse trails). No funding is available for this program in the 2017-2019 biennium. If/ when funding is available competitive grant rounds may occur in the 2019-2021 or 2021-2023 biennia.

Travel Oregon Competitive Grants Program makes grant awards for projects that provide for the improvement or expansion of the tourism economy in Oregon. Projects are intended to increase the likelihood of visitation from 50 miles outside the local area. Travel Oregon's Competitive Small Grants program opens annually.

The Statewide Transportation Improvement Program (STIP) is the Oregon Department of Transportation's capital improvement program for state and federally-funded projects. Local agencies will be eligible applicants for portions of the \$6 million dollars set aside for off-system trails.

E. References for this Section

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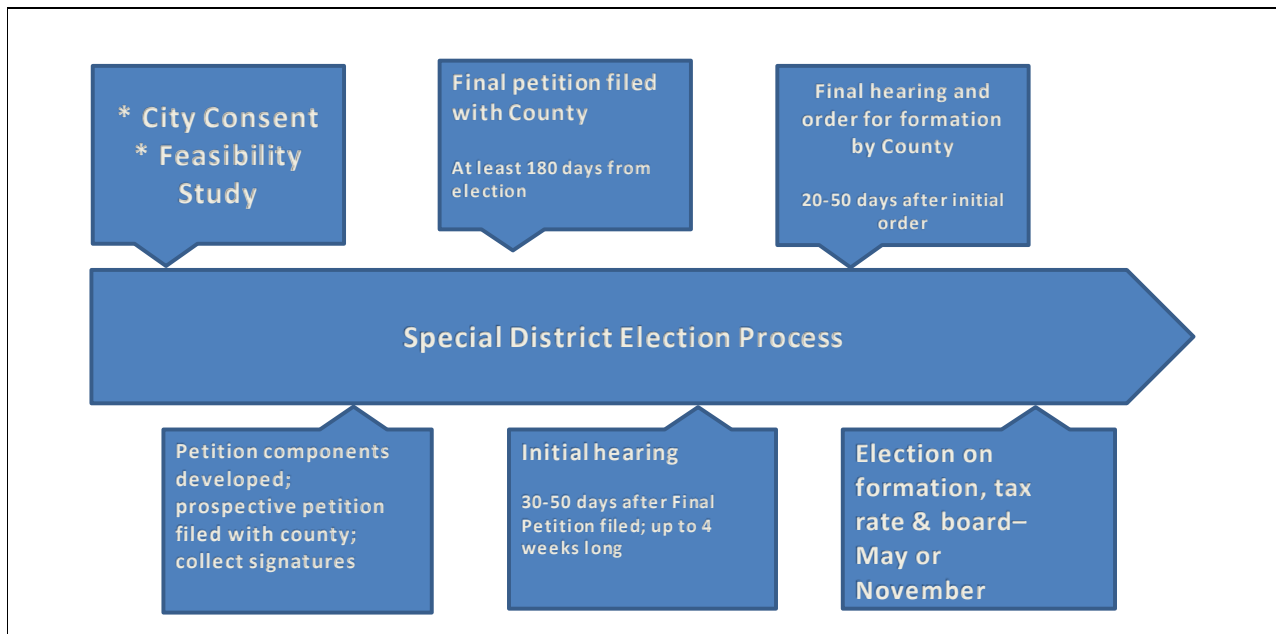
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IX. SPECIAL DISTRICT FORMATION PROCEDURES

Formation of an independent aquatics, parks and recreation special district requires the formation of a citizen advocacy group and close adherence to an extended, formal legal process. We include a detailed summary of the procedures in Appendix B. Figure 6 displays the main steps and deadlines of the formation procedures.

Figure 6: District Formation Process



Formation of a Parks and Recreation District is governed by ORS Chapters 198 and 266. Consent of the City in the form of a Council resolution agreeing to formation of a special district marks the first step in the special district process. The City must be on the public record that it agrees to transferring delivery of the specified services and revenue collection authority to the proposed district. Supporting the Council decision is a feasibility study that a special district could fully and with financial stability deliver the specified services. This report and the financial forecast/ budget work products from this contract provide much of the necessary component of the feasibility study. The feasibility statement must include: (1) A description of the services and functions to be performed or provided by the proposed district; (2) An analysis of the relationships between those services and functions and other existing or needed government services; and (3) A proposed first year line item operating budget and a projected third year line item operating budget for the new district that demonstrate its economic feasibility.

Once these items are complete, a petition is then filed in the principal county of the district (Marion County). CPS recommends a citizen group formulate the petition because of the potential for conflict if the City were to lead the effort. The petition must include, among other things, the permanent tax rate proposed, the proposed jurisdictional boundary, and the

requisite number of signatures. A prospective petition with this information is filed with the county clerk prior to gathering signatures for the final petition.

Assuming a permanent tax rate will be proposed, the final petition must be filed at least 180 days before a May or November election to be voted on. Thirty to fifty days after the petition is filed, a hearing will be held that may not last longer than 4 weeks. If the county approves the district, an order is filed and a final hearing is scheduled for between 20 and 50 days after the order. A final order is entered after this final hearing. Presuming that a permanent rate will be proposed, the question of the rate and the district formation will go to the ballot as a single question. The district board members would also be elected during that election.

This process must be finalized by March 31st in order to collect taxes for the following year. The Special Districts Association of Oregon (SDAO) estimates that new district formation may take between 12 and 24 months to complete. Once formed, the district will have access to bonding authority, ordinance authority, and be able to collect taxes.

X. RECOMMENDATIONS

After reviewing sources, facilitating discussions with the City Task Force, and conducting financial and legal analysis, CPS has formulated the following recommendations for the City and the community.

We note that any hypothetical governmental structures, district boundaries, and taxing mechanisms in the following scenarios are pre-decisional. These scenarios and analyses were developed to support the Task Force members in their deliberations, and to ensure that the community and the City have comprehensive, valid information on which to base policy, program, and budgetary decisions.

A. *Special District Formation and Finances*

- Based on the School District burden of field scheduling and heavy field usage, and concerns of out-of-City users, we recommend that the community move forward with efforts to establish an independent aquatics and recreation special district, with a service area covering the City and surrounding unincorporated area. An independent special district authorized by the voters under ORS 198 (special districts generally) and 266 (parks and recreation districts) is the most appropriate form.
- Determine a hypothetical special district boundary roughly based on the Silverton Fire District service area. The special district service area reflects the full community of users inside and outside the City boundaries. The district boundary and service area is an active issue under discussion by the Task Force. We provide no recommendation on the exact boundaries, other than to encompass as many potential users of facilities and services as possible within the district. This should help to alleviate the unfairness of the user free-rider problem and to establish a broader revenue base.
- Section IX of this report summarizes the special district formation process and procedures. The procedures are elaborated in detail in the memo in Appendix B. This memo summarizes the Oregon law and procedures for city consent, petition preparation and filing, county board public hearings, and election. The City Council would need to adopt a resolution to approve the petition to form a special district.
- Once the City Council adopts a resolution, the City would need to establish itself as a neutral provider of factual information to the voters on these issues. An independent citizen advocacy group would be required to move a petition through the County Commission hearing and ballot steps.
- Discussions by the Parks and Recreation Task Force have pointed toward agreement on a very small aquatics and recreation district, with 3.51 FTE. A special district of this size appears to be politically acceptable, economically and financially sustainable, and would leverage volunteer efforts and contributions from the community.

- A new special district would: (1) by contract, operate and maintain the pool facility; (2) complete any necessary pool replacement or reconstruction; (3) continue paying annual access fees to the School District and the City for field and facility use; (4) in the mid-term, arrange financing and construct an athletic field complex; (5) with volunteer assistance, operate and maintain the athletic field complex; (6) where resources allowed, provide grants to the City and School District for joint facilities development.
- A new special district would act as a governmental revenue generation and financing vehicle. The City would retire the pool local option levy. The new special district property tax permanent rate would encompass the current pool levy. The special district would have the authority to impose systems development charges (SDCs) on new growth, to establish user fees for services, and to refer debt measures to the voters.
- CPS has analyzed a hypothetical service area and boundaries for a special district, with a \$0.85/\$1,000 property tax permanent rate. Details of this analysis are in the accompanying Silverton P&R Alternatives 3-56-4 FTEs 8-5-19.xlsx Excel Workbook (Appendix I), but with assessed property tax value of \$1.28 billion, the rate would generate about \$1 million annually in revenue.
- Based on budget analysis for a six-year start-up period, this level of tax revenue should be sufficient to administer a special district; operate and maintain the pool facility; complete any needed replacement and reconstruction on the pool facility; begin purchase of land for a field complex; in the mid-term, begin construction of a field complex; and provide grants to community partners.
- Based on the six-year budget model to develop and ensure sustainable finances, special district managers and the community would need to follow a disciplined, sequential order of spending during the initial start-up. These steps include: 1) hire executive and program managers (3.51 FTE); 2) from time of establishment, fund pool operations and maintenance through contracted services; 3) save as much resources as possible in a capital savings fund to reduce future loan or debt payments; 4) fill budget contingency, reserves, and debt specific reserve funds; 5) obtain a loan to fund field complex construction, begin construction, and begin extended debt payments; 6) in years four, five and six, begin facility development and programming grants to the City and School District, and grants to an independent parks foundation and community groups.
- The Task Force and the City Council should strongly consider a slightly higher property tax permanent rate of \$0.90/\$1,000 or \$0.95/\$1,000 to provide adequate room for increasing labor, health insurance, and general operating costs over decades of operations. As a reminder, once established, a property tax permanent rate for a special district **cannot** be changed (per Measures 5 and 50). In any given year, the district is not

required to levy the full permanent rate limit. In other words, the district may certify a levy at any amount equal to or less than its adopted permanent rate.

B. Pool Related Recommendations

- The City would retire the Pool local option levy. Future revenue for the pool would be generated by the special district's permanent tax rate.
- Corresponding to the taxing authority and flow of revenues, transfer ownership of the pool facility from the City to the new special district. The Oregon parks and recreation district statute at ORS 266.410(5) defines the linkage between taxation by a parks and recreation government entity and how those revenues may be used.
- To ensure financial sustainability of both the City and a new special district, specifically define the total annual reimbursement provided to pool operations contractor. The special district should record and deposit all user fee revenues in its own district accounts, then determine a monthly payment to the contractor.

C. Athletic Field Complex Options

- The Task Force needs to consider and develop agreement on the number and quality of athletic fields in a special district capital development package. We propose a set of baseball, softball, and soccer fields using industry average costs. The Task Force needs to decide the standards for each field; some fields may be tournament level, while others may be neighborhood practice level. These decisions would adjust costs accordingly.
- A similar question can be asked of how the Task Force envisions an athletic field complex—whether it convenes tournaments and draws teams from across the Willamette Valley as a regional attraction, or whether it is primarily intended to meet youth league needs. If the special district selects a tournament-level quality, a higher level of maintenance may be required at higher cost.
- The Task Force needs to review the structures and amenities developed at a field complex. Restrooms, concession stands, sheds, field backstops, bleachers, parking, and access roads all present investment options.
- The Task Force needs to decide how to fund and construct trails and general recreation facilities.
- The Task Force needs to consider how capital developments will support the needs of a growing senior citizen population.

D. Grants to Partners

- A special district could provide grants to the City and School District to support the joint development of existing sites for parks, recreational facilities, and athletic fields. Such a program would increase the parks amenities available to the community and help to alleviate the field capacity issue. The availability and size of the grants would need to reflect available property tax revenues and reductions due to compression and debt payment requirements, and would need to fill and maintain financial reserves.
- A special district would support its community convener role by also making grants to community groups, nonprofits, and an independent nonprofit “Friends of” foundation. These grants could provide matching seed monies or full support for facility development, recreational programs, and specific community events.
- Establish an “Friends of the Special District” 501c(3) independent nonprofit foundation. The Board of the foundation might include two seats from the City, two seats representing the School District, two seats representing the new district, one seat representing businesses in the district, and two or four additional seats representing citizens and/or community groups. The foundation may receive tax-deductible donations of money and in-kind labor and resources. The foundation could play a strong role in focused fundraising, organizing volunteers and the community, developing a community strategic vision, designing capital projects, outreach and marketing, recreation program development and delivery, and providing remedial maintenance.

E. Fallback Scenario

Should the City, community and advocates choose not to move forward on special district formation, CPS offers the following City-centric recommendations.

- The City should organize community support to establish an independent “Friends of City Parks” 501c(3) nonprofit parks foundation. The City could provide directed financial support to the Foundation through grants. The foundation could play a strong role in fundraising, organizing volunteers and the community, developing a community strategic vision, designing capital projects, outreach and marketing, recreation program development and delivery, and providing remedial maintenance.
- At the end of the current pool local option levy, reassess the revenue needed from a levy to ensure sufficient revenues for long-term replacement and reconstruction, emergency replacement, and for operations and maintenance.

XI. APPENDICES

- A. Text of Relevant Oregon Revised Statutes
- B. Parks & Recreation Special District Creation Memo
- C. Public Opinion Survey Script (Questions)
- D. Survey Raw Data
- E. Peer Districts Cost Comparative Analysis (Two files)
- F. Lebanon Aquatic District Budget
- G. St. Helens Aquatic District Budget
- H. Task Force Meeting Slides (Stacked by date.)
- I. Silverton P&R Alternatives 3-56-4 FTEs 8-5-19.xlsx Excel Workbook file

EXHIBIT A

SOUTH MARION PARKS & RECREATION SPECIAL DISTRICT TEXT OF RELEVANT OREGON REVISED STATUTES

ORS 198 – SPECIAL DISTRICT FORMATION GENERALLY

FORMATION; CHANGES OF ORGANIZATION (Generally)

198.705 Definitions for ORS 198.705 to 198.955. As used in ORS 198.705 to 198.955, unless the context requires otherwise:

(1) “Affected county” means each county which contains or would contain any territory for which a formation or a change of organization is proposed or ordered or which contains all or any part of a district for which a change of organization is proposed or ordered.

(2) “Affected district” means each district which contains or would contain territory for which a formation or a change of organization is proposed or ordered.

(3) “Annexation” includes the attachment or addition of territory to, or inclusion of territory in, an existing district.

(4) “Change of organization” means the annexation or withdrawal of territory to or from a district, the merger or consolidation of districts or the dissolution of a district.

(5) “Consolidation” means the uniting or joining of two or more districts into a single new successor district.

(6) “County board” means the county court or board of county commissioners of the principal county.

(7) “Dissolution” includes disincorporation, extinguishment or termination of the existence of a district and the cessation of all its corporate powers, except for the purpose of winding up the affairs of the district.

(8) “District” has the meaning given that term in ORS 198.010 (2) to (4), (6) to (14), (17) to (23) and (25). In addition, “district” means any one of the following:

(a) A county road district organized under ORS 371.055 to 371.110.

(b) A county service district organized under ORS chapter 451.

(c) The Port of Portland created by ORS 778.010.

(d) A translator district organized under ORS 354.605 to 354.715.

(9) “District board” means the governing board of a district.

(10) “Formation” includes incorporation, organization or creation of a district.

(11) “Inhabited territory” means territory within which there reside 12 or more persons who have been registered to vote within the territory for at least 30 days prior to the date a proceeding is commenced under ORS 198.705 to 198.955.

(12) “Landowner” or “owner of land” means any person shown as the owner of land on the last assessment roll. However, if the person no longer holds the title to the property, then the terms mean any person entitled to be shown as owner of land on the next assessment roll, or, when land is subject to a written agreement of sale, the terms mean any person shown in the agreement as purchaser to the exclusion of the seller. “Landowner” or “owner of land” includes any public agency owning land.

(13) "Legal representative" means:

(a) An officer of a corporation duly authorized, by the bylaws or a resolution of the board of directors of the corporation, to sign for and on behalf of the corporation; and

(b) A guardian, executor, administrator or other person holding property in a trust capacity under appointment of court, when authorized by an order of court, which order may be made without notice.

(14) "Merger" means the extinguishment, termination and cessation of the existence of one or more districts by uniting with and being absorbed into another district.

(15) "Notice" includes an ordinance, resolution, order or other similar matter providing notice which ORS 198.705 to 198.955 authorize or require to be published, posted or mailed.

(16) "Principal Act" means the statutes which describe the powers of a district, including the statutes under which a district is proposed or is operating.

(17) "Principal county" or "county" means the county in which the district, or the greater portion of the assessed value of all taxable property in the district, as shown by the most recent assessment roll of the counties, is located at the time proceedings are initiated to form a district, but for any district formed prior to and existing on September 9, 1971, "principal county" or "county" means the county in which the district, or the greater portion of the value of all taxable property in the district, as shown by the most recent assessment roll of the counties, was located on September 9, 1971.

(18) "Proceeding" means a proceeding for formation or for change of organization conducted pursuant to ORS 198.705 to 198.955.

(19) "Uninhabited territory" means territory within which there reside less than 12 electors who were residents within the territory 30 days prior to the date a proceeding is commenced under ORS 198.705 to 198.955.

(20) "Withdrawal" includes the detachment, disconnection or exclusion of territory from an existing district. [1971 c.727 §1; 1981 c.804 §72; 1983 c.83 §7; 2003 c.14 §98; 2007 c.179 §6; 2007 c.562 §22c]

198.710 [1971 c.727 §2; 1975 c.782 §48c; 1977 c.756 §4; 1979 c.108 §5; 1979 c.877 §1; 1981 c.226 §21; repealed by 2007 c.179 §9]

198.715 Short title; procedure for formation or change of organization. (1) ORS 198.705 to 198.955 may be cited as the District Boundary Procedure Act.

(2) Except as otherwise provided by ORS 199.410 to 199.519, all district formation or change of organization proceedings shall be initiated, conducted and completed as provided by ORS 198.705 to 198.955. However, ORS 198.705 to 198.955 are not intended to apply when a change of organization is made by statute as provided by ORS 222.510 to 222.580, 451.573 to 451.577 and 451.585. [1971 c.727 §4]

198.720 Boundaries; filing boundary change with county assessor and Department of Revenue. Except as otherwise specifically provided by the principal Act:

(1) A district may consist of contiguous or noncontiguous territory located in one or more adjoining counties. If any part of the territory subject to a petition for formation or annexation

is within a city, the petition shall be accompanied by a certified copy of a resolution of the governing body of the city approving the petition.

(2) A district may not include territory included within another district formed under the same principal Act when the other district is authorized to perform and is performing the services the affected district is authorized to perform, unless:

(a) Withdrawal of such territory is proposed and the territory is withdrawn by withdrawal proceedings conducted in the other district simultaneously with the formation or annexation proceedings, and the proposed boundary changes are approved for both districts; or

(b) The principal Act provides for automatic withdrawal of the affected territory in such a case.

(3) The boundary lines of a district formed under ORS 198.705 to 198.955 shall include only such territory as may in reason be served by the facilities or services of the district.

(4) For purposes of ad valorem taxation, a boundary change must be filed in final approved form with the county assessor and the Department of Revenue as provided in ORS 308.225. [1971 c.727 §5; 2001 c.138 §2]

198.725 Procedure when two counties affected. If there are two or more affected counties in a proceeding under ORS 198.705 to 198.955, any notices, proceedings, orders or any other act authorized or required to be given, taken or made by the county board, the county clerk or any other officer of a county, shall be given, taken or made by the persons holding such offices in the principal county. Officers of an affected county other than the principal county shall cooperate with the officers of the principal county and shall furnish the officers of the principal county with such certificates, records or certified copies of records as may be necessary to enable the officers of the principal county to comply with ORS 198.705 to 198.955. [1971 c.727 §7]

198.727 Merger or consolidation; procedure when city joined to merged or consolidated districts. (1) A proposal to merge or consolidate districts may be initiated as provided in ORS 198.895.

(2) A proposal to merge or consolidate districts may provide that a city be joined to the surviving or successor district for the purpose of receiving service from the district.

(3) If a proposal to merge or consolidate districts includes a proposal to join a city to the surviving or successor district, the proposal may be initiated as provided in ORS 198.895. [1983 c.142 §5]

198.730 Notice. (1) Except as otherwise provided by ORS 198.705 to 198.955, when notice is required or authorized to be published, posted or mailed, it shall be published, posted or mailed as provided by this section. When notice is required to be given and the duty of giving the notice is not specifically enjoined upon some officer, agency or person, the county clerk or the secretary of the district board, as the case may be, shall give notice or cause it to be given.

(2) Notice required to be published shall be published in one or more newspapers of general circulation within the affected district. If any newspaper is of general circulation in two or more affected districts, publication in one such newspaper is sufficient publication for all such

affected districts. If no newspaper is of general circulation within the affected district, the publication shall be made in a newspaper of general circulation within the principal county. Published notice of a hearing shall be commenced at least 15 days prior to the date specified in the notice for the hearing, and the last publication shall be made at least five days prior to the hearing.

(3) Notice required to be posted shall be posted on or near the doors of the meeting room of the district board or of the county board, or upon any official public bulletin board customarily used for the purpose of posting public notices by or pertaining to the district or county. Posted notice shall be posted not less than five successive days. If posted notice is notice of a hearing, posting shall be commenced not less than 15 days prior to the date specified in the notice for the hearing.

(4) Mailed notice shall be sent first class and deposited, postage prepaid, in the United States mails and shall be considered to have been given when so deposited. If mailed notice is a notice of a hearing, mailing shall be made not more than 15 days nor less than five days prior to the date specified in the notice for the hearing.

(5) Notice authorized or required to be given by publication, posting or mailing shall contain all matters required by ORS 198.705 to 198.955. If a petition, ordinance, resolution or order of a district board giving notice contains all matters required to be contained in the notice, the county clerk or district secretary may, and shall if required, cause a copy of such petition, ordinance, resolution or order to be published, posted or mailed, in which case no other notice need be given by the clerk or secretary. [1971 c.727 §8; 1983 c.350 §4]

198.735 Right of interested person to appear; written statements. (1) On or before the date set for a hearing on a petition, any person interested in the proposed formation or change of organization of the district may appear and present written statements for or against the granting of the petition or the proposed change.

(2) A written statement for or against a proposed formation or change of organization or a request for an election must be in writing, must clearly specify the defect, error, irregularity or omission to which objection, if any, is made and must be filed within the time and in the manner provided by ORS 198.705 to 198.955. Any statement not so made and filed shall be considered voluntarily waived. [1971 c.727 §9,10]

198.740 Election procedure governed by law under which district operates; omission governed by district or general election law. When ORS 198.705 to 198.955 require an election to be called within a district, the election shall be conducted as provided by the principal Act of the district or as provided by the principal Act for an election on formation. However, to the extent of an omission in the principal Act:

(1) If the district or territory is defined as a district under ORS 255.012, ORS chapter 255 applies.

(2) If the district is not named in ORS 255.012, the general election laws apply. [1971 c.727 §11; 1983 c.350 §5]

198.745 Content of resolution calling election. A resolution or order calling an election on a proposed formation or change of organization shall:

- (1) Provide for giving notice of the special election or elections upon the question.
- (2) Designate each district or other territory within which the election or elections are to be held.
- (3) Fix a date for the election, which date shall be the same for each election when an election is called upon the same question within more than one territory or district.
- (4) State the substance of the question or questions to be submitted to the electors.
- (5) Specify any terms and conditions provided for in the formation or change of organization.
- (6) Contain such other matters as may be necessary to call, provide for and give notice of the election or elections and to provide for the conduct thereof and the canvass of the returns thereupon. [1971 c.727 §12]

198.747 Effective date of boundary change; filing boundary change with county assessor and Department of Revenue. (1) Notwithstanding any provision of ORS 198.705 to 198.955 that provides a different effective date, an annexation, withdrawal, consolidation or merger shall not become effective during the period:

- (a) Beginning after the 90th day before a primary election or general election and ending on the day after the election; or
 - (b) Beginning after the deadline for filing the notice of election before any other election held by any district or other municipal corporation involved in the annexation, withdrawal, consolidation or merger and ending on the day after the election.
- (2) If the effective date established for an annexation, withdrawal, consolidation or merger is a date that is prohibited under this section, the annexation, withdrawal, consolidation or merger shall become effective on the day after the election.
- (3) For the purposes of ORS 308.225 only, the effective date of an annexation shall be the date of the order declaring the annexation under ORS 198.855.
- (4) For purposes of ad valorem taxation, a boundary change must be filed in final approved form with the county assessor and the Department of Revenue as provided in ORS 308.225. [1985 c.808 §67; 1989 c.923 §23; 1995 c.712 §82; 2001 c.138 §3]

Note: 198.747 was added to and made a part of 198.705 to 198.955 by legislative action but was not added to any other series. See Preface to Oregon Revised Statutes for further explanation.

198.748 Prospective petition for formation; filing; content. Before circulating a petition for formation of a district, the petitioner shall file with the county clerk of the principal county a prospective petition. The petitioner shall include with the prospective petition a description of the boundaries of the territory proposed to be included in the district. [1991 c.70 §2]

Note: 198.748 was added to and made a part of 198.705 to 198.955 by legislative action but was not added to any other series. See Preface to Oregon Revised Statutes for further explanation.

198.749 Economic feasibility statement for district formation. Before circulating a petition for formation of a district, the persons designated on the petition as the chief petitioners shall complete an economic feasibility statement for the proposed district. The economic feasibility statement shall form the basis for the proposed permanent rate limit for operating taxes required by ORS 198.750 (1)(g). The economic feasibility statement shall contain:

(1) A description of the services and functions to be performed or provided by the proposed district;

(2) An analysis of the relationships between those services and functions and other existing or needed government services; and

(3) A proposed first year line item operating budget and a projected third year line item operating budget for the new district that demonstrate its economic feasibility. [1989 c.92 §2; 1997 c.541 §342]

198.750 Content of petition proposing formation or change of organization. (1) If a proposal for formation or change of organization of a district is made by petition, the petition shall:

(a) State that the petition is filed pursuant to ORS 198.705 to 198.955.

(b) State the names of all affected districts and all affected counties.

(c) Designate the principal Act of each affected district.

(d) State the nature of the proposal, whether formation of a district or change of organization and the kind of change proposed.

(e) State whether the territory subject to the petition is inhabited or uninhabited.

(f) If the petition is for formation, and district board members are elected, state the number of members on the board.

(g) If the petition is for formation, include a proposed permanent rate limit for operating taxes sufficient to support the services and functions described in the economic feasibility statement required by ORS 198.749. A tax rate limit need not be included in the petition if no tax revenues are necessary to support the services and functions described in the economic feasibility statement. The tax rate limit shall be expressed in dollars per thousand dollars of assessed value. The tax rate limit shall be calculated for the latest tax year for which the assessed value of the proposed district is available.

(h) Set forth any proposed terms and conditions, if any, to which a proposed formation or change of organization is to be subject.

(i) State, or indicate opposite each signature, whether the signers of the petition are landowners within the district or electors registered in the district, or both.

(j) Request that proceedings be taken for the formation or change of organization proposed.

(2) If the petition proposes formation of a district, the petition shall set forth a description of the boundaries of the territory proposed to be included in the district. If the petition proposes annexation or withdrawal of territory, the petition shall set forth a description of the boundaries of the territory to be annexed or withdrawn.

(3) If a petition proposes formation of a district, or consolidation or merger of districts, the petition may propose a name for the new district or for the surviving or successor district.

(4) The circulator of the petition shall certify on each signature sheet of the petition that the circulator witnessed the signing of the signature sheet by each individual whose signature appears on the signature sheet. [1971 c.727 §§13,14; 1983 c.83 §8; 1989 c.92 §3; 1997 c.541 §343; 1999 c.318 §21; 2007 c.848 §20]

198.755 Number of signatures required. (1) A petition for formation shall be signed by not less than:

(a) Fifteen percent of the electors or 100 electors, whichever is the greater, registered in the territory subject to the petition; or

(b) Fifteen owners of land or the owners of 10 percent of the acreage, whichever is the greater number of signers, within the territory subject to the petition.

(2) A petition for annexation shall be signed by not less than:

(a) Fifteen percent of the electors or 100 electors, whichever is the lesser, registered in the area proposed to be annexed; or

(b) Fifteen owners of land or the owners of 10 percent of the acreage, whichever is the greater number of signers, within the area proposed to be annexed.

(3) A petition for withdrawal shall be signed by not less than:

(a) Fifteen percent of the electors or 100 electors, whichever is the lesser, registered in the district; or

(b) Fifteen owners of land or the owners of 10 percent of the acreage, whichever is the greater number of signers, within the district.

(4) A petition for merger and a petition for consolidation shall be signed by not less than:

(a) Fifteen percent of the electors or 100 electors, whichever is the lesser, registered in each district which it is proposed to merge or consolidate; or

(b) Fifteen owners of land in each district or the owners of 10 percent of the acreage located in each district, whichever is the greater number of signers.

(5) A petition for dissolution shall be signed by not less than:

(a) Fifteen percent of the electors registered in the district; or

(b) Owners of 15 percent of the acreage within the district. [1971 c.727 §15; 1973 c.117 §1; 1983 c.83 §9]

198.760 Requirements for signers of petition; signer's withdrawal prohibited; chief petitioners designated. (1) Each person signing a petition may also print the person's name on the petition and shall add after the signature the date of signing. If a person is signing the petition as an elector, the person shall add after the signature the person's place of residence, giving street and number or a designation sufficient to enable the place of residence to be readily ascertained. If the signer is signing the petition as a landowner, the number of acres of land owned by the signer and the name of the county whose assessment roll is used for the purpose of determining the signer's right to vote shall be stated in the body of the petition or indicated opposite the signature. If the signer is a legal representative of the owner, the signature shall be accompanied by a certified copy of the signer's authority to sign as a legal representative.

(2) After a petition has been offered for filing, a person may not withdraw the person's name therefrom.

(3) A petition shall designate not more than three persons as chief petitioners, setting forth their names and mailing addresses. A petition may consist of a single instrument or separate counterparts. [1971 c.727 §17; 1973 c.283 §7; 1983 c.567 §18]

198.765 Requirements for filing petition; validity and certification of signatures. (1) A petition shall not be accepted for filing unless the signatures thereon have been secured within six months of the date on which the first signature on the petition was affixed. A petition for formation of a district shall not be accepted for filing if it is not accompanied by the economic feasibility statement required under ORS 198.749. When a petition for formation of a district includes a proposed permanent rate limit for operating taxes, the petition shall be filed not later than 180 days before the date of the next May or November election at which the petition for formation will be voted upon. Petitions required to be filed with the county board shall be filed with the county clerk of the principal county. Petitions required to be filed with the district board shall be filed with the secretary of the district board. It is not necessary to offer all counterparts of a petition for filing at the same time, but all counterparts when certified as provided by subsection (3) of this section shall be filed at the same time.

(2) Within 10 days after the date a petition is offered for filing, the county clerk or district secretary, as the case may be, shall examine the petition and determine whether it is signed by the requisite number of qualified signers. In the case of a petition required or permitted to be signed by landowners, within 10 days after the date a petition is offered for filing, the county assessor shall examine the petition and determine whether it is signed by the requisite number of qualified landowners. If the requisite number of qualified signers have signed the petition, the county clerk or district secretary shall file the petition. If the requisite number have not signed, the county clerk or district secretary shall so notify the chief petitioners and may return the petition to the petitioners.

(3) A petition shall not be filed unless the certificate of the county clerk or the district secretary is attached thereto certifying that the county clerk or district secretary has compared the signatures of the signers with the appropriate records, that the county clerk or district secretary has ascertained therefrom the number of qualified signers appearing on the petition, and that the petition is signed by the requisite number of qualified signers. In the case of a petition required or permitted to be signed by landowners, a petition shall not be filed unless the certificate of the county assessor is attached thereto certifying that the county assessor has compared the signatures of the signers with the appropriate records and that the petition is signed by the requisite number of qualified landowners.

(4) No petition for dissolution shall be accepted for filing within one year after an election held on the question of dissolution of a district. [1971 c.727 §18; 1973 c.117 §2; 1989 c.92 §4; 1991 c.70 §3; 1995 c.712 §83; 1997 c.541 §344; 1999 c.318 §47; 2011 c.8 §2]

198.770 Method of determining validity of landowner signatures. (1) In examining a petition required or permitted to be signed by landowners, the county assessor shall disregard the signature of a person not shown as owner on the last equalized assessment roll unless prior to certification the county assessor is furnished with written evidence, satisfactory to the county assessor, that the signer:

(a) Is a legal representative of the owner;

- (b) Is entitled to be shown as owner of land on the next assessment roll;
- (c) Is a purchaser of land under a written agreement of sale; or
- (d) Is authorized to sign for and on behalf of any public agency owning land.

(2) If a person signing a petition as a landowner appears as owner on the last equalized assessment roll but is shown thereon as a partner, tenant in common or tenant by the entirety, the signature of the person signing shall be counted as if all other owners, as shown on the roll for the same parcel of land, had signed. [1971 c.727 §19; 1999 c.318 §48]

198.775 Security deposit to accompany petition; payment of costs from security deposit; payment of costs by county or district. (1) A petition for formation, annexation, withdrawal or dissolution shall not be accepted for filing unless the petition is accompanied by a bond, a cash deposit or other security deposit as follows:

(a) The bond shall be in a form and in an amount approved by the county board, not to exceed \$100 for each precinct in the affected district and any territory to be included in the district, up to a maximum of \$10,000. The bond shall be conditioned that, if the attempted formation, annexation, withdrawal or dissolution is not effected, the chief petitioners will pay the costs thereof, excluding any costs incurred by a local government boundary commission under ORS 199.410 to 199.519.

(b) The cash deposit shall be in an amount approved by the county board, not to exceed \$100 for each precinct in the affected district and any territory to be included in the district, up to a maximum of \$10,000. The cash deposit shall be accompanied by a form prescribed by the Secretary of State. The form shall include the names and addresses of all persons and organizations providing any part of the cash deposit and the amount provided by each, and a statement signed by the chief petitioners that if the costs of the attempted formation, annexation, withdrawal or dissolution exceed the deposit, the chief petitioners shall pay to the county treasurer the amount of the excess costs.

(c) The security deposit other than a bond or cash deposit shall be of a kind and in an amount approved by the county board, not to exceed \$100 for each precinct in the affected district and any territory to be included in the district, up to a maximum of \$10,000. The security deposit shall be accompanied by a form prescribed by the Secretary of State. The form shall include the names and addresses of all persons and organizations providing any part of the security deposit and the amount and kind provided by each, and a statement signed by the chief petitioners that if the costs of the attempted formation, annexation, withdrawal or dissolution exceed the security deposited, the chief petitioners shall pay to the county treasurer the amount of the excess costs.

(2) If the proposed formation, annexation, withdrawal or dissolution is effected, the district shall be liable for the costs. Not later than the 30th day after the election, if a cash deposit or security deposit other than a bond was made under subsection (1) of this section, the county clerk shall refund the deposit to the persons who made the deposit.

(3) If the proposed formation, annexation, withdrawal or dissolution is not effected, the county shall collect the costs of the attempted formation, annexation, withdrawal or dissolution as follows:

(a) If the chief petitioners posted a bond, the county shall collect on the bond.

(b) If the chief petitioners made a cash deposit, not later than the 30th day after the election, the county clerk shall pay into the general fund of the county that portion of the deposit needed to reimburse the county for the costs. If any portion of the deposit remains after the costs have been paid, the county clerk shall refund the portion to the persons shown on the form filed under subsection (1) of this section as having made the deposit. If the costs exceed the amount of the deposit, the chief petitioners shall pay to the county treasurer the amount of the excess costs.

(c) If the chief petitioners made a security deposit other than a bond or cash deposit, not later than the 30th day after the election, the county clerk shall negotiate or otherwise collect on as much of the security deposit as necessary to reimburse the county for the costs and shall pay the proceeds into the general fund of the county. If any portion of the security deposit or any proceeds of the security deposit remain after the costs have been paid, the county clerk shall return the portion or the remaining proceeds to the persons shown on the form filed under subsection (1) of this section as having made the deposit. If the costs exceed the amount of the proceeds, the chief petitioners shall pay to the county treasurer the amount of the excess costs.

(4) Notwithstanding subsection (1) of this section, the costs of proceedings initiated by a county or district board, excluding costs incurred by a local government boundary commission under ORS 199.410 to 199.519, shall be paid by the initiating board out of county or district funds. [1971 c.727 §20; 1983 c.567 §19]

198.780 Filing of duplicates of certain documents. (1) Within 10 days after a document referred to by subsection (2) of this section is entered, adopted or executed, the board that entered, adopted or executed the document shall file duplicate copies of the document with the Department of Revenue, the Secretary of State and with the county clerk and the county assessor of each county in which any district affected by the document is located.

(2) This section applies to:

(a) An order of formation entered by the county board under ORS 198.810 to 198.840.

(b) An order of annexation entered by the county board under ORS 198.850 to 198.867.

(c) An order of withdrawal entered by the county board under ORS 198.875.

(d) A resolution of merger adopted by the district board under ORS 198.910.

(e) A resolution of consolidation adopted by the district board under ORS 198.910.

(f) The statement executed by the board of trustees of a dissolving district under ORS 198.945. [1971 c.727 §21; 1977 c.884 §1]

198.782 Documents to be filed with Secretary of State before business transacted. No municipal corporation, as defined in ORS 297.405, incorporated or formed in this state after October 3, 1979, shall receive or disburse moneys or transact business of any kind until a notice of incorporation or formation has been filed with the Secretary of State by that corporation. [1979 c.621 §7]

Note: 198.782 was enacted into law by the Legislative Assembly but was not added to or made a part of ORS chapter 198 or any series therein by legislative action. See Preface to Oregon Revised Statutes for further explanation.

198.785 Proceeding to contest validity of formation or change of organization. (1) If the county clerk refuses to accept and file a petition for formation or for change of organization, or if the county board refuses to call a special election as provided by ORS 198.705 to 198.955, any citizen of the affected district or territory may apply within 10 days after such refusal to the circuit court of the principal county for a writ of mandamus to compel the county board or county clerk to do so. If it is decided by the circuit court that the petition for formation or change of organization is legally sufficient and the requisite number of signatures is attached, the circuit court shall direct the county board to call the election. The suit shall be advanced on the docket and decided by the circuit court as quickly as possible. Either party may appeal as provided for appeals in other proceedings.

(2) An action to determine the validity of a formation or change of organization proceeding may also be brought pursuant to ORS 33.710 and 33.720 or 34.010 to 34.100.

(3) For the purpose of an action to determine or contest the validity of a formation or change of organization, the formation or change shall be considered complete and final upon the date the order of formation or the order, resolution or statement announcing a change of organization is filed with the county clerk as provided by ORS 198.780. [1971 c.727 §22; 1979 c.562 §7; 1979 c.772 §15a]

198.790 Rights of creditors after change of organization; enforcement. No change of organization, or any term or condition thereof, shall impair the rights of any bondholder or other creditor of a district. Notwithstanding ORS 198.705 to 198.955, or of any order changing the organization of a district, or any term or condition thereof, each and every bondholder or other creditor may enforce all the rights of the bondholder or other creditor in the same manner and to the same extent as if the change of organization, term or condition had not been made. Any such rights may also be enforced against agencies, and their respective officers, as follows:

(1) Upon annexation or withdrawal of territory: Against the district to or from which the territory is annexed or withdrawn.

(2) Upon dissolution of a district: Against the successor city, county or district or against a city, county or district receiving distribution of all or any part of the remaining assets of the dissolved district.

(3) Upon merger of two or more districts: Against the surviving district.

(4) Upon consolidation of two or more districts: Against the successor district. [1971 c.727 §23]

198.792 District formation or annexation proceedings to relieve public health danger. (1) Proceedings may be initiated by the county board or any other public agency in accordance with ORS 431.705 to 431.760:

(a) To annex the affected territory to a district, as defined by ORS 431.705; or

(b) To form a metropolitan service district as authorized by ORS chapter 268, or a county service district as authorized by ORS chapter 451, to include the affected territory.

(2) The findings of the Director of the Oregon Health Authority when filed with the county board in accordance with ORS 431.735 or 431.750 shall be considered a petition for the purposes of ORS 198.705 to 198.955. The county board of the principal county shall conduct proceedings in accordance with the findings and order of the director and with ORS 198.705 to 198.955.

(3) In proceedings described by subsection (1) of this section, the county board shall determine whether the affected territory shall be included in a new district or annexed to an existing district. The county board shall not inquire into the need for the proposed service facilities or adjust the boundaries of the affected territory. ORS 198.805 (2), and the provisions of ORS 198.810 and 198.815 providing for an election on the formation of or annexation to a district, do not apply to proceedings under this section. [1973 c.361 §14; 2009 c.595 §175]

198.793 Change of district name. (1) A district may change its name from the name given it in the formation order of the county board under ORS 198.810, or from the name under which it was otherwise incorporated, to a name chosen by resolution of a majority of the members of the district board.

(2) A district board shall not adopt a resolution for a district name change without first publishing notice of the proposed name change under ORS 198.730 (2) and holding a hearing on the matter.

(3) The resolution for a district name change shall take effect 30 days after adoption by the district board unless a petition objecting to the name change is filed as provided in this subsection within those 30 days. The requirements for preparing, circulating and filing a petition under this subsection shall be as provided for an initiative petition in ORS 255.135 to 255.205. If a majority of the electors voting on the question approve the name change, it shall be effective immediately. [1979 c.272 §2; 1983 c.350 §6]

198.794 Effect of district name change; notification to certain officials. (1) All powers, rights, duties and obligations of a district which has adopted a new name under ORS 198.793 shall be continued under the new name. All references to the prior name of the district shall be considered references to the new name.

(2) A district changing its name under ORS 198.793 shall, immediately upon effectiveness of the change, certify the name change to the Director of the Department of Revenue, the county treasurer of the principal county and the county clerk and county assessor of each county in which the district is situated. [1979 c.272 §3]

(Formation)

198.795 Jurisdiction over district formation; duration of jurisdiction. For purposes of a formation proceeding, the county board where the petition is filed shall have original and, except as provided by ORS 199.410 to 199.519, exclusive jurisdiction, coextensive with the boundaries of the proposed district, without regard to county lines. For all purposes under ORS

198.705 to 198.955, the jurisdiction of the county board of the principal county shall continue from the time a district is formed until the district is dissolved. [1971 c.727 §6]

198.800 Formation petition; hearing; notice of hearing. (1) A petition for formation must be filed with the county board of the principal county. Before the petition is filed, the petition must be endorsed by any agency required by the principal Act to endorse or approve the petition. If the petition satisfies the requirements of ORS 198.748, 198.749 and 198.750 to 198.775 and is otherwise sufficient under the principal Act, the county board shall:

(a) If the county is within the jurisdiction of a local government boundary commission, file the petition with the boundary commission within 10 days after the petition is filed with the board; or

(b) Set a date for a hearing on the petition. The hearing may not be held less than 30 days or more than 50 days after the date the petition is filed.

(2) The county board shall cause notice of the hearing to be posted in at least three public places and published by two insertions in a newspaper. The notice shall state:

(a) The purpose for which the district is to be formed.

(b) The name and boundaries of the proposed district.

(c) The time and place of the hearing on the petition.

(d) That all interested persons may appear and be heard.

(3) Except as provided in subsection (1)(a) of this section, this section and ORS 198.805 do not apply in areas subject to the jurisdiction of a local government boundary commission. [1971 c.727 §24; 1983 c.336 §20; 1989 c.92 §5; 2005 c.747 §1]

198.805 Conduct of hearing; standards for formation; notice to nonappearing landowner; order for dissolution. (1) At the time stated in the notice, the county board shall hear the petition and determine, in accordance with the criteria prescribed by ORS 199.462, whether the area could be benefited by the formation of the district. The county board may adjourn the hearing from time to time, but not exceeding four weeks in all unless additional notice is given. The county board may alter the boundaries set forth in the petition to either include or exclude territory. The board may not modify the boundaries to:

(a) Exclude from the proposed district land that, in the judgment of the board, could be benefited by inclusion in the proposed district; or

(b) Include in the proposed district land that, in the judgment of the board, could not be benefited by inclusion in the proposed district.

(2) If the county board determines that any land has been improperly omitted from the proposed district and that the owner has not appeared at the hearing, the board shall continue the hearing and shall order notice given to the nonappearing owner requiring the owner to appear before it and show cause, if any, why the land of the owner should not be included in the proposed district. The notice shall be given either by posting and publication, in the same manner as notice of the original hearing and for the same period, or by personal service on each nonappearing owner. If notice is given by personal service, service shall be made at least 10 days prior to the date fixed for the further hearing.

(3) If the county board finds that a proposed county service district may not be needed in the future or that indefinite existence may significantly discourage future boundary changes, it

may require dissolution as provided in ORS 451.620. The order for such dissolution shall specify the fiscal year, not later than the 10th fiscal year after the date of the order, in which dissolution shall occur. [1971 c.727 §25; 1987 c.504 §5; 2005 c.747 §2]

198.810 Order for formation; final hearing; election; voter approval to incur bonded indebtedness. (1) The county board shall approve, modify or reject a petition for formation using only the criteria set forth in ORS 198.805.

(2) If the county board approves the petition for formation, as presented or as modified, or if the boundary commission considers the petition for formation pursuant to ORS 198.800 (1)(a), approves the petition, as presented or as modified, and transmits its approval to the county board in accordance with ORS 199.480, the county board shall enter an order so declaring. The order shall set forth the name of the district and the boundaries as determined by the board or by the boundary commission. The order shall also fix a place, and a time not less than 20 nor more than 50 days after the date of the order, for a final hearing on the petition. The order shall declare that if written requests for an election are not filed as provided by subsection (3) of this section, the board, at the time of the final hearing, will enter its order creating the district. The board shall cause notice of the hearing to be given by publication.

(3) An election may not be held unless written requests for an election are filed at or before the hearing by not less than 15 percent of the electors or 100 electors, whichever is the lesser number, registered in the proposed district.

(4) Notwithstanding subsections (2) and (3) of this section, if the petition for formation includes:

(a) A permanent rate limit for operating taxes for the proposed district and the petition is approved by the county board or boundary commission, as presented or as modified, the county shall hold an election on the question of forming the district.

(b) In addition to the permanent rate limit for operating taxes, a separate ad valorem tax for bonded indebtedness for capital construction, capital improvement or capital costs, as those terms are defined in ORS 310.140, within the proposed district and the petition is approved by the county board, as presented or as modified, the county shall hold an election on the question of incurring the bonded indebtedness when the election on the question of formation of the district is held. The question on incurring bonded indebtedness may be approved only if electors approve formation of the district, and the ballot measure must clearly state that the bonded indebtedness may be approved only if electors approve formation of the district.

(5) Notwithstanding subsection (3) of this section and ORS 198.815, an order of a boundary commission authorizing a county service district established to provide sewage works to also provide drainage works shall be effective upon the filing of the order with the county board. The order of the boundary commission is subject to referendum by the electors of the county service district in the manner provided for district measures under ORS 255.135 to 255.205. If the order of a boundary commission is referred to the electors, the order does not take effect until the order is approved by a majority of the votes cast on the question and the results of the election are certified. The question in the ballot title for a measure referred under this subsection shall be worded so that an affirmative response to the question corresponds to a vote in favor of authorizing the county service district to provide drainage works. [1971 c.727

§26; 1983 c.83 §10; 1983 c.336 §21; 1989 c.92 §6; 1989 c.374 §1; 1997 c.541 §345; 2001 c.707 §1; 2005 c.747 §3; 2013 c.491 §6]

198.813 Formation of county service district for water management services in Washington County; dissolution of existing districts. (1) Notwithstanding ORS 198.810 (3), an order of the county board that approves a petition for formation of a county service district within Washington County to provide water resource management services or ancillary activities may be referred to the electors in the proposed district. An election on the question of forming the district shall be held as provided in ORS 198.815. If an election is called, the order shall not become effective until the order is approved by a majority of the votes cast on the question and the results of the election are certified. The question in the ballot title for a measure referred under this subsection shall be worded so that an affirmative response to the question corresponds to a vote in favor of authorizing the formation of a county service district to provide water resource management services and ancillary activities.

(2) Notwithstanding ORS 198.705 to 198.955 or 451.620, an order of the county board that approves a petition for formation of a county service district within Washington County to provide water resource management services may also provide for the dissolution of any existing county service district that is situated within the newly established district and that provides any water resource management service that will be provided by the newly established district. Upon the effective date of the order, the existing county service district shall be dissolved and the newly established district shall succeed to all the assets and become charged with all the liabilities, obligations and functions of the former district. [1999 c.759 §3; 2005 c.747 §4]

Note: 198.813 was added to and made a part of 198.800 to 198.820 by legislative action but was not added to any other series. See Preface to Oregon Revised Statutes for further explanation.

198.815 Election on formation; notice; ballot title when dissolution ordered; election of first board. (1) If the required number of written requests for an election are filed with the county board on or before the date of the final hearing or if the petition for formation includes a permanent rate limit for operating taxes for the proposed district, the board shall provide by order for the holding of an election to submit to the electors the question of forming the district. The board shall cause notice of the election to be published by two insertions. If requests for an election are filed by less than the required number of persons and no permanent rate limit for operating taxes is included in the petition, the county board shall dismiss the requests and enter an order creating the district.

(2) The order calling an election shall fix the date of the election on the next available election date in ORS 255.345 for which the filing deadline can be met. However, when the proposal for formation includes a permanent rate limit for operating taxes for the proposed district, the election shall be held on the date of the next May or November election for which the filing deadline can be met. The order shall also state that at such election members of the district board will be voted for. Candidates to be voted for as members of the first board of a district shall be nominated as provided by ORS chapter 255 and the principal Act of a district.

(3) The order calling the election shall require the county official in charge of elections to include with the ballot for the election a map or other description of the boundaries of the proposed district using streets and other generally recognized features and a statement of the permanent rate, if any, proposed for the district in the petition for formation under ORS 198.750 (1)(g). Such statement shall comply with the requirements of ORS 250.035. The map or other description and statement required by this subsection shall be supplied by the county board.

(4)(a) When the proposal for formation includes a permanent rate limit for operating taxes for the proposed district, the ballot title shall clearly indicate that a single question is being proposed which is:

(A) Whether the proposed district shall be formed; and

(B) Whether the permanent rate limit specified in the ballot title shall be adopted as the maximum rate of operating taxes for that district.

(b) The ballot title for the election shall be in compliance with ORS 250.036.

(5) When the proposal for formation includes a permanent rate limit for the proposed district, the district shall be authorized to impose operating taxes not in excess of the permanent rate limit if the proposal is approved by a majority of the votes cast and the election is held in May or November of any year.

(6) If a proposed county service district is subject to dissolution unless a determination of public need for continued existence is made, the ballot title shall include the fiscal year in which dissolution will occur and statement that the district will dissolve unless the board of directors determines that there is a public need for continued existence. [1971 c.727 §27; 1979 c.316 §6; 1987 c.504 §6; 1987 c.707 §1; 1989 c.92 §7; 1989 c.923 §4; 1991 c.70 §4; 1995 c.712 §84; 1997 c.541 §346; 1999 c.21 §1; 2010 c.29 §11; 2011 c.8 §1]

198.820 Order by county board; effect of formation. (1) After the election if any is held, if it is determined by the county board that the majority of the votes cast were in favor of formation of the district, the board shall enter an order establishing and forming the district. If a majority of the votes cast oppose the formation of the district, the board shall enter an order dismissing the petition. The order shall be entered within 30 days after the date of the election. The county board shall also canvass the votes for members of the district board and, if formation of the district is approved, cause the county clerk to issue certificates of election to the number of persons, equal to the number of board members named in the petition for formation, receiving the highest number of votes.

(2) After the date of the formation order, the inhabitants of the territory within the district shall be a municipal corporation to be known by the name specified in the order, and as such shall have perpetual succession, and by such name shall exercise and carry out the corporate powers and objects conferred by the principal Act of the district.

(3) An order creating a district, whether the district is formed with or without an election, shall state the name and purpose of the district, describe its boundaries, and declare the district formed. From the date of the formation order the district shall be considered established. [1971 c.727 §28; 1999 c.759 §4]

198.825 Election of first members of board when no formation election required. (1) If an election is not held on the question of formation, an election shall be ordered for the purpose of electing the first members of the district board. When the formation order is entered, the county board shall order an election held in the district, which election shall be held on the next practicable date under ORS 255.345.

(2) ORS chapter 255 governs the nomination and election of the first board of a district defined under ORS 255.012 if the district has an elective board. If the district is not defined under ORS 255.012, the returns of the election shall be made to the county clerk. The clerk shall canvass the votes for members of the district board and issue certificates of election to the number of persons, equal to the number of board members named in the petition for formation, receiving the highest number of votes. [1971 c.727 §29; 1975 c.647 §1; 1983 c.350 §7]

198.830 Petition for formation by all landowners in proposed district. (1) If the owners of all real property within an area desire to form a district, they may sign and present a petition to the county board. The petition shall contain the information required by ORS 198.750 to 198.775 and shall be verified by the affidavit of one of the petitioners that the petitioner believes that the signers of the petition comprise all the owners, at the time of the verification, of all the land included within the proposed district. If members of the district board are generally elected to office, the petition shall also state the names of persons desired as the members of the first board and an acceptance in writing by each agreeing to serve as a member of the board.

(2) The county board shall approve the petition for formation of the district if it finds:

(a) That the owners of all the land within the proposed district have joined in the petition; and

(b) That, in accordance with the criteria prescribed by ORS 199.462, the area could be benefited by formation of the district.

(3) If formation is approved, any election required by ORS 198.810 to 198.825 shall be dispensed with. After the hearing on the petition, if the county board approves the petition, it shall enter an order creating the district. If the district board members generally are elected, the persons nominated by the petition and accepting nomination as members of the board shall constitute the first board of the district. [1971 c.727 §30]

198.835 Order for formation of district in single county; order for exercise of additional function by county service district; contents of order. (1) The county board may initiate the formation of a district, to be located entirely within the county, by an order setting forth:

(a) The intention of the county board to initiate the formation of a district and citing the principal Act.

(b) The name and boundaries of the proposed district.

(c) The date, time and place of a public hearing on the proposal.

(2) An order initiating the formation of a county service district may require dissolution, subject to a determination of public need for continued existence of the county service district as provided in ORS 451.620. The fiscal year in which dissolution will occur, not later than the 10th fiscal year after the date of the order, shall be specified.

(3) Except as otherwise provided by the principal Act, if any part of the territory subject to formation of a district under this section is within a city, the order shall be accompanied by a certified copy of a resolution of the governing body of the city approving the order.

(4) A county board that also serves as the governing body of a county service district established to provide sewage works may initiate a proceeding to authorize that county service district to also provide drainage works by adopting an order setting forth the information specified in subsection (1) of this section. The order must be accompanied by resolutions consenting to the additional function that are adopted by the governing bodies of not less than 70 percent of the cities located within the boundaries of the county service district. [1971 c.727 §31; 1987 c.504 §7; 1987 c.510 §1; 1989 c.374 §2; 2005 c.510 §4]

198.840 Notice of hearing. Notice of the hearing set by the order shall be given in the manner provided by ORS 198.800 except that the notice shall state that the county board has entered an order declaring its intention to initiate formation. The hearing and election on the proposal, and election of board members, shall be conducted as provided by ORS 198.800 to 198.825. [1971 c.727 §32]

198.845 Costs. The county shall bear the cost of formation or attempted formation of a district under ORS 198.835 to 198.845. However, if a district is formed, the district shall reimburse the county for any expenses incurred by the county in making necessary preliminary engineering studies and surveys in connection with the formation of the district. [1971 c.727 §33]

ORS 266 – PARK AND RECREATION DISTRICTS

GENERAL PROVISIONS

266.010 Definitions. As used in this chapter:

- (1) “County board” means county court or board of county commissioners of the county.
- (2) “County” means the county in which the district, or the greater portion of the taxable assessed value of the district, is located.
- (3) “District” means park and recreation district formed under this chapter.
- (4) “District board” means the governing body of a district.
- (5) “Owner” means the holder of record title to real property or the vendee under a land sale contract, if there is such a contract. [Subsection (2) (1967 Replacement Part) enacted as 1967 c.574 §2; 1969 c.668 §1; 1983 c.83 §41]

266.020 [Repealed by 1971 c.647 §149]

266.030 [1961 c.587 §4; 1969 c.668 §2; repealed by 1971 c.727 §203]

266.040 Application of ORS chapter 255 to district. (1) ORS chapter 255 governs the following:

- (a) The nomination and election of board members.
 - (b) The conduct of all elections in the district.
- (2) The electors of a district may exercise the powers of the initiative and referendum regarding a district measure, in accordance with ORS 255.135 to 255.205. [1983 c.350 §118]

266.110 Petition for formation. (1) A community may form a municipal corporation to provide park and recreation facilities for the inhabitants.

(2) In addition to other required matters, the petition for formation shall state the number of members to be on the district board and the method of election of the board of the proposed district from among the methods described in ORS 266.375. [Amended by 1957 c.57 §1; 1961 c.587 §1; 1969 c.668 §3; 1971 c.727 §91; 1975 c.249 §5]

266.115 [1961 c.587 §3; 1969 c.668 §4; repealed by 1971 c.727 §203]

266.120 [Amended by 1969 c.668 §5; repealed by 1971 c.727 §203]

266.130 [Amended by 1969 c.668 §6; repealed by 1971 c.727 §203]

266.140 [Amended by 1969 c.668 §7; repealed by 1971 c.727 §203]

266.150 [Repealed by 1971 c.647 §149 and by 1971 c.727 §203]

266.160 [Amended by 1969 c.668 §8; repealed by 1971 c.647 §149]

266.170 [Amended by 1969 c.668 §9; repealed by 1971 c.647 §149]

266.180 [Amended by 1969 c.668 §10; repealed by 1971 c.727 §203]

DISTRICT BOARD

266.310 Officers of district; qualifications. (1) The officers of the district shall be a board of three or five members, to be elected by the electors of the district, and a secretary, to be appointed by the board.

(2) Every elector of a district is qualified to be a member of the board or officer of the district. [Amended by 1957 c.57 §2; 1969 c.668 §11; 1983 c.83 §42; 1983 c.350 §113]

266.320 Number of board members elected at formation election; terms of office. (1) The number of district board members to be elected shall be three or five, according to the number set forth in the petition for formation. The terms of the first board members shall be determined as provided in subsections (2) and (3) of this section.

(2) If a three-member board is to be elected:

(a) The candidates receiving the highest and the second highest vote shall be elected to a term expiring June 30 next following the second regular district election.

(b) The candidate receiving the third highest vote shall be elected to a term expiring June 30 next following the first regular district election.

(3) If a five-member board is to be elected:

(a) The candidates receiving the first, second and third highest vote shall be elected to a term expiring June 30 next following the second regular district election.

(b) The candidates receiving the fourth and fifth highest vote shall be elected to a term expiring June 30 next following the first regular district election. [Amended by 1957 c.57 §3; 1969 c.668 §12; 1971 c.647 §56; 1971 c.727 §192; 1983 c.350 §114]

266.325 Changing number of board members; election; notice to Secretary of State. (1) This section establishes the procedure for determining the following questions:

(a) Whether a district having a three-member board shall increase the number of members to five.

(b) Whether a district having a five-member board shall decrease the number of members to three.

(2) The question of increasing or decreasing the membership of the district board shall be determined at a regular district election. The district board shall order that the question be submitted to the electors when a petition is filed with the secretary of the board requesting that the electors of the district be permitted to vote on the question. The requirements for preparing, circulating and filing the petition shall be as provided for an initiative petition in ORS 255.135 to 255.205. The board shall be increased to five members or decreased to three members if a majority of the votes cast on the question favors the increase or decrease. At an election to increase the membership, electors shall vote for candidates to fill the additional positions.

(3) Not later than the 40th day before the regular district election at which a question under this section will be submitted, the district elections authority shall notify the Secretary of State. If the electors favor the increase or decrease in board membership, not later than the 30th day after the election, the Secretary of State by rule shall allocate and stagger the terms of the board members under ORS 266.335. [1957 c.57 §7; 1983 c.350 §115; 1985 c.808 §75]

266.330 Election of board members; terms. (1) At the regular district election, successors to the board members whose terms expire shall be elected as follows:

(a) In an unzoned district, if one board member is to be elected, the candidate receiving the highest vote shall be elected. If two or three board members are to be elected, the candidates receiving the first and second or first, second and third highest vote shall be elected.

(b) In a district that is zoned under ORS 266.380:

(A) If a board member is to be elected by the electors of a zone, the candidate who receives the highest vote from the zone shall be elected.

(B) If a board member is to be elected by the electors of the entire district, the candidate receiving the highest vote among the candidates nominated from the same zone shall be elected.

(2) Except as provided in ORS 266.320 and 266.335, the term of a board member is four years. [Amended by 1957 c.57 §4; 1969 c.668 §13; 1973 c.796 §24; 1975 c.647 §28; 1983 c.350 §116]

266.335 Continuing schedule of biennial elections after change in number of board members; powers of Secretary of State. (1) When a district under ORS 266.325 expands the membership of its district board from three to five members or reduces the membership of its board from five to three members, the Secretary of State by rule shall provide for continuing the schedule of biennial elections of board members as follows:

(a) If the board is reduced to three members, at least one member shall be elected at each regular district election.

(b) If the board is expanded to five members, at least two members shall be elected at each regular district election.

(2) The Secretary of State may adjust and stagger the terms of board members as necessary in order to continue regular biennial elections under subsection (1) of this section.

(3) The Secretary of State shall take into consideration and, as much as possible, provide for the continued method of representation adopted by the district under ORS 266.375. [1983 c.350 §112]

266.340 Oath of office of board members. A district board member when elected shall take the oath of office within 10 days after receiving the certificate of election. [Amended by 1969 c.345 §6; 1969 c.668 §§14,45]

266.350 [Repealed by 1971 c.403 §18]

266.360 [Amended by 1957 c.57 §5; 1969 c.668 §15; repealed by 1969 c.668 §46 and by 1969 c.669 §21]

266.370 Board as governing power; president and secretary; meetings. (1) The park and recreation board is the governing power of the district and shall exercise all powers of the district.

(2) At its first meeting or as soon thereafter as may be practicable, the board shall choose one of its members as president and shall appoint a secretary who need not be a member of the board. In case of the absence, or inability to act, of the president or secretary, the board shall, by order entered upon the minutes, choose a president pro tempore, or secretary pro tempore, or both, as the case may be.

(3) The board shall hold meetings either in the day or evening, as may be necessary.

(4) The board shall fill any vacancy on the board as provided in ORS 198.320. [Amended by 1983 c.350 §119; 2011 c.292 §1]

266.375 Manner of electing board members. (1) The board members may be elected in one of the following methods or a combination thereof:

(a) Elected by the electors of zones as nearly equal in population as possible according to the latest federal census.

(b) Elected at large by position number by the electors of the district.

(2) Candidates for election from zones shall be nominated by electors of the zones.

Candidates for election at large may be nominated by electors of zones or by electors of the district, as determined under subsection (3) of this section.

(3) Where the method selected under subsection (2) of this section includes a combination of nomination of candidates from zones and of nomination of candidates at large, the number of candidates to be nominated in each manner shall be specified in the petition submitted under ORS 266.110 or in the petition or resolution under ORS 266.380. [1975 c.249 §2]

266.380 Changing manner of electing board members; requirements; election. (1) This section establishes the procedure for determining whether the method adopted in a district for nominating and electing board members should be changed to another method. The question shall be decided by election. The district board:

(a) May order the election on its own resolution; or

(b) Shall order the election when a petition is filed as provided in this section.

(2) Except as otherwise provided in this section, the requirements for preparing, circulating and filing a petition under this section shall be as provided for an initiative petition in ORS 255.135 to 255.205.

(3) If the question proposes creation of zones or a change in the boundaries or the number of existing zones, the following requirements shall apply:

(a) The petition shall contain a map indicating the proposed zone boundaries. The map shall be attached to the cover sheet of the petition and shall not exceed 14 inches by 17 inches in size.

(b) Notwithstanding ORS 250.035, the statement summarizing the measure and its major effect in the ballot title shall not exceed 150 words. The statement:

(A) Shall specify the method of nomination and election of board members from among the methods described in ORS 266.375. The statement also shall specify whether, in filling each position on the board, an elector of the district may sign a petition of nomination or vote for a candidate from any zone or only for a candidate from the zone in which the elector resides.

(B) Shall include a general description of the proposed boundaries of the zones, using streets and other generally recognized features.

(c) The order calling the election shall contain a map of the proposed zone boundaries and a metes and bounds or legal description of the proposed zone boundaries. The map and description shall be prepared by the county surveyor or county assessor and shall reflect any adjustments made in the boundaries under subsection (6) of this section.

(4) The map to be contained in the petition under subsection (3) of this section shall be prepared by the county surveyor or county assessor. The chief petitioners shall pay the county for the cost of preparing the map, as determined by the county surveyor or county assessor. The county clerk shall not accept the prospective petition for filing until the chief petitioners have paid the amount due.

(5) Subsection (3) of this section does not apply if the question proposes abolition of all zones.

(6) Before submitting to election a question to which subsection (3) of this section applies, the district board shall adjust the proposed boundaries of the zones to make them as nearly equal in population as feasible according to the latest federal census. The district board shall amend the ballot title as necessary to reflect its adjustment of the boundaries.

(7) If the electors of the district approve the establishment of zones or a change in the boundaries or the number of existing zones, board members shall continue to serve until their terms of office expire. As vacancies occur, positions to be filled by nomination or election by zone shall be filled by persons who reside within zones which are not represented on the board. If more than one zone is not represented on the board when a vacancy occurs, the zone entitled to elect a board member shall be decided by lot. [1975 c.249 §3; 1983 c.350 §120; 1995 c.79 §92; 1995 c.534 §14]

266.385 Boundaries of zones for board members; adjustment for population and boundary changes; filing of boundary change with county assessor and Department of Revenue. (1) The board shall adjust zones established within a district as necessary to make them as nearly equal in population as is feasible according to the latest federal census. The board also shall adjust boundaries of zones as necessary to reflect boundary changes of the district.

(2) For purposes of ad valorem taxation, a boundary change must be filed in final approved form with the county assessor and the Department of Revenue as provided in ORS 308.225. [1975 c.249 §4; 1983 c.350 §121; 2001 c.138 §10]

POWERS AND DUTIES

266.410 General district powers. Every district shall have power:

- (1) To have and use a common seal.
- (2) To sue and be sued in its name.
- (3) To construct, reconstruct, alter, enlarge, operate and maintain such lakes, parks, recreation grounds and buildings as, in the judgment of the district board, are necessary or proper, and for this purpose to acquire by lease, purchase, gift, devise, condemnation proceedings or otherwise such real and personal property and rights of way, either within or without the limits of the district as, in the judgment of the board, are necessary or proper, and to pay for and hold the same.
- (4) To make and accept any and all contracts, deeds, leases, releases and documents of any kind which, in the judgment of the board, are necessary or proper to the exercise of any power of the district, and to direct the payment of all lawful claims or demands.
- (5) To assess, levy and collect taxes to pay the cost of acquiring sites for and constructing, reconstructing, altering, operating and maintaining any lakes, parks, recreation grounds and buildings that may be acquired, or any lawful claims against the district, and the running expenses of the district.
- (6) To employ all necessary agents and assistants, and to pay the same.
- (7) To make and enforce regulations:
 - (a) For the removal of garbage and other deleterious substances, and all other sanitary regulations not in conflict with the Constitution, the laws of Oregon or the regulations of the Environmental Quality Commission.
 - (b) Governing the conduct of the users of the facilities of lakes, parks, recreational grounds and buildings within the district.
- (8) To prohibit any person violating any rule or regulation from thereafter using the facilities of the district for such period as the board may determine.
- (9) To call necessary or proper elections after the formation of the district.
- (10) To enlarge the boundaries of the district as provided by ORS 198.705 to 198.955.
- (11) To compel all residents and owners within the district to connect their houses and habitations with the street sewers, drains or other sewage disposal system.
- (12) To establish and collect reasonable charges for the use of the facilities of the district and issue appropriate evidence of the payment of such charges.
- (13) Generally to do and perform any and all acts necessary and proper to the complete exercise and effect of any of its powers or the purposes for which it was formed. [Amended by 1961 c.587 §5; 1969 c.668 §16; 1971 c.647 §57; 1971 c.727 §193; 1983 c.350 §122; 2001 c.104 §81]

266.420 Levy of taxes. Each year the district board shall determine and fix the amount of money to be levied and raised by taxation, for the purposes of the district. The total amount in dollars and cents shall not exceed one-half of one percent (0.0050) of the real market value of all taxable property within the district, computed in accordance with ORS 308.207. [Amended by 1963 c.9 §11; 1969 c.668 §17; 1983 c.773 §3; 1991 c.459 §362]

266.430 Sinking funds. The park and recreation board, by resolution duly adopted, may establish sinking funds for the purpose of defraying the costs of acquiring land for park and recreation sites, and for acquiring or constructing buildings or facilities thereon or therein. Any

such fund may be created through the inclusion annually within the tax budget of the district of items representing the yearly installments to be credited thereto. The amount of these items shall be collected and credited to the proper fund in the same manner in which taxes levied or revenues derived for other purposes for the district are collected and credited. The balances to the credit of the funds need not be taken into consideration or deducted from budget estimates by the levying authority in preparing the annual budget of the district. None of the moneys in such funds shall be diverted or transferred to other funds, but if unexpended balances remain after disbursement of the funds for the purpose for which they were created, such balances, upon approval by resolution of the park and recreation board, shall be transferred to the operation and maintenance fund of the district.

266.440 Deposit and disbursement of district moneys. (1) Except as otherwise provided by ORS 266.530 to 266.580, the money of the district shall be deposited, in the discretion of the district board, either with the county treasurer of the county, in accordance with subsections (2) to (4) of this section, or in one or more banks or savings and loan associations to be designated by the board. Funds deposited in a bank or savings and loan association shall be withdrawn or paid out only upon proper order and warrant or check signed by the secretary and countersigned by the president of the district board. The board may by resolution designate a secretary pro tempore or a president pro tempore who may sign warrants or checks on behalf of the secretary and president, respectively.

(2) If district funds are deposited with the county treasurer, when the tax collector pays over to the county treasurer moneys collected for a district, the county treasurer shall keep the moneys in the county treasury as follows:

(a) The county treasurer shall place and keep in a fund called the operation and maintenance fund of the district (naming it) the moneys levied by the district board for that fund.

(b) The county treasurer shall place and keep in a fund called the construction fund of the district (naming it) the moneys levied by the board for construction, reconstruction and alteration.

(3) The county treasurer shall pay out moneys from the funds only upon the written order of the board, signed by the president and countersigned by the secretary. The order shall specify the name of the person to whom the money is to be paid and the fund from which it is to be paid, and shall state generally the purpose for which the payment is made. The order shall be entered in the minutes of the board.

(4) The county treasurer shall keep the order as a voucher, and shall keep a specific account of receipts and disbursements of money for the district. [Amended by 1969 c.668 §18; 1973 c.220 §1]

266.450 Regulations and orders adopted by board; penalty for violating regulation. (1) Any general regulation of the district board shall be adopted in accordance with ORS 198.510 to 198.600.

(2) Orders not establishing a general regulation need not be published or posted, unless otherwise provided by this chapter, but shall be entered in the minutes, and the entry shall be

signed by the secretary of the board. An ordinary order shall take effect upon the entry in the minutes.

(3) Violation of a regulation enacted under ORS 266.410 (7) is a misdemeanor punishable upon conviction by a fine not to exceed \$100 or imprisonment not to exceed five days, or both. [Amended by 1969 c.668 §19; 1971 c.268 §13]

266.460 District attorney to aid board; special counsel. The district board may call upon the district attorney for advice as to any district business. The district attorney shall give advice when called on therefor by the board. The board may at any time employ special counsel for any purpose. [Amended by 1969 c.668 §20; 1971 c.268 §14]

266.470 [Amended by 1969 c.668 §21; 1971 c.268 §15; 1973 c.220 §2; repealed by 2011 c.597 §118]

266.480 Power to contract bonded indebtedness for certain purposes. A district has the power to contract a bonded indebtedness for the purpose of providing funds:

- (1) To acquire land, rights of way, interests in land, buildings and equipment.
- (2) To improve land and develop parks and recreation grounds.
- (3) To construct, reconstruct, improve, repair and furnish buildings, gymnasiums, swimming pools, golf courses, driving ranges, boat marinas and recreational facilities of every kind.
- (4) To acquire equipment of all types, including vehicular equipment necessary for and in the use, development and improvement of the lands and facilities of the district.
- (5) To pay the costs, expenses and attorney fees incurred in the issue and sale of the bonds.
- (6) To fund or refund outstanding indebtedness, or for any one or combination of any such purposes. [Amended by 1969 c.668 §22]

266.490 Bond election at discretion of board or on petition. (1) For the purpose of providing funds with which to put into effect one or any combination of any of the purposes authorized under ORS 266.480, the district board, when authorized by a majority of those voting at an election called for that purpose, may borrow money and sell and dispose of general obligation bonds.

(2) The district board:

- (a) May order an election under this section on its own resolution; or
- (b) Shall order an election under this section when a petition is filed as provided in this section.

(3) A petition shall specify a dollar amount for carrying out any one or more of the purposes authorized by ORS 266.480. The requirements for preparing, circulating and filing a petition under this section shall be as provided for an initiative petition in ORS 255.135 to 255.205. [Amended by 1967 c.609 §4; 1969 c.668 §23; 1975 c.627 §3; 1979 c.190 §410; 1983 c.350 §123]

266.500 [Amended by 1969 c.668 §24; repealed by 1971 c.647 §149]

266.510 [Amended by 1963 c.9 §12; repealed by 1969 c.668 §25 (266.512 enacted in lieu of 266.510 and 266.520)]

266.512 Authority for general obligation bonds; issuance and sale of general obligation bonds and revenue bonds. (1) Whenever authorized by the electors, the district board may issue general obligation bonds of the district, not exceeding the principal amount stated in the notice of election and for the purpose therein named.

(2) The aggregate amount of general obligation bonds issued and outstanding at any one time shall in no case exceed two and one-half percent of the real market value of all taxable property of the district, computed in accordance with ORS 308.207.

(3) General obligation or revenue bonds must recite that they are issued under this chapter. All bonds shall be signed by the president of the district board and attested by the secretary. The interest coupons thereto annexed shall be signed by the president and secretary, by their original or engraved facsimile signatures.

(4) All general obligation and revenue bonds issued, including refunding bonds, shall be issued as prescribed in ORS chapter 287A. [1969 c.668 §26 (enacted in lieu of 266.510 and 266.520); 1981 c.94 §15; 1991 c.459 §363; 2007 c.783 §83]

266.514 Revenue bonds; issuance; conditions. In addition to the authority to issue general obligation bonds, a district, when authorized by a majority of those voting at an election called for that purpose, may sell and dispose of revenue bonds, and pledge as security therefor all or any part of the unobligated net revenue of the district or a recreational facility of the district, to purchase, acquire, construct, reconstruct or improve a facility, or to perform any of those acts in combination, for any authorized purpose. Revenue bonds shall be issued in the same manner and form as are general obligation bonds of the district, but they shall be payable, both as to principal and interest, from revenues only. Revenue bonds shall not be subject to the limitation provided by ORS 266.512 applicable to general obligation bonds and shall not be a lien upon any of the taxable property within the limits of the district. Revenue bonds shall be payable solely from such part of the revenue of the district as remains after payment of obligations having a priority and of all expenses of operation and maintenance of the district, including any taxes levied against it. All revenue bonds shall contain a clause reciting that both the principal and interest are payable solely from operating revenues of the district remaining after paying such obligations and expenses. [1969 c.668 §26a]

266.516 Refunding bonds. Refunding bonds of the same character and tenor as those replaced thereby may be issued pursuant to a resolution duly adopted by the district board without submitting to the electors the question of authorizing the issuance of such bonds. [1969 c.668 §26b]

266.518 Contracting with United States for facilities. (1) In carrying out the powers conferred by this chapter, a district may contract with the United States or any agency thereof for the acquisition, construction, reconstruction, maintenance and operation, or any of them, of park and recreation facilities.

(2) Contract provisions for repayment of any loan from the United States, and the bonds securing the payment of the same, if any are issued, may be of such denomination, for such term not exceeding 50 years and may call for the payment of such interest not exceeding seven

percent per annum, may provide for such installments and for repayment of the principal at such times, as may be required by the federal laws and as may be agreed upon between the district board and the United States agency. [1969 c.668 §26c; 1973 c.86 §1]

266.520 [Repealed by 1969 c.668 §25 (266.512 enacted in lieu of 266.510 and 266.520)]

266.530 Registration and delivery of bonds; disposition of proceeds. (1) The county treasurer shall register each bond issued pursuant to ORS 266.480 in a book kept for that purpose in the office of the county treasurer, noting the district, amount, date, time and place of payment, rate of interest and such other facts as may be deemed proper.

(2) The county treasurer shall cause the bonds to be delivered promptly to the purchasers upon payment therefor, and shall hold the proceeds of the sale of the bonds subject to the order of the district board to be used solely for the purpose for which the bonds were issued.

(3) When the bonds have been so executed, registered and delivered, their legality shall not be open to contest by the district or by any person or corporation for or on its behalf, for any reason whatever. [Amended by 1969 c.668 §27]

266.540 Additional taxes for payment of bond interest and principal; bond sinking fund.

(1) The district board shall ascertain and levy annually, in addition to all other taxes, a direct annual ad valorem tax on all taxable property in the district, which tax shall be outside of and in addition to the annual levy limitation contained in ORS 266.420, and which tax shall be for an amount sufficient:

(a) To pay the interest accruing on the bonds promptly as it becomes due.

(b) To raise a percentum of the principal of the bonds as will, in equal annual installments, be sufficient to retire all the bonds as they mature.

(2) The funds derived from such tax levies shall be retained by the county treasurer, and kept by the county treasurer in a separate fund to be known as and designated “_____ Park and Recreation District bond interest and sinking fund.” The fund shall be irrevocably pledged to and used solely for the payment of the interest accruing on and the principal of the bonds when due, so long as any of the bonds or the coupons thereto appertaining remain outstanding and unpaid. The interest earnings of the fund shall be credited thereto and become a part thereof. [Amended by 1969 c.668 §28]

266.550 Procedure in event board fails to levy bond tax. If the district board fails or refuses to levy the tax necessary for the interest, principal or sinking fund, the county treasurer shall ascertain and certify the amount necessary to the county board. The county board shall then levy a tax sufficient to raise the sum so required and ascertained by the county treasurer. The proper county officer having power to extend county taxes shall extend such tax upon the tax roll of the county upon the taxable property of the district. The proper county officer whose duty it is to collect taxes shall collect such tax according to law, and shall pay the funds so collected into the county treasury to the credit of the bond interest and sinking fund of the district to be used in the payment of the bonds and interest. [Amended by 1969 c.668 §29]

266.560 Redemption of bonds; notice. (1) Whenever the amount of any sinking fund created under ORS 266.480 and 266.540 equals the amount, principal and interest, of any bond then due or subject under the pleasure or option of the district to be paid or redeemed, the county treasurer of the county in which the district is located shall notify the holder of the bond and shall publish a notice in the newspaper published nearest to the district.

(2) The county treasurer shall, within 30 days from the date of the notice, redeem and pay any bond then redeemable and payable, giving priority according to the date of issuance numerically, upon presentation of the bond at the place of payment specified therein.

(3) In case any holder of such bonds fails to present them at the time mentioned in the notice the interest thereon shall cease, and the county treasurer shall thereafter pay only the amount of the bond and the interest accrued thereon up to the last day of the time of redemption mentioned in the notice.

(4) When any bonds are so redeemed or paid, the county treasurer shall cause them to be canceled and write across the face thereof "redeemed" and the date of redemption, and shall deliver them to the district board, taking its receipt therefor. [Amended by 1969 c.668 §30]

266.570 [Repealed by 1969 c.668 §47]

266.580 Payment of bond principal and interest; payment of collection commission. (1) The principal of and the interest on the bonds shall be payable in lawful money of the United States of America at the office of the treasurer of the county or at the fiscal agency of the State of Oregon in the city of New York, at the option of the purchaser thereof.

(2) The county treasurer must cause to be paid out of any money in the hands of the county treasurer belonging to the district the interest on or principal of any bond issued pursuant to ORS 266.480 promptly when and as the same becomes due at the place of payment designated in the coupons or bonds.

(3) All coupons or bonds so paid must be immediately reported to the district board.

(4) No county treasurer or district board shall pay to the purchaser of any bond issued pursuant to ORS 266.480 or to any agency representing such purchaser, any commission whatsoever for collection of the interest on or principal of any bond so issued.

(5) The county treasurer shall not be required to remit to the purchaser of any bonds or coupons the amount necessary to redeem such bonds or coupons until the day they are due. [Amended by 1969 c.668 §31]

266.590 Validation of certain bond issues. All proceedings taken prior to March 18, 1949, in the authorization and issuance of bonds by any district pursuant to ORS 266.480 to 266.512 and 266.530 to 266.580 hereby are validated, ratified, confirmed and approved, notwithstanding any defects and irregularities in the proceedings or any part thereof, and notwithstanding that the amount of the bonded indebtedness to be incurred was not stated upon the ballot used in the election authorizing the issuance of the bonds. [Amended by 1969 c.668 §32]

CITY OF SILVERTON
PARKS AND RECREATION STUDY

Memo 1:
Process for Parks and Recreation Special District Creation

March 2019

Prepared by:

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1. EXECUTIVE SUMMARY

The memo that follows details the process for creating a new parks and recreation special district and also outlines examples of communities that face similar parks and recreation service challenges as Silverton. In order to form a parks and recreation special district under ORS 266 and 198, the local city must consent to its creation and an economic feasibility statement must be prepared. A petition is then filed in the principal county of the district. The petition must include, among other things, the permanent tax rate proposed, the proposed jurisdictional boundary, and the requisite number of signatures. A prospective petition with this information is filed with the county clerk prior to gathering signatures for the final petition.

Assuming a permanent tax rate will be proposed, the final petition must be filed at least 180 days before a May or November election to be voted on. Thirty to fifty days after the petition is filed, a hearing will be held that may not last longer than 4 weeks. If the county approves the district, an order is filed and a final hearing is scheduled for between 20 and 50 days after the order. A final order is entered after this final hearing. Presuming that a permanent rate will be proposed, the question of the rate and the district formation will go to the ballot as a single question. The district board members would also be elected during that election.

This process must be finalized by March 31st in order to collect taxes for the following year. The Special Districts Association of Oregon (SDAO) estimates that new district formation may take between 12 and 24 months to complete.¹ Once formed, the district will have access to bonding authority, ordinance authority, and be able to collect taxes.

¹ <http://ref.sdao.com/formation/HandbookFormationChapter.pdf>

2. BACKGROUND

Oregon statutes at ORS 198 and 266 govern the creation and operation of parks and recreation districts in Oregon. ORS 266 defines the criteria and requirements for a parks and recreation district. A special district under ORS 198 is an independent local government, not tied to a city or county, established to provide specific services to a specified service area. Based on its charter and voter adoption, the special district may raise its own property tax revenues if authorized by the voters. In this case, a hypothetical special district would provide parks and recreation services to a service area including the City of Silverton and some area surrounding the City. The City of Silverton is currently providing parks and recreation services within the service area contemplated for a hypothetical new district.

The Special Districts Association of Oregon (SDAO) notes that the formation of a new district may take from 12-24 months to complete. This process should be reviewed with City legal counsel for legal completeness. Not covered in this memo is the possibility of a county service district, which is a service district where the county commissioners serve as the governing board. Also not covered are intergovernmental coordination and consolidation options at ORS 190.010. These options, which may provide useful program and service design tools, will be defined and explained in a separate memo.

The purpose of this memo is to define one option that the City could consider in redesigning and re-visioning parks and recreation services. The memo addresses two topics: 1) the process steps to form and establish a special district under ORS 198 and the authorizing statute; and 2) several examples of recent formation of parks and recreation special districts or cities that are contemplating making a change to their parks and recreation service provision.

3. DISTRICT FORMATION PROCESS

3.1 Overview

1. City Consent to Formation
2. Economic Feasibility Statement (Contemporaneous with Step 1).
3. Preparation of Petition
 - A. Determination of District Boundary
 - B. Other Content of Petition
 - C. Signatures
4. Prospective Petition
5. Filing the Petition
6. Initial Hearing
7. Order and Final Hearing
8. Election

Below, this process is described in more detail.

3.2 Formation Process Detail

Step 1: City Consent to Formation

ORS 198.720(1) requires that when a district is located within a city, the city must approve the petition for formation through a resolution. A certified copy of the resolution must be included with the petition for formation. (See also ORS 198.835(3)).

Step 2: Economic Feasibility Statement

Prior to filing the petition with the county, the principal petitioners must create an economic feasibility statement which will be used to as the basis for the permanent tax rate. The feasibility statement must include: (1) A description of the services and functions to be performed or provided by the proposed district; (2) An analysis of the relationships between those services and functions and other existing or needed government services; and (3) A proposed first year line item operating budget and a projected third year line item operating budget for the new district that demonstrate its economic feasibility. (ORS 198.749).

Step 3: Preparation of Petition

In order to form the district, a petition must be filed in the principal county in which the proposed district will exist (ORS 198.800(1)), in this case, Marion County. ORS 198.795 gives the principal county original jurisdiction, even where the district spans county lines.

Determination of District Boundary

The district boundary must be of a size that may reasonably be served by the facilities or services of the district. ORS 198.720(3). The boundary description must be included in the petition. ORS 198.750(2).

Other Content of Petition

ORS 198.750 governs the content of the petition. The petition must include: (1) that the petition is filed under ORS 198; (2) names of affected districts counties; (3) the principal act of each affected district; (4) that the petition is for formation of a new district; (5) whether the territory of the district is inhabited or uninhabited; (6) the number of board members to be elected (three or five) and the method of election selected from ORS 266.375² (ORS 266.110); (7) a proposed permanent tax rate limit sufficient to support district operations (determined by economic feasibility study) (presented in dollars per \$1000 of assessed value); (8) any proposed terms and conditions to which formation is subject; (9) an indication of whether the petition signers are landowners and/or electors in the proposed district; and (10) a request that proceedings be taken for the proposed formation. ORS 198.750(1). In addition to these, a name for the district may be proposed (ORS 198.750(3)). Lastly, the circulator of the petition must certify on each signature sheet of the petition that they witnessed the signing of the signature sheet by each individual who has signed the sheet (ORS 198.750(4)).

Signatures

ORS 198.755(1) specifies the number of signatures required for a formation petition. The number of signers required must be the greater of 15% of the electors or 100 electors in the proposed jurisdiction; or the greater of 15 owners or the owners of 10% of the acreage in the proposed jurisdiction. ORS 198.760 specifies how the signatures must appear on the petition given the type of signer. It also specifies that there may not be more than three chief petitioners. Signatures must be secured within six months of the date of the first signature (ORS 198.765). ORS 198.770 describes how the county assessor will determine validity of signatures.

Alternative Petition: Formation by All Landowners in District

ORS 198.830 provides an alternative method of formation whereby owners of all of the land in the district consent to the district, and therefore no formation election is required.

Step 4: Prospective Petition

ORS 198.748 requires a "prospective petition" to be filed with the county clerk prior to circulating a petition for formation. The prospective petition must include a description of the boundaries of the new district.

Step 5: Filing the Petition

The final petition is filed in the county where a majority of the district exists (ORS 198.765(1); ORS 198.800(1)). 198.800 (1)(a) requires the county to file the petition with a local boundary commission within 10 days of the filing where applicable. If the district will be using ad valorem

² Board members may be nominated and elected based on zones of roughly equal population, at large, or a combination of these options. (ORS 266.375).

taxation, the final approved petition must be filed with the county assessor and the Department of Revenue (ORS 198.720(4); see ORS 308.225).

ORS 198.765(1) requires that the petition be filed within 180 days before the next May or November election where the petition will be voted on if the petition includes a proposed permanent tax rate. ORS 198.765(2) and (3) set forth the county's duties pertaining to the filing.

A security deposit of up to \$10,000 is required at the time the petition is filed (ORS 198.775). It can be in the form of a bond, cash, or other security deposit. These funds are to reimburse the county for costs associated with the formation proceedings, excluding costs incurred by a boundary commission.

Challenge to or Support for Petition

ORS 198.735(1) allows for interested persons to appear and present written statements for or against the granting of the petition for formation on or before the date set for a hearing on a petition. Section (2) of that statute requires that a written statement for or against a proposed formation or change of organization or a request for an election must be in writing, must clearly specify the defect, error, irregularity or omission to which objection, if any, is made and must be filed within the time and in the manner provided by ORS 198.705 to 198.955. Any statement not so made and filed shall be considered voluntarily waived.

Step 6: Initial Hearing

ORS 198.800(1)(b) requires the county in which the petition is filed to set a hearing date for between 30 and 50 days after the petition is filed. The county is responsible for the notice associated with the hearing. ORS 198.800(2).

ORS 198.805 governs the proceedings of the hearing, including the authority given to the county board when no boundary commission exists. The county determines whether the proposed area could be benefitted by the district using the criteria in ORS 199.462 and ORS 198.805. If the hearing is adjourned from time to time, the total hearing cannot last longer than four weeks without additional notice (ORS 198.805(1)). The county may adjust the proposed boundaries within certain limitations (ORS 198.805(1)).

Step 7: Order and Final Hearing

ORS 198.810 mandates that when a petition for formation is approved by the county, an order will be entered and will contain a time and place for a final hearing (ORS 198.810(2)). The final hearing will be scheduled for between 20 and 50 days from the date of the order.

If an order of formation is entered by the county board, within 10 days the county board must file copies of the order with the Oregon Department of Revenue, Oregon Secretary of State, and with any affected county (ORS 198.780). ORS 198.782 additionally requires that a notice of formation be filed with the Secretary of State by the new district prior to any financial or business transactions may take place.

Alternative Formation: By County Board

ORS 198.835 allows the county board to directly form a district located within a single county via order. The district is still subject to hearing and election as the other formation procedures. (ORS 198.840). The district must reimburse the county for costs associated with formation if this method is successful (ORS 198.845).

Step 8: Election

ORS 198.810 sets forth when an election on district formation will be held after the final order. An election will occur where: a minimum number of electors within the district request an election; a permanent tax rate limit is proposed; or an ad valorem tax is proposed in addition to a permanent tax rate for bonded debt for capital needs (in which case the election is held on the question of incurring bond debt if the electors also approve the district formation itself).

The county board is responsible for providing a notice and order that an election be held as well as fixing the date of the election (ORS 198.815(1) and (2)). When a permanent rate will be set, the ballot will encompass a single question for both the formation of the district and setting the permanent rate at the next May or November election. The first board will be elected on the same ballot (ORS 198.815(4) and (2)). If the formation and permanent rate pass, the district may impose operating taxes up to the amount of the permanent rate limit (ORS 198.815(5)).

The county board of commissioners must enter an order establishing and forming the district within 30 days of a successful election and certify the elected board members (ORS 198.820(1)). The formation date of the district is the date of the order (ORS 198.820(3)).

Where no formation election is required, the first board must still be elected after the county's order is entered (ORS 198.825). The county board will set the date of the election under ORS 255.345 and run the election as required by ORS 255.

Election of the Board

ORS 255 governs nomination and election of parks and recreation district board members, conduct of parks and recreation district elections, and initiative and referendum processes. (ORS 266.040).

4. SETTING UP AND FINANCING A NEW DISTRICT

4.1 Setting the Tax Rate

Process must be complete by March 31st in order for the county to collect the tax rate at the next collection.³

4.2 Election of Board

Election of the board occurs at the next election after formation or during the same election on formation of the district (see above). The board is made up of three or five members, and members must be electors within the district (ORS 266.310). The members appoint a secretary in addition to the members (ORS 266.310(1)). Board members serve staggered four-year terms⁴ per ORS 266.320 and 266.330. Board members are elected at large or by zone, if the district is zoned (ORS 266.330).

4.3 Funding

A permanent tax rate must be approved by voters. Other methods of funding, such as user fees, would be up to the discretion of the board. Each year, the board determines the amount of money to be levied by taxation; the amount must not exceed one-half of one percent (0.0050) of RMV of all the taxable property in the district (ORS 266.420).

Sinking Funds

Sinking funds are permitted under ORS 266.430 for particular capital projects. The board may use this mechanism via resolution. It operates as a restricted fund and is collected the same as other taxes for the district. If funds are leftover once the designated purpose is accomplished, the funds may be applied toward operations and maintenance of the district.

General Obligation (GO) Bonds

ORS 266.480 limits the purposes for which a parks and recreation district may use bonded debt. An election to approve the bond must pass by a majority (ORS 266.490). General obligation (GO) bonds may not exceed two and one-half percent of the RMV of all taxable property in the district (ORS 266.512(2)). GO bonds are issued and prescribed under ORS 287A (see ORS 266.512(4)).

Revenue Bonds

Revenue bonds are authorized and limited in scope under ORS 266.514. They must similarly be approved by voters prior to issuance. Revenue bonds are not limited to a percent of RMV as GO bonds and are only payable from district operating revenues.

³ <http://ref.sdao.com/formation/HandbookFormationChapter.pdf> p. 79.

⁴ The first seated board serves less than four year terms to begin the staggering of terms.

4.4 Ordinances and Rules

Once the new board is elected and seated, they may begin to pass ordinances under ORS 198.

5. EXAMPLES OF SPECIAL DISTRICT FORMATION TO PROVIDE FORMERLY CITY (OR OTHER) SERVICES

The following are examples of other special districts formed with the intent of taking over services formerly provided by a city. Any of these examples would be good resources for anecdotal information about new district formation, lessons learned, and advice.

*City of Gresham*⁵

Similarly to the process currently underway in Silverton, Gresham undertook a study in 2010 to review the feasibility of creating an ORS 266 Parks and Recreation District. Gresham also considered several other options for funding parks such as General Obligation bonds, fees, and System Development Charges. However, the feasibility study⁶ ultimately recommended the creation of a new district and a public education campaign to garner support for the district.

As a result of these efforts, the Springwater Parks and Community District idea was posed. This platform was used to educate the cities and citizens in the proposed district area. However, as of January 2019, the district has not yet become a reality. Instead, Gresham turned to a \$7.50 monthly charge on utility bills to help fund its police, fire EMS, and parks and recreation functions, of which parks received five percent.

*Molalla River School District*⁷

An election was held in 2017 regarding the formation of Molalla Aquatic District and a permanent rate of 29 cents per \$1,000 of assessed value, which passed.⁸ The district's sole purpose is to manage the Aquatic Center in Molalla. The Aquatic Center had been built via a bond passed by the Molalla River School District. It had been operated and maintained by the City of Molalla, but funding prevented the facility from being open to the public.

*Mid County Parks and Recreation District (Tillamook)*⁹

Similar to the Silverton area, MCPRD was formed to take on the burden of Parks and Recreation services previously provided by multiple organizations. The district itself was formed via Tillamook County, but the permanent tax rate was voted on in an election.¹⁰

*North Clackamas Parks and Recreation District (County Service District)*¹¹

⁵ <http://www.springwaterpcd.org/new-page-4/>

⁶

https://issuu.com/marastine/docs/gresham_parks_feasibility_study?utm_source=conversion_success&utm_campaign=Transactional&utm_medium=email

⁷

http://www.cityofmolalla.com/sites/default/files/fileattachments/city_council/page/2321/public_notice_-_pool_measure_2017_special_election.pdf

⁸ <https://www.clackamas.us/elections/20170516.html>

⁹ https://www.tillamookheadlightherald.com/news_paid/county-forms-mid-county-park-and-recreation-district/article_4e7d8636-4282-11e8-b7b3-d7e2850662ec.html

¹⁰ <https://www.co.tillamook.or.us/gov/Clerk/Elections%202006/measure29-97.pdf>

NCPRD is a Clackamas County Service District and recently attempted to be re-created as an independent special parks and recreation district. According to the website, it is the only county service district providing these types of services in the state. In addition, the district held an election to raise the taxing rate (which hadn't changed since the original district formation) to 89 cents per \$1,000. The prior rate is unable to keep up with community demand for services. However, the ballot measure failed¹² and the district continues to be a county service district.

*City of Eugene*¹³

The City of Eugene has undertaken a study to review the impact of creating a parks and recreation special district to manage their services portfolio. The City is still in the initial phases of reviewing whether a specialized district is viable and advisable.

*Hood River Parks and Recreation District*¹⁴

Hood River Parks and Recreation District is a more established district but the above linked feasibility study shows they are struggling with some of the same issues as other parks and recreation providers. This district was originally tasked with operation of a municipal swimming facility and over the years has taken on more responsibilities approved by voters.

*City of Corvallis*¹⁵

The City of Corvallis recently examined the feasibility of creating a parks and recreation district. The idea for a district was in response to severe funding cuts in the City budget.

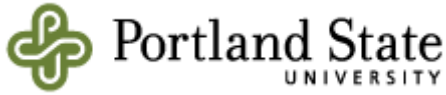
¹¹ <https://dochub.clackamas.us/documents/drupal/3d666fad-da3b-45a9-af5b-4cf1afabf474>

¹² <https://ncprd.com/november-ballot-measure>

¹³ <https://www.eugene-or.gov/3909/Parks-and-Recreation-Special-District-An>

¹⁴ <http://hoodriverparksandrec.org/wp-content/uploads/2017/12/TPL-HRVPRD-Feasibility-Study-FINAL-2015.pdf>

¹⁵ https://liberalarts.oregonstate.edu/sites/liberalarts.oregonstate.edu/files/opal/prd_full_report.pdf

**EXHIBIT CC****Default Question Block**



City of Silverton: 2019 Parks and Recreation Survey

The City of Silverton is currently exploring new options for the management of the City's parks and recreation services. As a part of this process, the City has asked Portland State University to survey residents, employees, and visitors on their experience and vision for recreation in the region. This survey should take approximately 10-15 minutes. You can stop and return to the survey if you use the same computer or mobile device. Your response will be confidential and the Portland State University team will only share summaries of our findings. The survey does offer you an opportunity to share ideas in your own words, and we may share quotes if possible.

We will ask you questions both about your recreation preferences, and also the recreation preferences of those in your household. Please answer these to the best of your ability, and if you have any concerns or comments, we provide opportunities for you to share those in the survey.

If you have any questions or concerns about the survey, please contact Paul Manson, Senior Research Associate, Portland State University at: 503-725-2955 or mansonp@pdx.edu.

To begin, we would first like to ask you about yourself to make sure we provide you with questions that are relevant.

Are you 18 years of age or older?

- Yes
 - No
-

Where do you live?

- Within the City of Silverton
- Outside of Silverton

Other:

Not applicable

Do you work or recreate within the City of Silverton?

Yes

No

Other:

Not applicable

Do you own a business in the Silverton area?

Yes, within the City of Silverton

Yes, outside of Silverton but within a mile of the city.

Yes, outside the city.

No

Other:

First, we would like to learn about your opinions on Silverton and recreation opportunities in the City. Please indicate your agreement with the following statements:

	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't Know
Silverton is an excellent place to live.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Silverton is a great place to raise children.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Silverton is a wonderful place to retire.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My neighborhood has the recreational facilities and opportunities my household or I want.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recreational facilities and opportunities in Silverton meet the needs of all residents, including diverse activities, and access for all ages and abilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
City of Silverton parks and recreation facilities are well managed and in good repair.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The City parks and recreation staff are fun and friendly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

First, we would like to learn about your opinions on Silverton and recreation opportunities in the City. Please indicate your agreement with the following statements:

	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't Know
Silverton and the surrounding region is an excellent place to live.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Silverton and the surrounding region is a great place to raise children.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Silverton and the surrounding region is a wonderful place to retire.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My neighborhood has the recreational facilities and opportunities my household or I want.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recreational facilities and opportunities in the region meet the needs of all residents, including diverse activities, and access for all ages and abilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
City of Silverton parks and recreation facilities are well managed and in good repair.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The City of Silverton parks and recreation staff are fun and friendly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

When you are interested in participating in a recreational activity or sport, how easy or difficult is it for you to find an opportunity?

Extremely easy Somewhat easy Neither easy nor difficult Somewhat difficult Extremely difficult

When you want to visit a park in Silverton, how easy or difficult is it for you to find a park?

Extremely easy Somewhat easy Neither easy nor difficult Somewhat difficult Extremely difficult

Next, we would like to ask about various recreational activities.

Instructions: You can skip any activity that does not apply. If you accidentally select an activity that does not apply, just use the **Not Applicable** option to clear it.

Thinking over the past 12 months, how often have you or members of your household participated in any of the following.

	Daily	Weekly	Monthly	Once a Year	Not Applicable
Adult Dance Classes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Adult Art Classes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Baseball/Softball	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Basketball	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Biking (leisure or commute)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bird or Wildlife Watching	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Boating	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Concerts or Organized Events	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dog Walking/Dog Park	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Exercise Classes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Football (Flag, Touch, Etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fishing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
General Recreation (E.g. walking, enjoying open spaces)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Geocaching and Orienteering	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jogging/Running	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pickleball	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Picnicking - Family/Friends	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Picnicking - Group Gatherings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Playground Visit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Soccer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Swimming	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Swimming Lessons	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tennis	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Skateboarding/Skate Park	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Youth Arts/Craft Classes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Youth Dance Classes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Youth Music Classes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Youth Theater	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Instructions: This screen shows activities you indicated participating in. If you accidentally selected an activity that does not apply, just use the Not Applicable option to on this screen. If no items are displayed here, it means you did not select any in the previous question. You can go back using the arrow below and add activities.

Based on the activities you indicated participating in, how well do current City of Silverton facilities serve your recreation needs?

	Extremely well	Very well	Moderately well	Slightly well	Not well at all	Not applicable
» Adult Dance Classes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
» Adult Art Classes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
» Baseball/Softball	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
» Basketball	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
» Biking (leisure or commute)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
» Bird or Wildlife Watching	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
» Boating	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
» Concerts or Organized Events	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
» Dog Walking/Dog Park	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
» Exercise Classes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
» Football (Flag, Touch, Etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
» Fishing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
» General Recreation (E.g. walking, enjoying open spaces)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
» Geocaching and Orienteering	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
» Jogging/Running	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
» Pickleball	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
» Picnicking - Family/Friends	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
» Picnicking - Group Gatherings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
» Playground Visit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
» Soccer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
» Swimming	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
» Swimming Lessons	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
» Tennis	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
» Skateboarding/Skate Park	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
» Youth Arts/Craft Classes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
» Youth Dance Classes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
» Youth Music Classes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
» Youth Theater	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
» Other:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How well do local trails serve your needs? Trail uses can include cycling, jogging, running and walking.

- Extremely well
- Very well
- Moderately well
- Slightly well
- Not well at all
- Not applicable

How likely would you or those in your household be to use a multi-purpose indoor facility that could be used for indoor sports, community gatherings, classes, workshops, or other indoor activities?

- Extremely likely
- Somewhat likely
- Neither likely nor unlikely
- Somewhat unlikely
- Extremely unlikely

Do you participate in adult league sports? If so please indicate below the sport and how often. If you are not participating in one of these sports, but are interested, please use: "Interested, but not active."

	Daily	Weekly	Monthly	Seasonally	Occasionally	Interested, but not active	Not applicable/Not interested
Basketball	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bowling	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Golf	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kickball	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Soccer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Softball	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Volleyball	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Below are a list of Silverton parks and recreation facilities, please drag them into the order of importance for you or your household. To drag, use your mouse or finger to click on the location and drag it into the order you wish to share.

Please place most important facilities at the top of the list.

Pioneer Park

Old Mill Park

Silverton Marine Park and Reservoir

Coolidge McClaine Park

Silverton Community Swimming Pool

Silverton Dog Park

Town Square Park

Lincoln Street Park

Skate Park

Silverton Community Center and Gym

The Pettit Natural Area (an 80 acre property with a 20 acre lake located SW of the Oregon Garden) is being evaluated for future parks and recreation uses. Do you support the development of the property to increase access and use for nature-based recreation? (e.g. parking, trails, viewpoints, and fishing opportunities)

- Strongly support
- Somewhat support
- Neither support nor oppose
- Somewhat oppose
- Strongly oppose
- Don't know

The following questions ask about activities or sports you or those in your household participate in that require travel. These may be activities or sports that are not available locally, or require travel for competition. For example, travel might include participating in soccer games across the Willamette Valley, or participating in a workshop or class.

Do you or those in your household travel to other cities or locations to participate in organized sports? (Examples: soccer league play, basketball tournaments)

- Daily or Weekly
- Monthly
- Sports Season (e.g. Spring or Fall sports)
- Once a year
- Never
- Other

What are the organized sports you travel for? Where do you travel to? (Optional)

Do you or those in your household travel to other cities or locations to take classes or to pursue a hobby?
(Examples: art classes or exhibitions, workshop events, etc.)

- Daily or Weekly
 - Monthly
 - Class sessions (e.g. 5 week class period)
 - Once a year
 - Never
 - Other
-

What are the classes, activities, or hobbies you travel to participate in? Where do you travel to? (Optional)

Are there other recreational activities we have not listed that you wish to have included in our results? If so, what are they and how are they being served or not served at present? (Optional)

Some have recommended the creation of a special district (a form of local government) in order to expand parks and recreation opportunities in the region, including the City of Silverton. This parks and recreation district would be responsible for developing, operating, and managing parks and recreational facilities with its own dedicated property tax authority. The district would have a board of elected representatives from the area it serves.

If you were asked to vote on the creation of a special district that would include your home or business location, how would you vote?

- Yes

- No
- Unsure/Don't know

Next, we would like to ask you questions about the financing of recreational opportunities in the City of Silverton. Today, parks and recreation facilities are funded in part by a mix of local property taxes collected within the City and a monthly utility fee. User and rental fees are also a part of the funding for some facilities.

In general, how do you feel about the amount of taxes and fees you pay?

	Far too much	Moderately too much	Slightly too much	Neither too much nor too little	Slightly too little	Moderately too little	Far too little	Don't know/NA
Property taxes/Utility fee	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
User and rental fees to use facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

If the community of Silverton and nearby areas chose to increase funding to develop more recreational facilities and opportunities in the region, and that resulted in a change in local property taxes, how much **more** would you be willing to pay **per month**? The amount you selected would be a monthly increase, dedicated to parks and recreation funding.

- None
- \$1 - \$10
- \$11 - \$20
- \$21 - \$30
- \$31 - \$40
- \$41 - \$50
- \$51 - \$60
- \$61 - \$70
- \$71 - \$80
- \$81 - \$90
- \$91 - \$100
- More than \$100

You indicated not being very interested in increased taxes for recreational facilities. Why do you feel this way? (Select all that apply.)

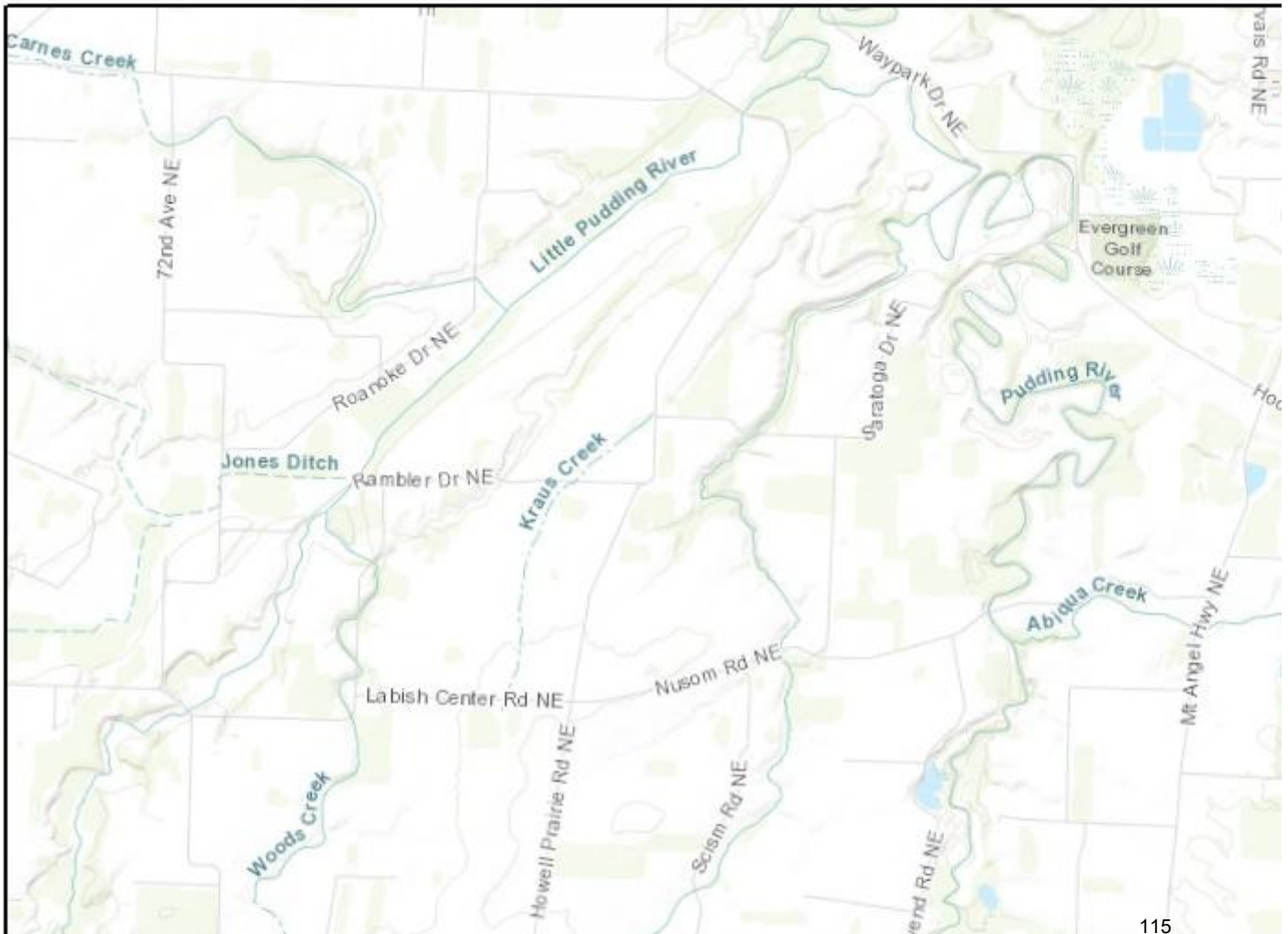
- I do not trust the funds would be spent wisely
- Already sufficient public funds to meet local needs
- Not able to afford increased taxes
- I would not personally benefit from increased recreational facilities
- Don't know enough

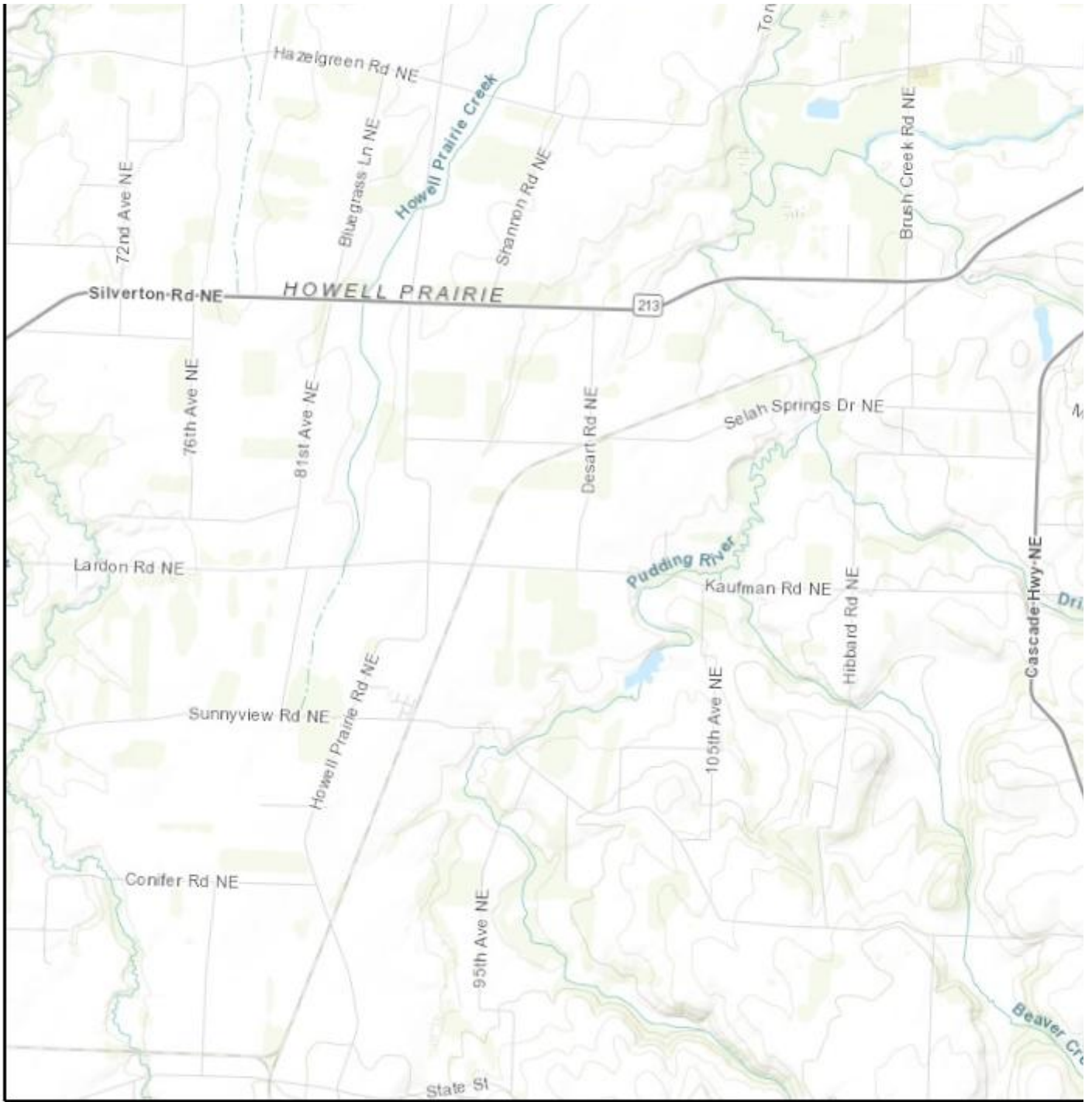
Other:

Are there other ideas, concerns, or questions you have about parks and recreation in the City of Silverton?

Please click on the map to share where you live in the area. If your home is not on this map, please see next question.

If your home is not on this map, please advance to the next question.





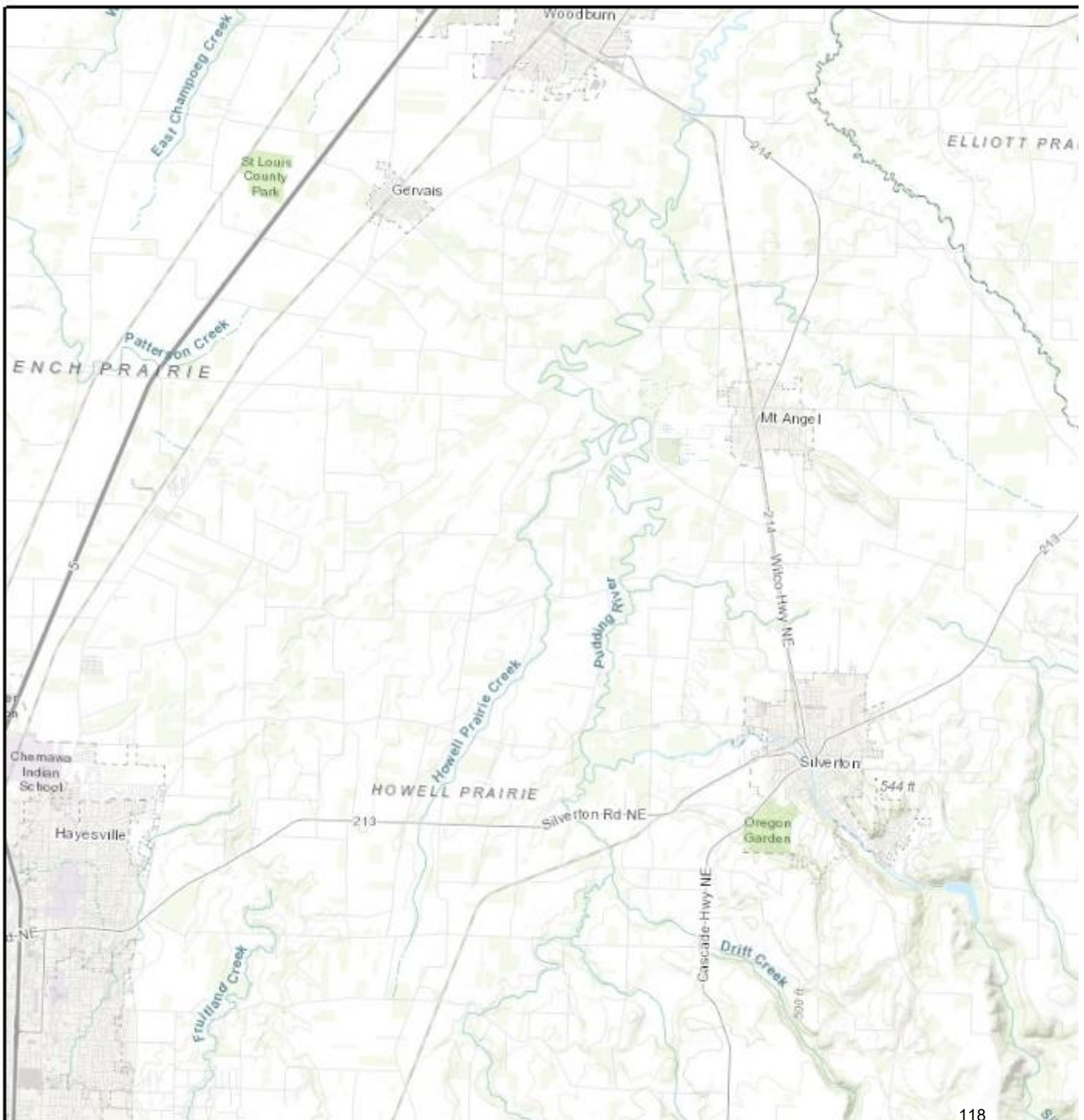
Please click on the map to share where you live in the area.







You indicated earlier that you own a business, please click on the map to indicate where your primary operations are located. (Use main office or location if you have multiple locations.)





If your **business** location is not on the map, please share here:

Finally, we need to ask some questions about you and your household to understand how representative our survey responses are of the Silverton area.

What is your age?

- 18 - 24
- 25 - 34
- 35 - 44
- 45 - 54
- 55 - 64
- 65 - 74
- 75 - 84
- 85 or older

How many adults live in your household, including yourself?

How many children live in your household that are.....?

Infant to Preschool

Kindergarten to 5th Grade

Middle and High School

What is your gender?

Male

Female

Prefer not to say

Other

Are you of Hispanic origin?

Yes

No

Prefer not to say

Do you rent or do you own your home?

Rent

Own

Prefer not to say

Other

What is your employment status?

Employed full time

Employed part time

Unemployed looking for work

Unemployed not looking for work

Retired

Student

- Disabled
- Prefer not to say

Powered by Qualtrics

Default Report

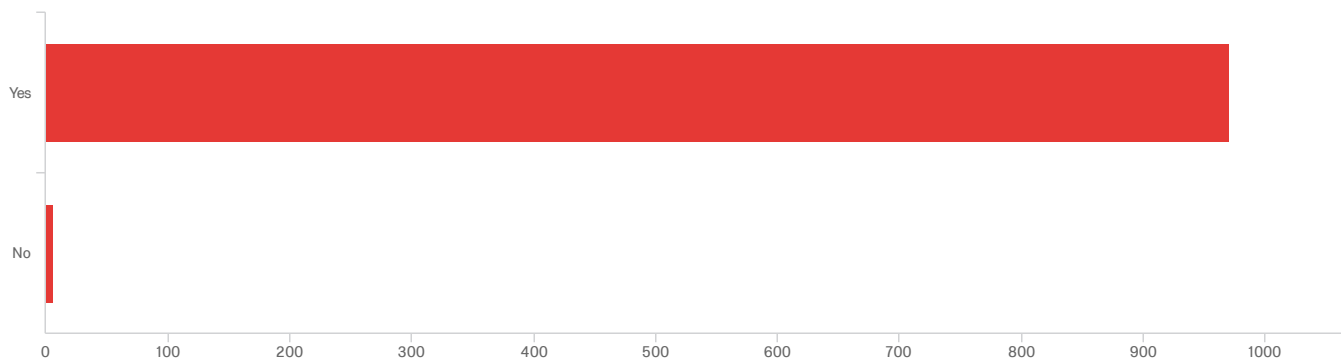
EXHIBIT DD

City of Silverton: Parks and Recreation Survey

May 29, 2019 4:04 PM PDT

screening - To begin, we would first like to ask you about yourself to make sure we

provide you with questions that are relevant. Are you 18 years of age or older?



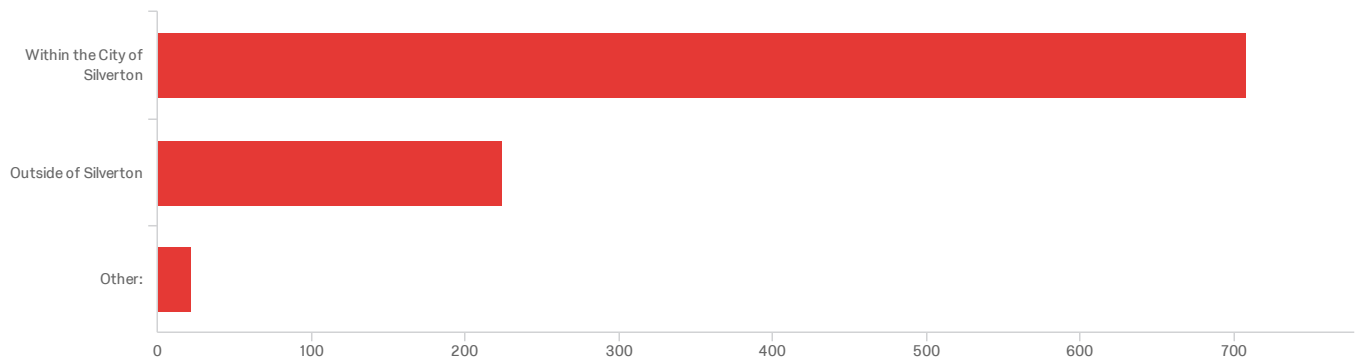
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	To begin, we would first like to ask you about yourself to make sure we provide you with questions that are relevant. Are you 18 years of age or older?	1.00	2.00	1.01	0.08	0.01	977

#	Field	Choice Count
1	Yes	99.39% 971
2	No	0.61% 6

977

Showing rows 1 - 3 of 3

localresident - Where do you live?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Where do you live? - Selected Choice	1.00	3.00	1.28	0.50	0.25	954

#	Field	Choice Count
1	Within the City of Silverton	74.21% 708
2	Outside of Silverton	23.48% 224
3	Other:	2.31% 22
		954

Showing rows 1 - 4 of 4

localresident_3_TEXT - Other:

Other:

Outside of Silverton, but within Silverton school district

Mt Angel oregon

Scott's mills - within the school district

Scotts Mills

OWN TREE FARM EAST OF SILVERTON

Right outside City limits

Other:

Scotts Mills

Mt Angel

California

Lived in Silverton 14 Years. Just moved 2 miles outside silverton.

Scott's Mills rural

Own property in silverton

Scotts Mills

Scotts Mills

another town

Scotts Mills

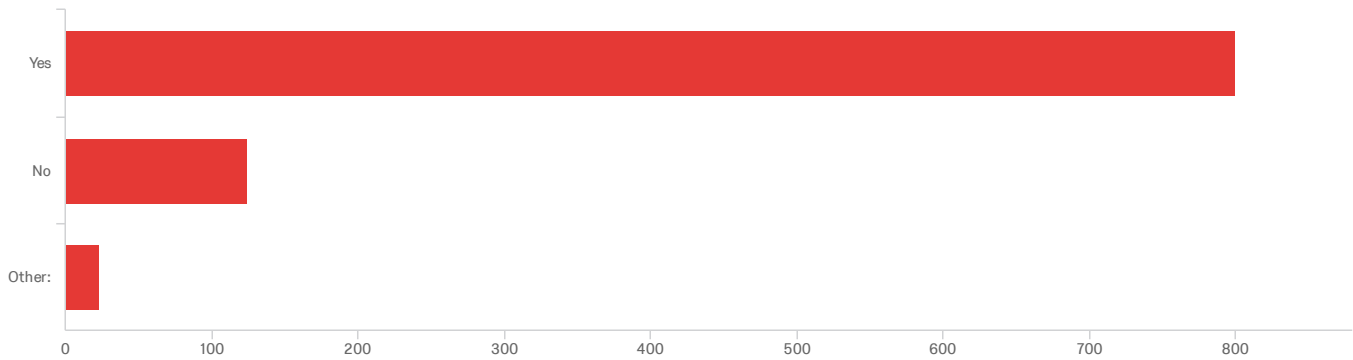
Silver falls school district boundary

Scott's mills

Mt. Angel

lebanon or.

workrecreate - Do you work or recreate within the City of Silverton?



#	Field	Choice Count
1	Yes	84.48% 800
2	No	13.09% 124
3	Other:	2.43% 23
		947

Showing rows 1 - 4 of 4

workrecreate_3_TEXT - Other:

Other:

Little

Shop

Work. No recreation.

Sometimes will use the park.

Just purchased a home 11/05/18

Retired in Silverton

Work - no. Recreate - sometimes.

Retired - Live within city limits and recreate

Occasionally

Recreate

Other:

Scotts Mills

BOTH

Work in Mt Angel

Just moved here in February. Not sure how much 'recreating' I will / can do in Silverton

I travel and one of our offices is in Silverton

Mt Angel

Both

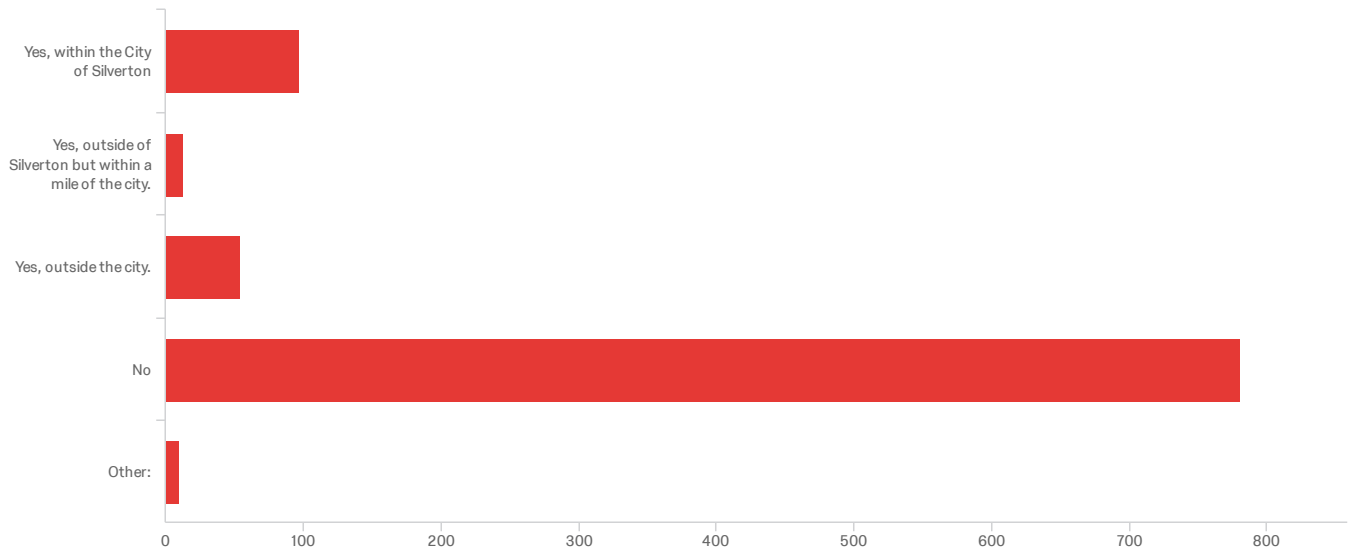
Retired

Recreate but not work

Work? No. Recreate? Occasionally.

Retired

bizowner - Do you own a business in the Silverton area?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Do you own a business in the Silverton area? - Selected Choice	1.00	5.00	3.62	0.94	0.89	955

#	Field	Choice Count
1	Yes, within the City of Silverton	10.16% 97
2	Yes, outside of Silverton but within a mile of the city.	1.36% 13
3	Yes, outside the city.	5.65% 54
4	No	81.78% 781
5	Other:	1.05% 10
		955

Showing rows 1 - 6 of 6

bizowner_5_TEXT - Other:

Other:

Home Office

a little over a mile outside of town

Other:

Scotts Mills

I manage a business

Retired

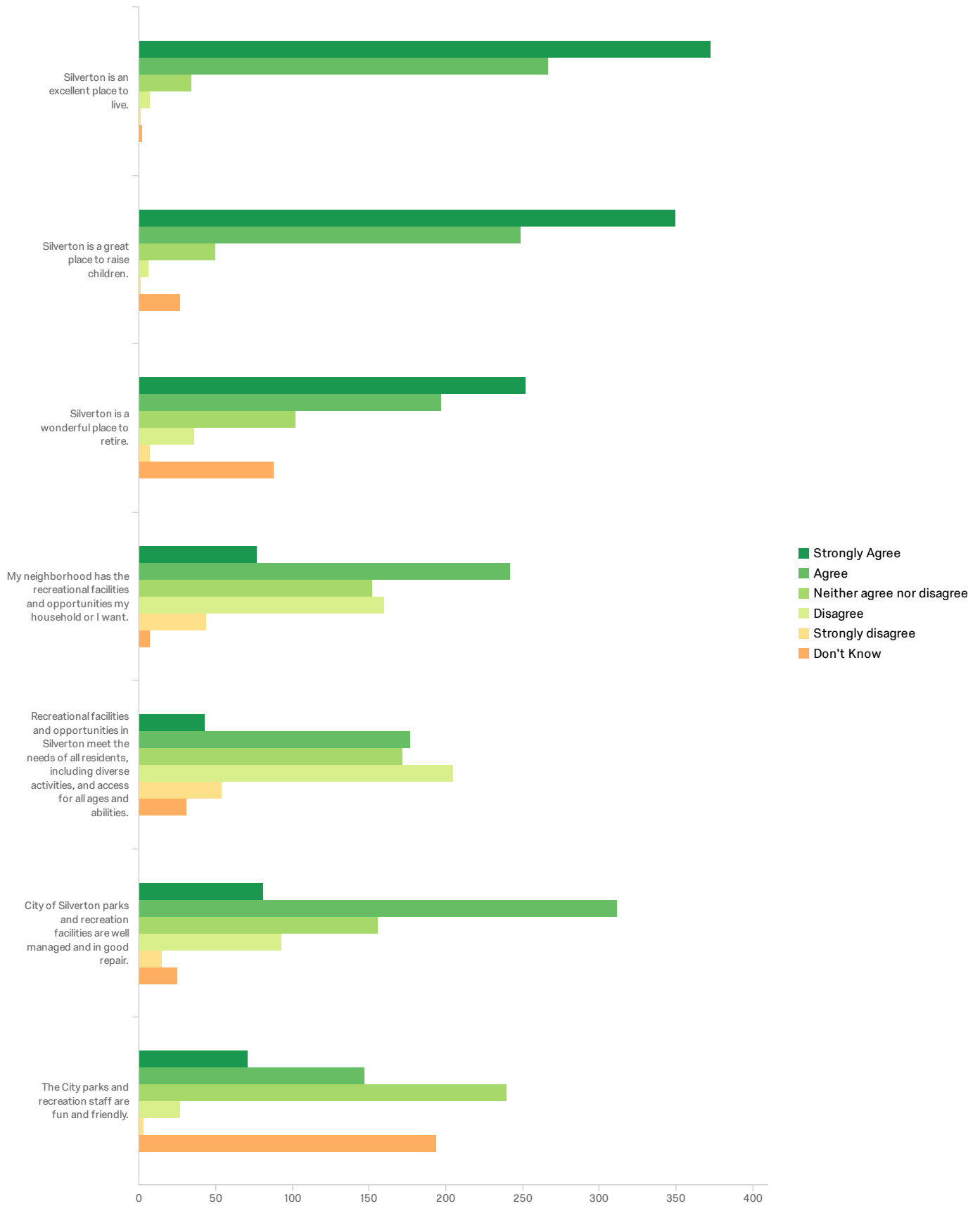
Just sold my silvertown business

Farm

Sold it

Church

perspectivescity - First, we would like to learn about your opinions on Silverton and recreation opportunities in the City. Please indicate your agreement with the following statements:



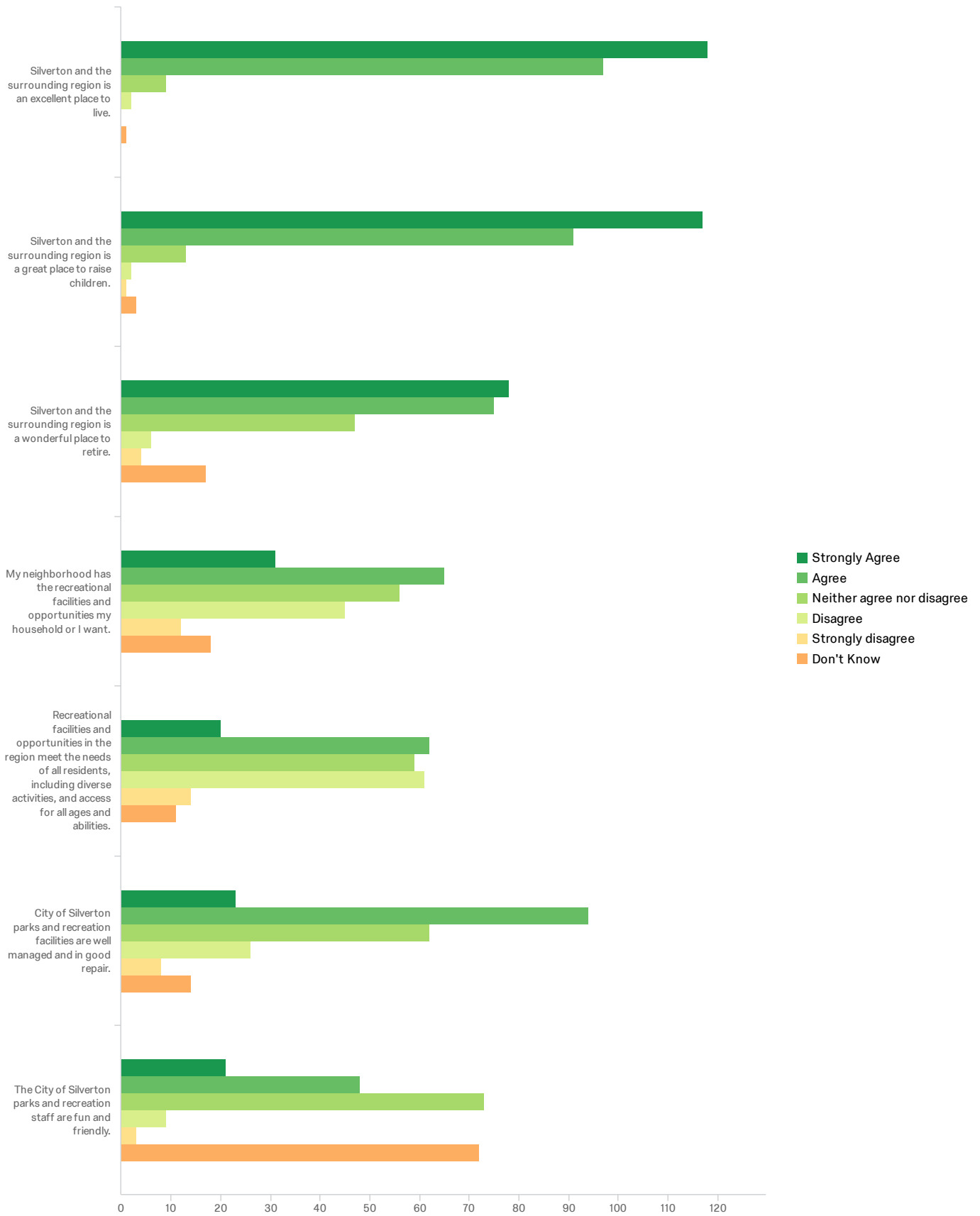
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
---	-------	---------	---------	------	---------------	----------	-------

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Silverton is an excellent place to live.	1.00	6.00	1.54	0.70	0.49	684
2	Silverton is a great place to raise children.	1.00	6.00	1.74	1.10	1.20	683
3	Silverton is a wonderful place to retire.	1.00	6.00	2.43	1.64	2.70	682
4	My neighborhood has the recreational facilities and opportunities my household or I want.	1.00	6.00	2.81	1.16	1.36	682
5	Recreational facilities and opportunities in Silverton meet the needs of all residents, including diverse activities, and access for all ages and abilities.	1.00	6.00	3.21	1.22	1.49	682
6	City of Silverton parks and recreation facilities are well managed and in good repair.	1.00	6.00	2.60	1.15	1.32	682
7	The City parks and recreation staff are fun and friendly.	1.00	6.00	3.48	1.74	3.02	682

#	Field	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't Know	Total
1	Silverton is an excellent place to live.	54.53% 373	39.04% 267	4.97% 34	1.02% 7	0.15% 1	0.29% 2	684
2	Silverton is a great place to raise children.	51.24% 350	36.46% 249	7.32% 50	0.88% 6	0.15% 1	3.95% 27	683
3	Silverton is a wonderful place to retire.	36.95% 252	28.89% 197	14.96% 102	5.28% 36	1.03% 7	12.90% 88	682
4	My neighborhood has the recreational facilities and opportunities my household or I want.	11.29% 77	35.48% 242	22.29% 152	23.46% 160	6.45% 44	1.03% 7	682
5	Recreational facilities and opportunities in Silverton meet the needs of all residents, including diverse activities, and access for all ages and abilities.	6.30% 43	25.95% 177	25.22% 172	30.06% 205	7.92% 54	4.55% 31	682
6	City of Silverton parks and recreation facilities are well managed and in good repair.	11.88% 81	45.75% 312	22.87% 156	13.64% 93	2.20% 15	3.67% 25	682
7	The City parks and recreation staff are fun and friendly.	10.41% 71	21.55% 147	35.19% 240	3.96% 27	0.44% 3	28.45% 194	682

Showing rows 1 - 7 of 7

perspectivesoutside - First, we would like to learn about your opinions on Silverton and recreation opportunities in the City. Please indicate your agreement with the following statements:



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
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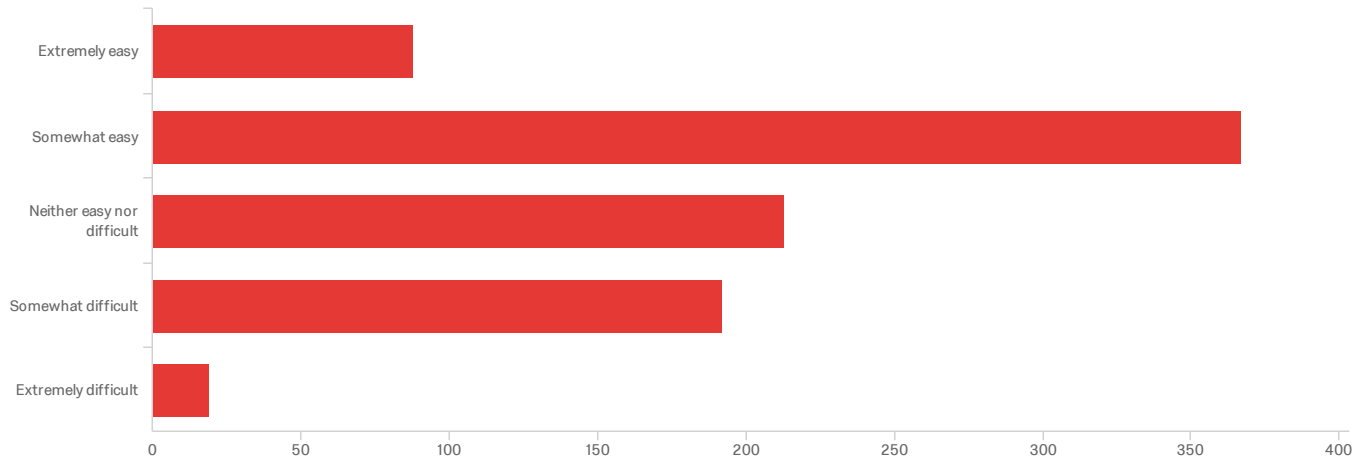
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Silverton and the surrounding region is an excellent place to live.	1.00	6.00	1.56	0.68	0.47	227
2	Silverton and the surrounding region is a great place to raise children.	1.00	6.00	1.63	0.85	0.72	227
3	Silverton and the surrounding region is a wonderful place to retire.	1.00	6.00	2.27	1.39	1.94	227
4	My neighborhood has the recreational facilities and opportunities my household or I want.	1.00	6.00	2.98	1.40	1.96	227
5	Recreational facilities and opportunities in the region meet the needs of all residents, including diverse activities, and access for all ages and abilities.	1.00	6.00	3.09	1.25	1.57	227
6	City of Silverton parks and recreation facilities are well managed and in good repair.	1.00	6.00	2.75	1.25	1.57	227
7	The City of Silverton parks and recreation staff are fun and friendly.	1.00	6.00	3.62	1.78	3.16	226

#	Field	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't Know	Total
1	Silverton and the surrounding region is an excellent place to live.	51.98% 118	42.73% 97	3.96% 9	0.88% 2	0.00% 0	0.44% 1	227
2	Silverton and the surrounding region is a great place to raise children.	51.54% 117	40.09% 91	5.73% 13	0.88% 2	0.44% 1	1.32% 3	227
3	Silverton and the surrounding region is a wonderful place to retire.	34.36% 78	33.04% 75	20.70% 47	2.64% 6	1.76% 4	7.49% 17	227
4	My neighborhood has the recreational facilities and opportunities my household or I want.	13.66% 31	28.63% 65	24.67% 56	19.82% 45	5.29% 12	7.93% 18	227
5	Recreational facilities and opportunities in the region meet the needs of all residents, including diverse activities, and access for all ages and abilities.	8.81% 20	27.31% 62	25.99% 59	26.87% 61	6.17% 14	4.85% 11	227
6	City of Silverton parks and recreation facilities are well managed and in good repair.	10.13% 23	41.41% 94	27.31% 62	11.45% 26	3.52% 8	6.17% 14	227

#	Field	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't Know	Total
7	The City of Silverton parks and recreation staff are fun and friendly.	9.29% 21	21.24% 48	32.30% 73	3.98% 9	1.33% 3	31.86% 72	226

Showing rows 1 - 7 of 7

ease_sport - When you are interested in participating in a recreational activity or sport, how easy or difficult is it for you to find an opportunity?

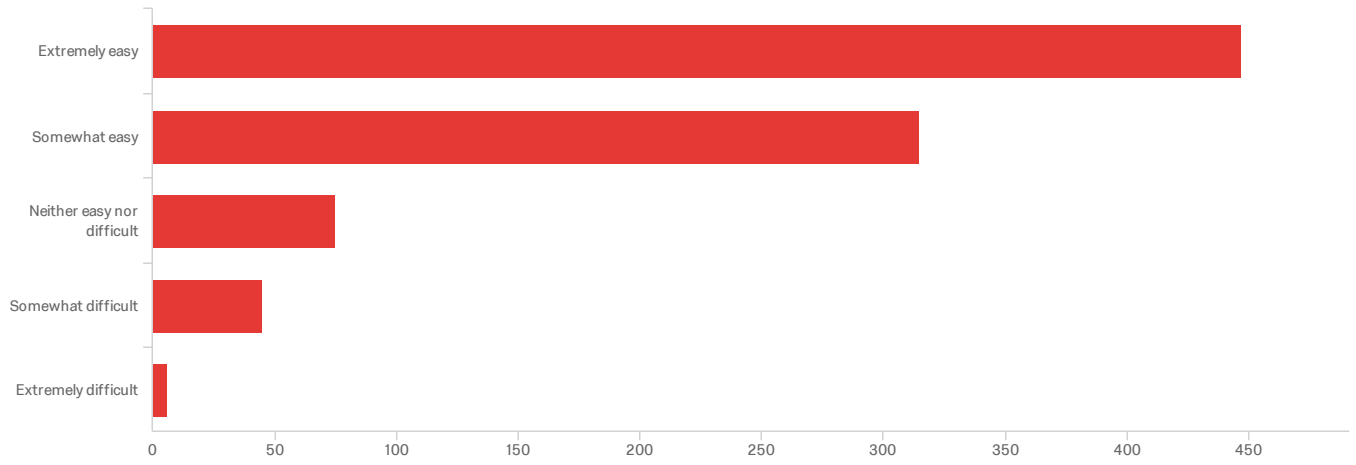


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	When you are interested in participating in a recreational activity or sport, how easy or difficult is it for you to find an opportunity?	1.00	5.00	2.64	1.00	1.00	879

#	Field	Choice Count
1	Extremely easy	10.01% 88
2	Somewhat easy	41.75% 367
3	Neither easy nor difficult	24.23% 213
4	Somewhat difficult	21.84% 192
5	Extremely difficult	2.16% 19
		879

Showing rows 1 - 6 of 6

ease_find - When you want to visit a park in Silverton, how easy or difficult is it for you to find a park?

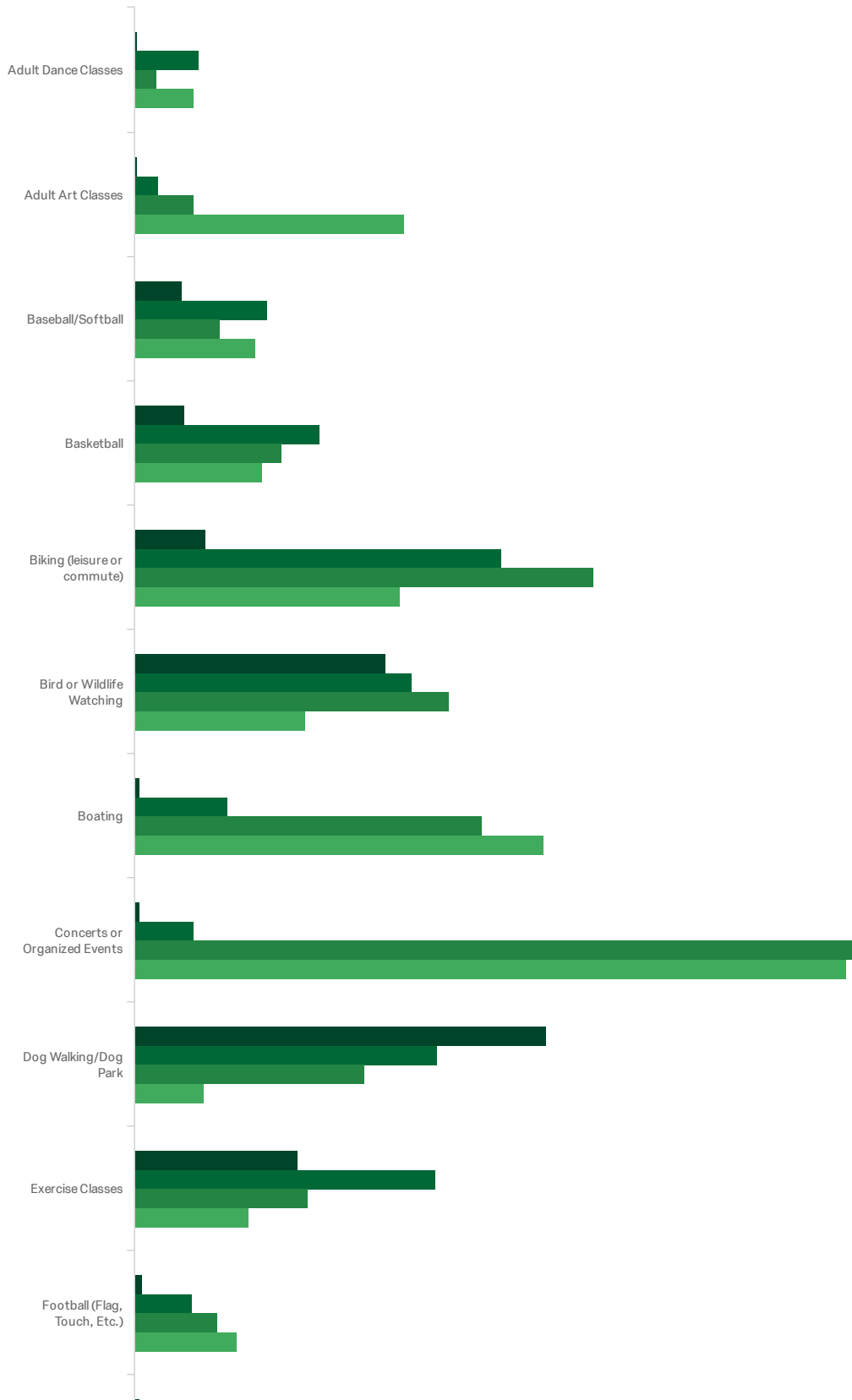


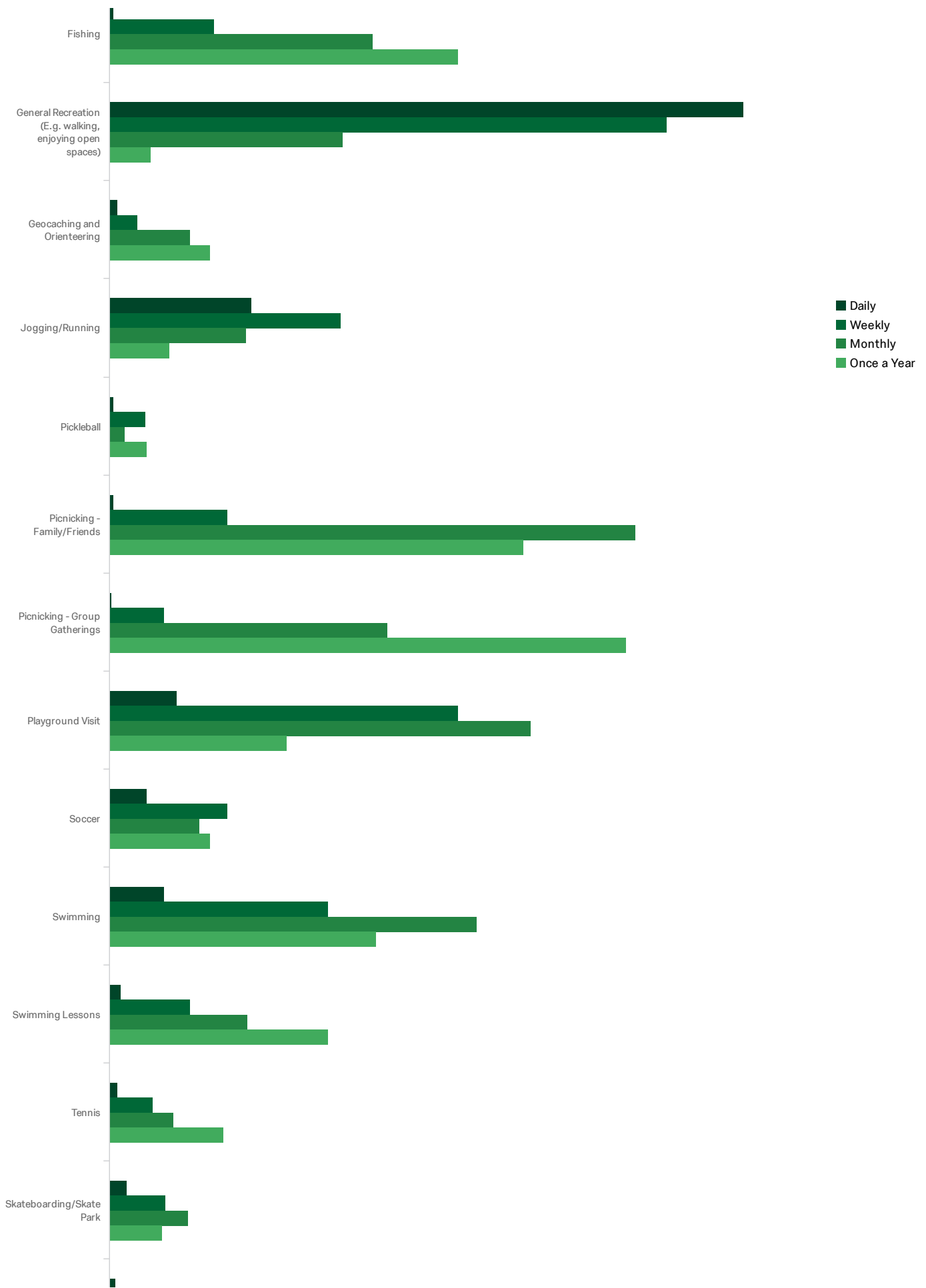
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	When you want to visit a park in Silverton, how easy or difficult is it for you to find a park?	1.00	5.00	1.70	0.87	0.76	888

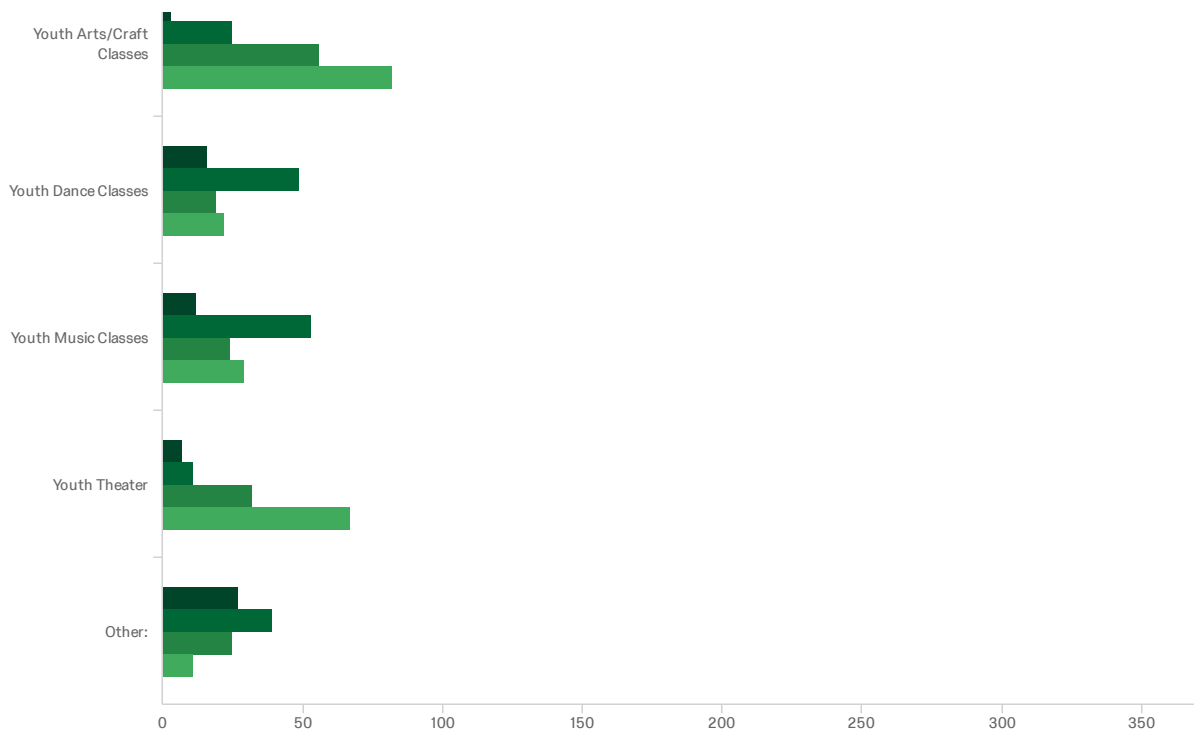
#	Field	Choice Count
1	Extremely easy	50.34% 447
2	Somewhat easy	35.47% 315
3	Neither easy nor difficult	8.45% 75
4	Somewhat difficult	5.07% 45
5	Extremely difficult	0.68% 6
		888

Showing rows 1 - 6 of 6

activities - Thinking over the past 12 months, how often have you or members of your household participated in any of the following.







#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
13	General Recreation (E.g. walking, enjoying open spaces)	1.00	4.00	1.78	0.81	0.66	786
8	Concerts or Organized Events	1.00	4.00	3.43	0.59	0.34	635
17	Picnicking - Family/Friends	1.00	4.00	3.27	0.66	0.44	569
19	Playground Visit	1.00	4.00	2.70	0.83	0.69	544
5	Biking (leisure or commute)	1.00	4.00	2.79	0.86	0.74	491
21	Swimming	1.00	4.00	2.93	0.88	0.77	486
18	Picnicking - Group Gatherings	1.00	4.00	3.54	0.62	0.39	456
9	Dog Walking/Dog Park	1.00	4.00	1.96	0.95	0.90	428
6	Bird or Wildlife Watching	1.00	4.00	2.40	1.04	1.07	428
12	Fishing	1.00	4.00	3.33	0.74	0.54	386
7	Boating	1.00	4.00	3.36	0.69	0.48	361
10	Exercise Classes	1.00	4.00	2.32	0.98	0.95	317
15	Jogging/Running	1.00	4.00	2.20	0.93	0.87	305
22	Swimming Lessons	1.00	4.00	3.26	0.84	0.70	240

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
4	Basketball	1.00	4.00	2.69	0.95	0.91	215
20	Soccer	1.00	4.00	2.74	1.00	0.99	185
25	Youth Arts/Craft Classes	1.00	4.00	3.31	0.79	0.62	166
3	Baseball/Softball	1.00	4.00	2.72	1.03	1.07	163
2	Adult Art Classes	1.00	4.00	3.68	0.63	0.39	150
23	Tennis	1.00	4.00	3.25	0.87	0.76	122
27	Youth Music Classes	1.00	4.00	2.59	0.97	0.94	118
28	Youth Theater	1.00	4.00	3.36	0.88	0.78	117
14	Geocaching and Orienteering	1.00	4.00	3.27	0.81	0.66	116
24	Skateboarding/Skate Park	1.00	4.00	2.82	0.91	0.83	109
26	Youth Dance Classes	1.00	4.00	2.44	0.98	0.96	106
11	Football (Flag, Touch, Etc.)	1.00	4.00	3.12	0.86	0.74	105
29	Other:	1.00	4.00	2.20	0.95	0.90	102
1	Adult Dance Classes	1.00	4.00	2.94	0.95	0.90	62
16	Pickleball	1.00	4.00	2.94	0.98	0.96	49

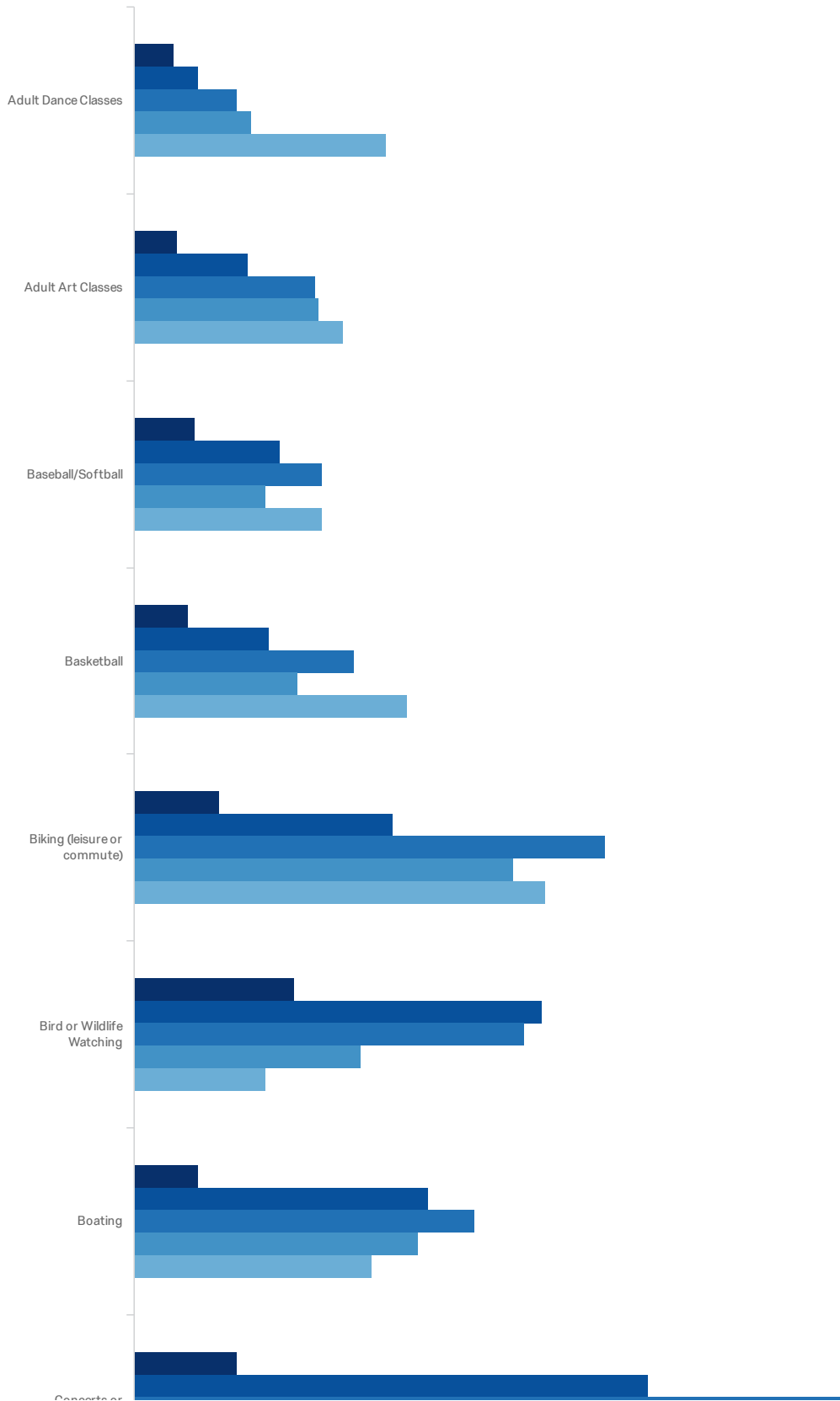
#	Field	Daily	Weekly	Monthly	Once a Year	Total
1	Adult Dance Classes	1.61% 1	43.55% 27	14.52% 9	40.32% 25	62
2	Adult Art Classes	0.67% 1	6.67% 10	16.67% 25	76.00% 114	150
3	Baseball/Softball	12.27% 20	34.36% 56	22.09% 36	31.29% 51	163
4	Basketball	9.77% 21	36.28% 78	28.84% 62	25.12% 54	215
5	Biking (leisure or commute)	6.11% 30	31.57% 155	39.51% 194	22.81% 112	491
6	Bird or Wildlife Watching	24.77% 106	27.34% 117	31.07% 133	16.82% 72	428
7	Boating	0.55% 2	10.80% 39	40.72% 147	47.92% 173	361
8	Concerts or Organized Events	0.31% 2	3.94% 25	48.35% 307	47.40% 301	635

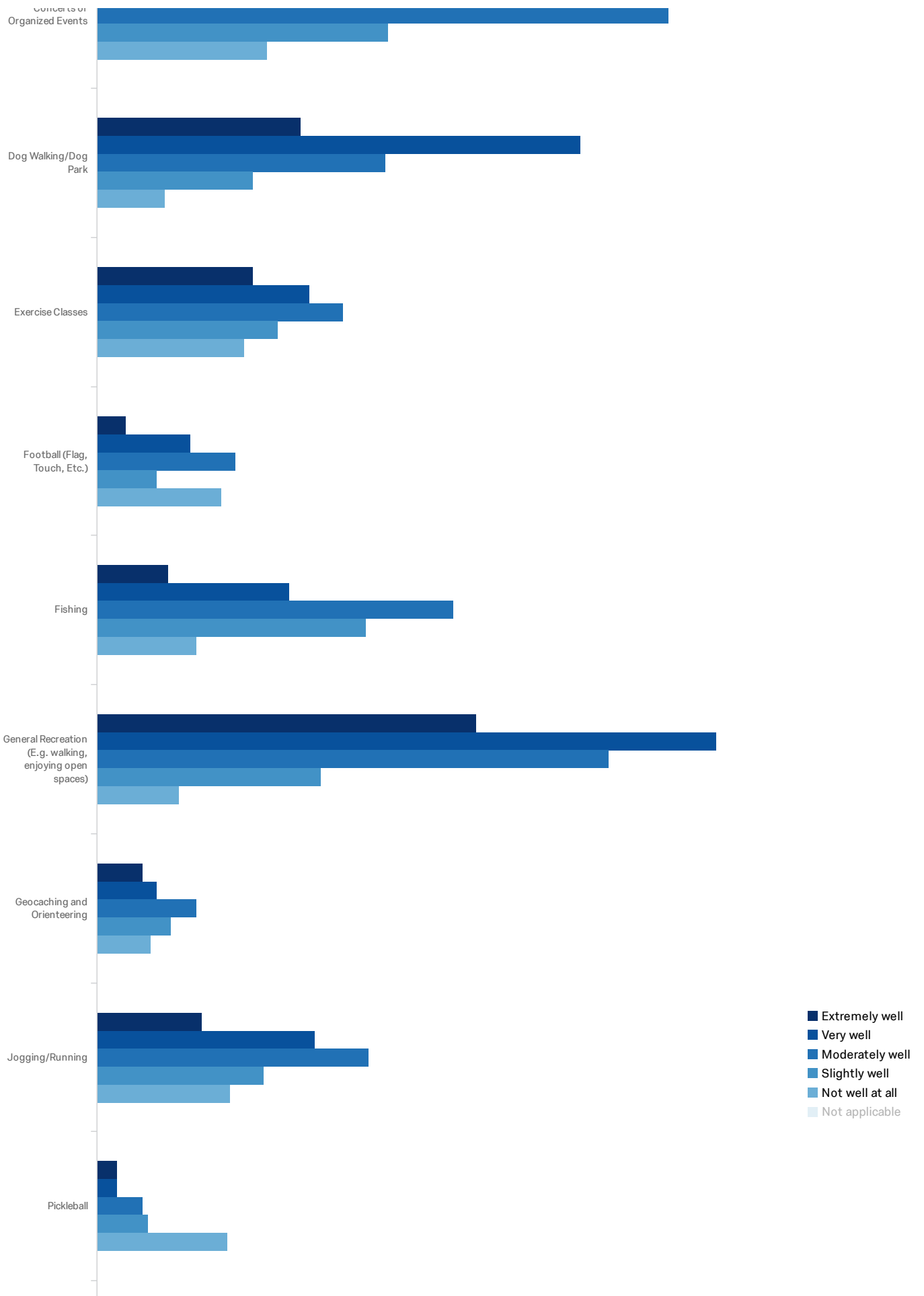
#	Field	Daily		Weekly		Monthly		Once a Year		Total
9	Dog Walking/Dog Park	40.65%	174	29.91%	128	22.66%	97	6.78%	29	428
10	Exercise Classes	21.77%	69	40.06%	127	23.03%	73	15.14%	48	317
11	Football (Flag, Touch, Etc.)	2.86%	3	22.86%	24	33.33%	35	40.95%	43	105
12	Fishing	0.52%	2	14.51%	56	36.53%	141	48.45%	187	386
13	General Recreation (E.g. walking, enjoying open spaces)	43.26%	340	38.04%	299	15.90%	125	2.80%	22	786
14	Geocaching and Orienteering	3.45%	4	12.93%	15	37.07%	43	46.55%	54	116
15	Jogging/Running	24.92%	76	40.66%	124	23.93%	73	10.49%	32	305
16	Pickleball	4.08%	2	38.78%	19	16.33%	8	40.82%	20	49
17	Picnicking - Family/Friends	0.35%	2	11.07%	63	49.56%	282	39.02%	222	569
18	Picnicking - Group Gatherings	0.22%	1	6.36%	29	32.68%	149	60.75%	277	456
19	Playground Visit	6.62%	36	34.38%	187	41.54%	226	17.46%	95	544
20	Soccer	10.81%	20	34.05%	63	25.95%	48	29.19%	54	185
21	Swimming	5.97%	29	24.07%	117	40.53%	197	29.42%	143	486
22	Swimming Lessons	2.50%	6	17.92%	43	30.83%	74	48.75%	117	240
23	Tennis	3.28%	4	18.85%	23	27.87%	34	50.00%	61	122
24	Skateboarding/Skate Park	8.26%	9	27.52%	30	38.53%	42	25.69%	28	109
25	Youth Arts/Craft Classes	1.81%	3	15.06%	25	33.73%	56	49.40%	82	166
26	Youth Dance Classes	15.09%	16	46.23%	49	17.92%	19	20.75%	22	106
27	Youth Music Classes	10.17%	12	44.92%	53	20.34%	24	24.58%	29	118
28	Youth Theater	5.98%	7	9.40%	11	27.35%	32	57.26%	67	117
29	Other:	26.47%	27	38.24%	39	24.51%	25	10.78%	11	102

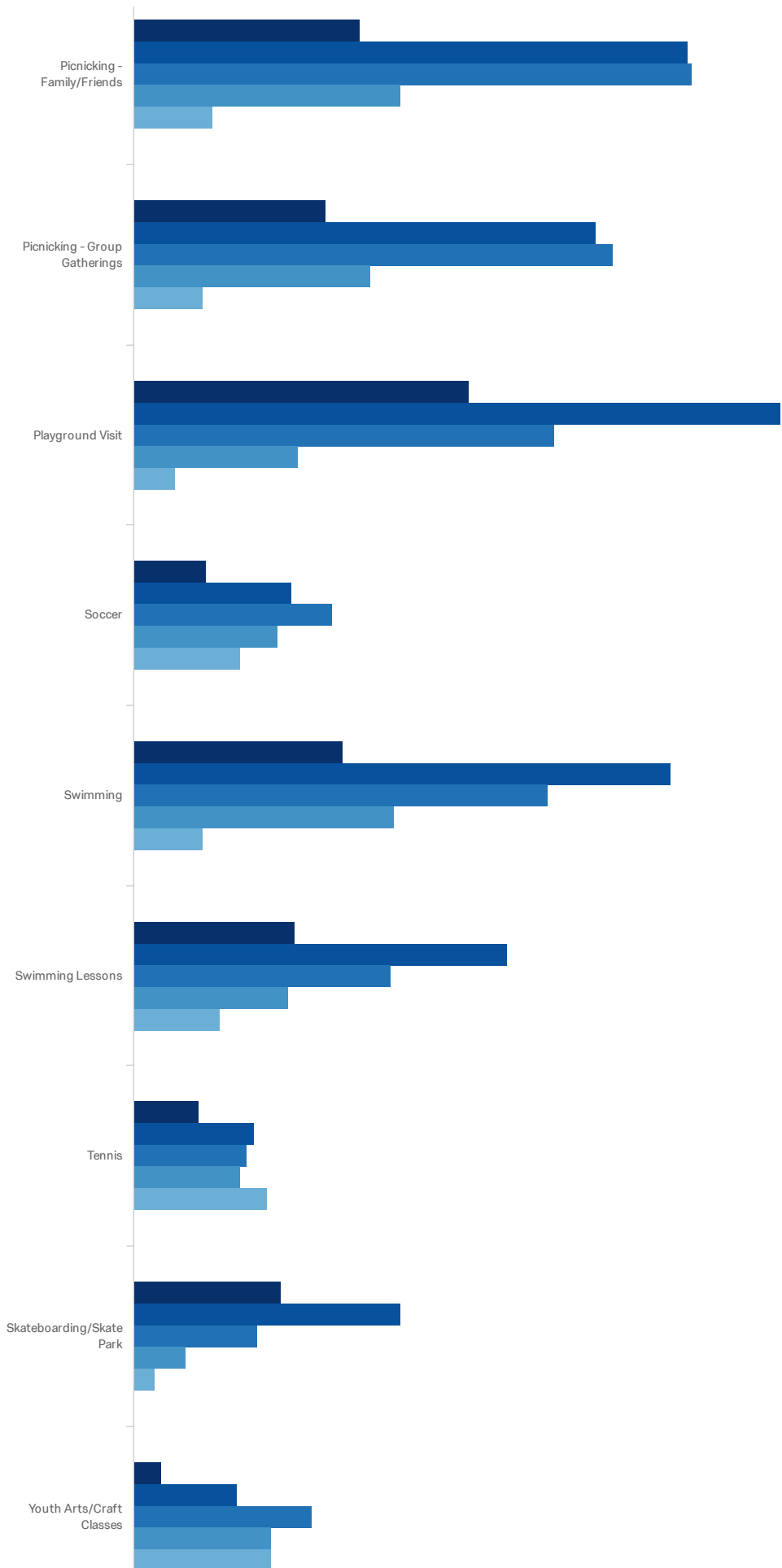
Showing rows 1 - 29 of 29

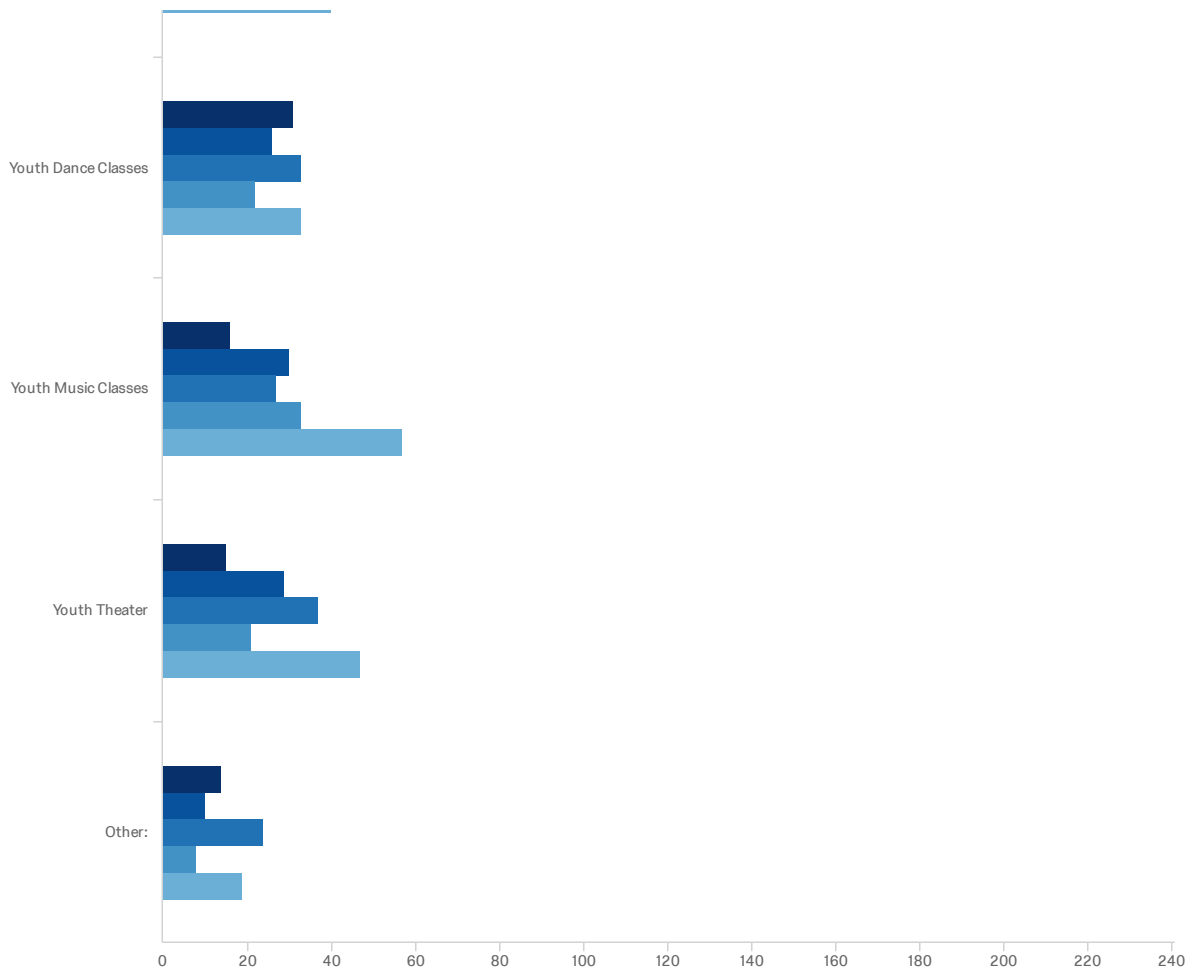
los_activities - Based on the activities you indicated participating in, how well do current

City of Silverton facilities serve your recreation needs?









#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Adult Dance Classes	1.00	6.00	5.37	1.21	1.45	554
2	Adult Art Classes	1.00	6.00	5.10	1.39	1.94	559
3	Baseball/Softball	1.00	6.00	5.01	1.51	2.27	543
4	Basketball	1.00	6.00	4.92	1.48	2.18	537
5	Biking (leisure or commute)	1.00	6.00	4.15	1.51	2.27	616
6	Bird or Wildlife Watching	1.00	6.00	3.99	1.79	3.20	588
7	Boating	1.00	6.00	4.40	1.62	2.61	587
8	Concerts or Organized Events	1.00	6.00	3.50	1.45	2.11	640
9	Dog Walking/Dog Park	1.00	6.00	3.58	1.85	3.43	613
10	Exercise Classes	1.00	6.00	4.25	1.80	3.25	580
11	Football (Flag, Touch, Etc.)	1.00	6.00	5.22	1.39	1.93	531

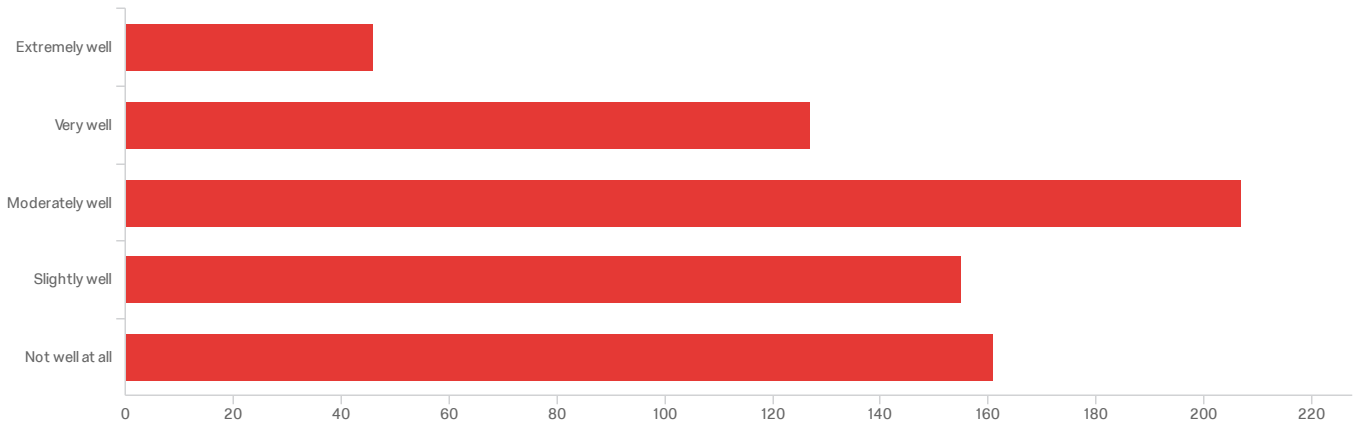
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
12	Fishing	1.00	6.00	4.28	1.63	2.65	580
13	General Recreation (E.g. walking, enjoying open spaces)	1.00	6.00	2.71	1.39	1.93	691
14	Geocaching and Orienteering	1.00	6.00	5.36	1.34	1.81	528
15	Jogging/Running	1.00	6.00	4.36	1.74	3.04	576
16	Pickleball	1.00	6.00	5.63	0.96	0.92	518
17	Picnicking - Family/Friends	1.00	6.00	3.26	1.60	2.56	601
18	Picnicking - Group Gatherings	1.00	6.00	3.54	1.72	2.95	568
19	Playground Visit	1.00	6.00	3.20	1.78	3.18	615
20	Soccer	1.00	6.00	4.94	1.58	2.51	545
21	Swimming	1.00	6.00	3.55	1.76	3.10	600
22	Swimming Lessons	1.00	6.00	4.21	1.88	3.52	565
23	Tennis	1.00	6.00	5.18	1.46	2.14	533
24	Skateboarding/Skate Park	1.00	6.00	4.74	1.87	3.51	531
25	Youth Arts/Craft Classes	1.00	6.00	5.18	1.36	1.86	534
26	Youth Dance Classes	1.00	6.00	5.18	1.54	2.37	528
27	Youth Music Classes	1.00	6.00	5.24	1.38	1.89	530
28	Youth Theater	1.00	6.00	5.27	1.38	1.91	533
29	Other:	1.00	6.00	5.43	1.31	1.72	380

#	Field	Extremely well	Very well	Moderately well	Slightly well	Not well at all	Not applicable	Total
1	Adult Dance Classes	1.99% 11	3.25% 18	5.23% 29	5.96% 33	12.82% 71	70.76% 392	554
2	Adult Art Classes	2.15% 12	5.72% 32	9.12% 51	9.30% 52	10.55% 59	63.15% 353	559
3	Baseball/Softball	3.13% 17	7.55% 41	9.76% 53	6.81% 37	9.76% 53	62.98% 342	543
4	Basketball	2.79% 15	7.08% 38	11.55% 62	8.57% 46	14.34% 77	55.68% 299	537

#	Field	Extremely well		Very well		Moderately well		Slightly well		Not well at all		Not applicable		Total
5	Biking (leisure or commute)	3.90%	24	11.85%	73	21.59%	133	17.37%	107	18.83%	116	26.46%	163	616
6	Bird or Wildlife Watching	7.65%	45	19.56%	115	18.71%	110	10.88%	64	6.29%	37	36.90%	217	588
7	Boating	3.07%	18	14.14%	83	16.35%	96	13.63%	80	11.41%	67	41.40%	243	587
8	Concerts or Organized Events	4.53%	29	22.66%	145	31.56%	202	16.09%	103	9.38%	60	15.78%	101	640
9	Dog Walking/Dog Park	11.75%	72	27.90%	171	16.64%	102	8.97%	55	3.92%	24	30.83%	189	613
10	Exercise Classes	9.48%	55	12.93%	75	15.00%	87	11.03%	64	8.97%	52	42.59%	247	580
11	Football (Flag, Touch, Etc.)	1.88%	10	6.21%	33	9.23%	49	3.95%	21	8.29%	44	70.43%	374	531
12	Fishing	4.31%	25	11.72%	68	21.72%	126	16.38%	95	6.03%	35	39.83%	231	580
13	General Recreation (E.g. walking, enjoying open spaces)	19.39%	134	31.69%	219	26.19%	181	11.43%	79	4.20%	29	7.09%	49	691
14	Geocaching and Orienteering	3.03%	16	3.98%	21	6.63%	35	4.92%	26	3.60%	19	77.84%	411	528
15	Jogging/Running	6.42%	37	13.37%	77	16.67%	96	10.24%	59	8.16%	47	45.14%	260	576
16	Pickleball	1.35%	7	1.35%	7	3.09%	16	3.47%	18	8.88%	46	81.85%	424	518
17	Picnicking - Family/Friends	10.98%	66	26.96%	162	27.12%	163	12.98%	78	3.83%	23	18.14%	109	601
18	Picnicking - Group Gatherings	9.86%	56	23.77%	135	24.65%	140	12.15%	69	3.52%	20	26.06%	148	568
19	Playground Visit	15.93%	98	30.73%	189	20.00%	123	7.80%	48	1.95%	12	23.58%	145	615
20	Soccer	3.85%	21	8.44%	46	10.64%	58	7.71%	42	5.69%	31	63.67%	347	545
21	Swimming	10.17%	61	26.17%	157	20.17%	121	12.67%	76	3.33%	20	27.50%	165	600
22	Swimming Lessons	8.32%	47	19.29%	109	13.27%	75	7.96%	45	4.42%	25	46.73%	264	565
23	Tennis	3.56%	19	6.57%	35	6.19%	33	5.82%	31	7.32%	39	70.54%	376	533
24	Skateboarding/Skate Park	8.10%	43	14.69%	78	6.78%	36	2.82%	15	1.13%	6	66.48%	353	531
25	Youth Arts/Craft Classes	1.50%	8	5.62%	30	9.74%	52	7.49%	40	7.49%	40	68.16%	364	534
26	Youth Dance Classes	5.87%	31	4.92%	26	6.25%	33	4.17%	22	6.25%	33	72.54%	383	528
27	Youth Music Classes	3.02%	16	5.66%	30	5.09%	27	6.23%	33	10.75%	57	69.25%	367	530
28	Youth Theater	2.81%	15	5.44%	29	6.94%	37	3.94%	21	8.82%	47	72.05%	384	533
29	Other:	3.68%	14	2.63%	10	6.32%	24	2.11%	8	5.00%	19	80.26%	305	380

Showing rows 1 - 29 of 29

trails - How well do local trails serve your needs? Trail uses can include cycling, jogging, running and walking.

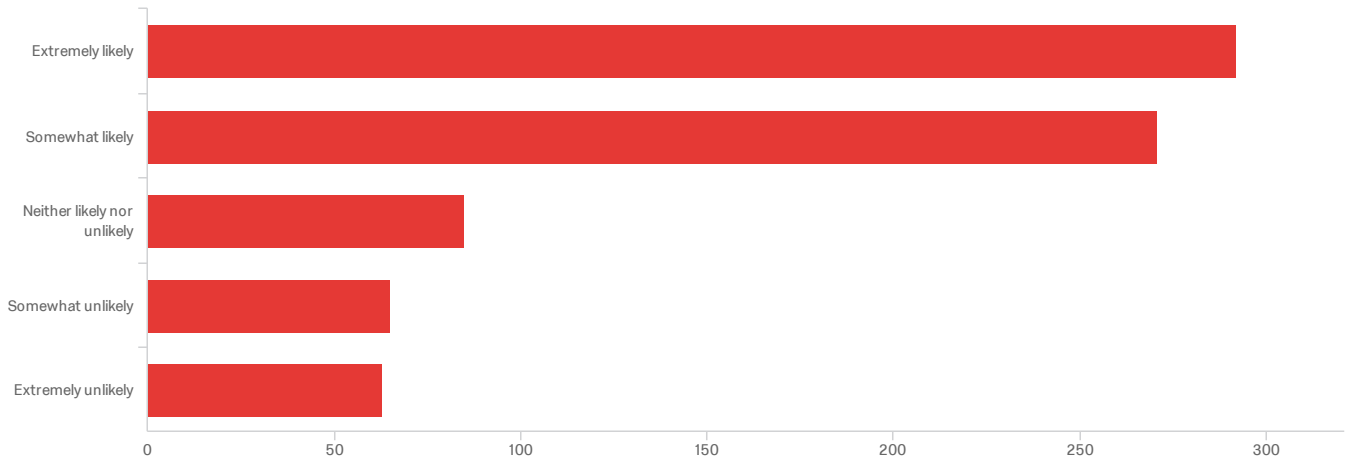


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	How well do local trails serve your needs? Trail uses can include cycling, jogging, running and walking.	14.00	18.00	16.37	1.21	1.46	696

#	Field	Choice Count
14	Extremely well	6.61% 46
15	Very well	18.25% 127
16	Moderately well	29.74% 207
17	Slightly well	22.27% 155
18	Not well at all	23.13% 161
		696

Showing rows 1 - 6 of 6

indoorfac - How likely would you or those in your household be to use a multi-purpose indoor facility that could be used for indoor sports, community gatherings, classes, workshops, or other indoor activities?



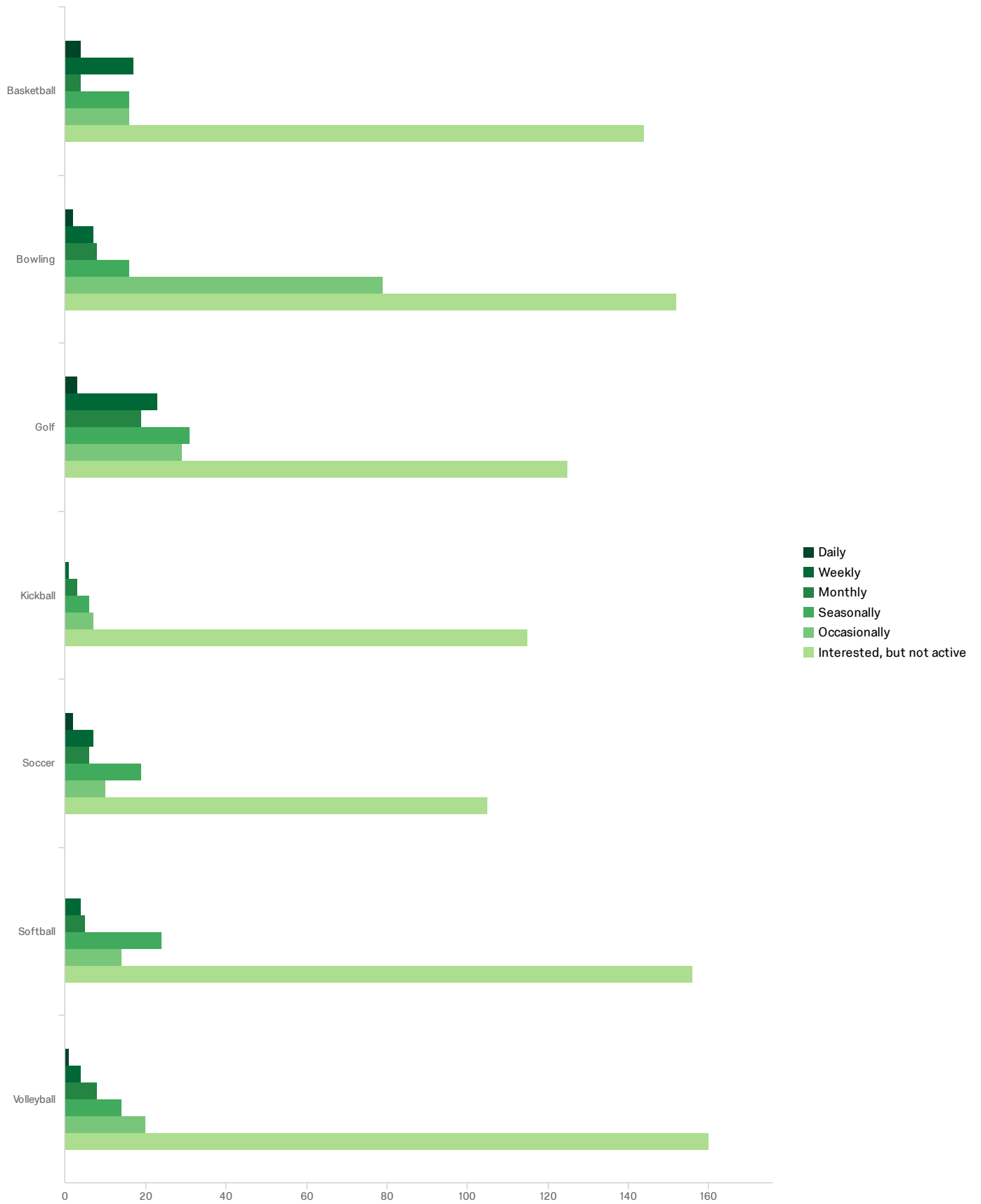
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
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1	How likely would you or those in your household be to use a multi-purpose indoor facility that could be used for indoor sports, community gatherings, classes, workshops, or other indoor activities?	65.00	69.00	66.14	1.24	1.53	776
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#	Field	Choice Count
1	Extremely likely	37.63% 292
2	Somewhat likely	34.92% 271
3	Neither likely nor unlikely	10.95% 85
4	Somewhat unlikely	8.38% 65
5	Extremely unlikely	8.12% 63
		776

Showing rows 1 - 6 of 6

adultsports - Do you participate in adult league sports? If so please indicate below the sport and how often. If you are not participating in one of these sports, but are interested, please use: "Interested, but not active."



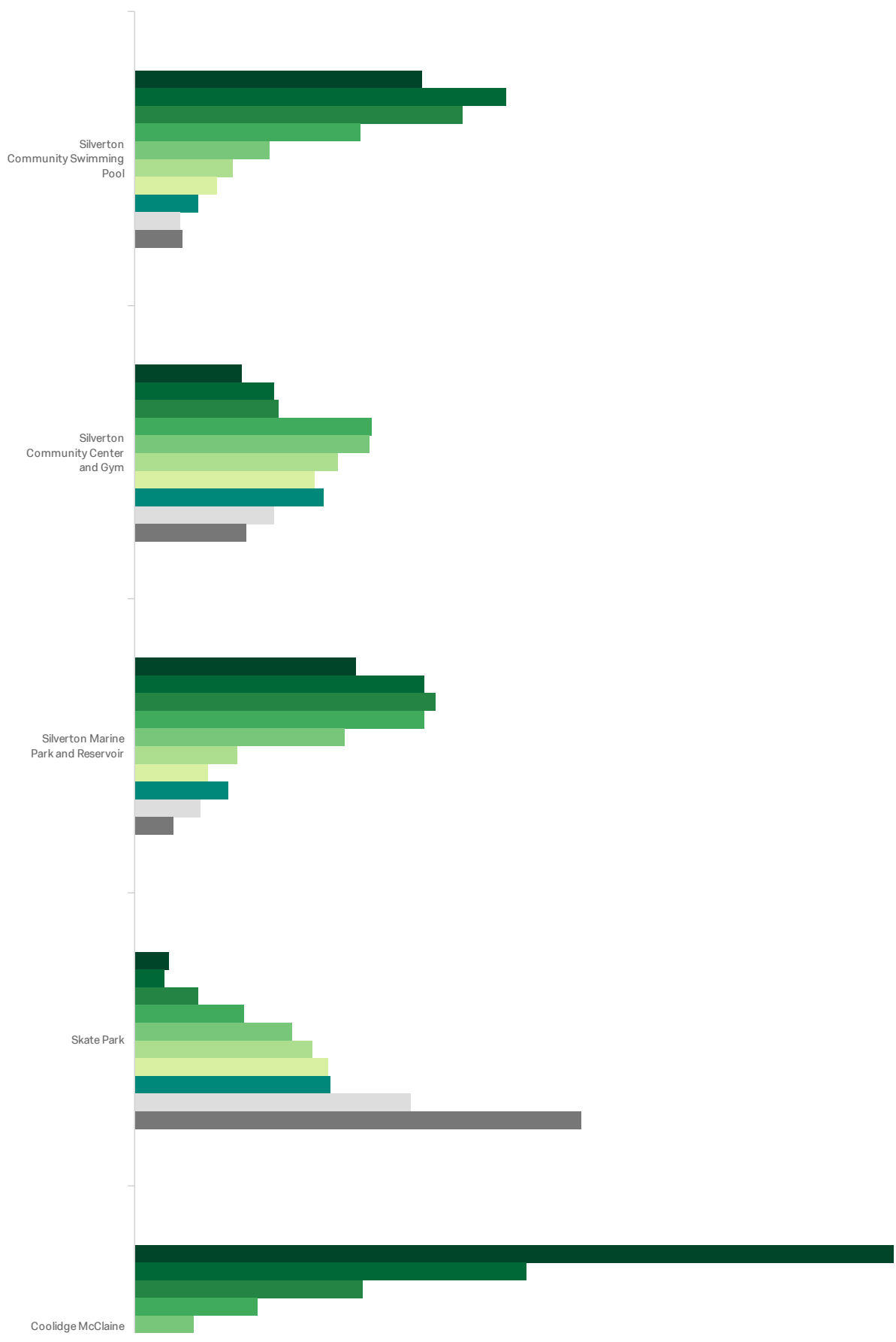
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Basketball	1.00	6.00	5.26	1.37	1.89	201

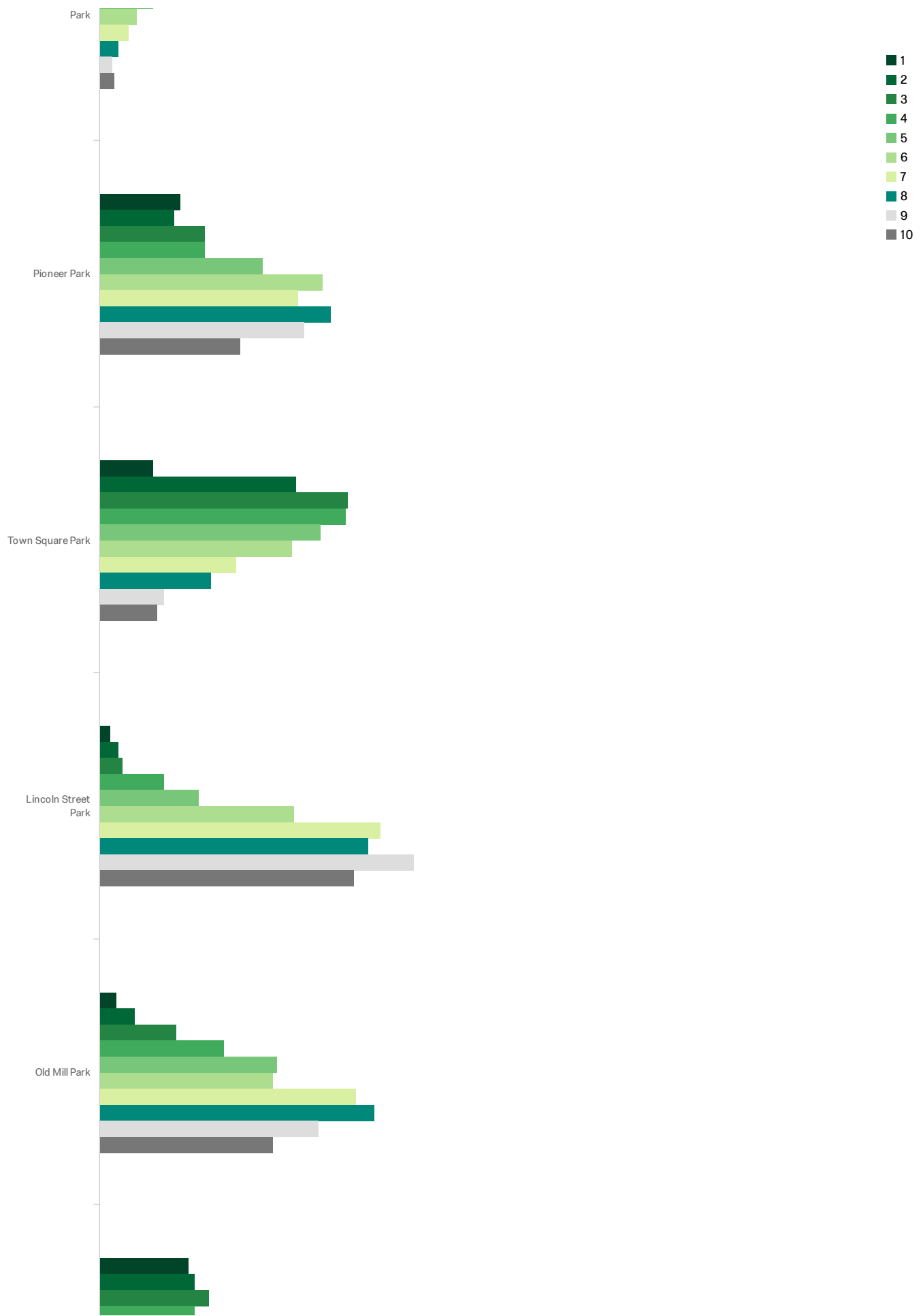
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
2	Bowling	1.00	6.00	5.34	1.00	1.00	264
3	Golf	1.00	6.00	4.89	1.45	2.11	230
4	Kickball	2.00	6.00	5.76	0.71	0.50	132
5	Soccer	1.00	6.00	5.30	1.24	1.54	149
6	Softball	2.00	6.00	5.54	0.93	0.87	203
7	Volleyball	1.00	6.00	5.55	0.97	0.94	207

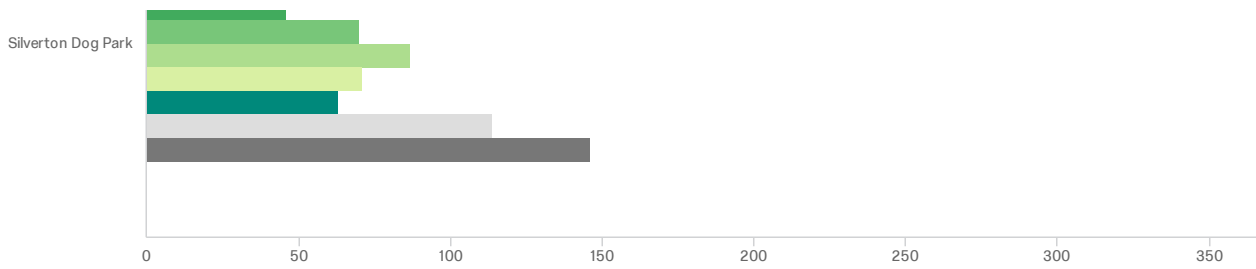
#	Field	Daily	Weekly	Monthly	Seasonally	Occasionally	Interested, but not active	Total
1	Basketball	1.99% 4	8.46% 17	1.99% 4	7.96% 16	7.96% 16	71.64% 144	201
2	Bowling	0.76% 2	2.65% 7	3.03% 8	6.06% 16	29.92% 79	57.58% 152	264
3	Golf	1.30% 3	10.00% 23	8.26% 19	13.48% 31	12.61% 29	54.35% 125	230
4	Kickball	0.00% 0	0.76% 1	2.27% 3	4.55% 6	5.30% 7	87.12% 115	132
5	Soccer	1.34% 2	4.70% 7	4.03% 6	12.75% 19	6.71% 10	70.47% 105	149
6	Softball	0.00% 0	1.97% 4	2.46% 5	11.82% 24	6.90% 14	76.85% 156	203
7	Volleyball	0.48% 1	1.93% 4	3.86% 8	6.76% 14	9.66% 20	77.29% 160	207

Showing rows 1 - 7 of 7

ranking - Please place most important facilities at the top of the list.







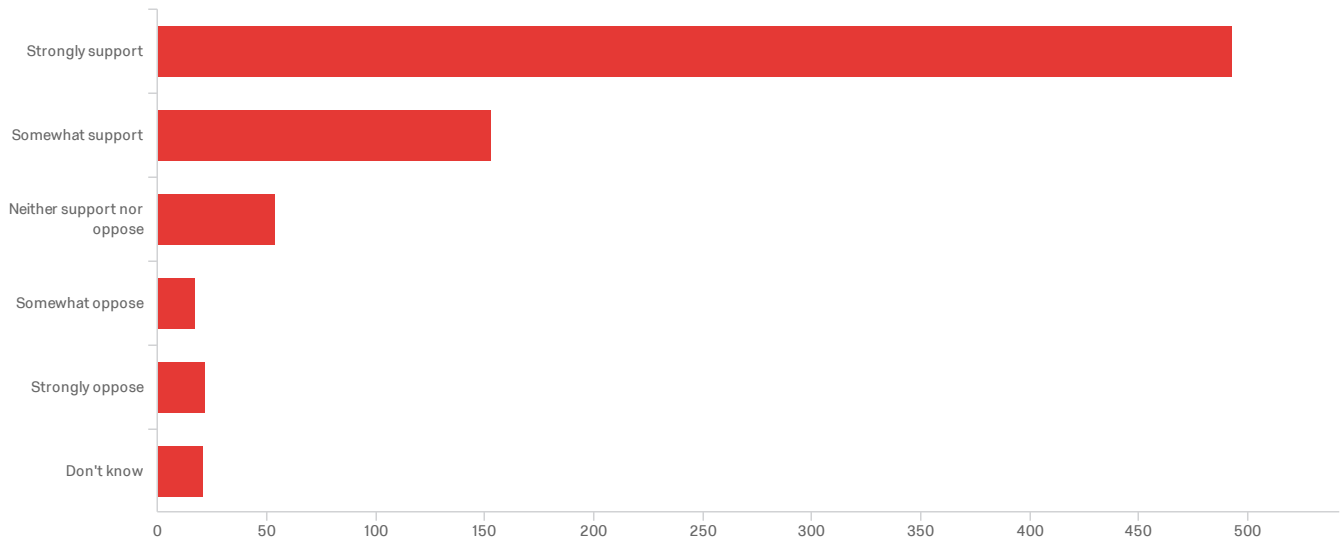
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
5	Coolidge McClaine Park	1.00	10.00	2.33	1.84	3.39	739
1	Silverton Community Swimming Pool	1.00	10.00	3.65	2.36	5.55	739
3	Silverton Marine Park and Reservoir	1.00	10.00	4.02	2.35	5.50	739
7	Town Square Park	1.00	10.00	4.87	2.30	5.27	739
2	Silverton Community Center and Gym	1.00	10.00	5.52	2.55	6.51	739
6	Pioneer Park	1.00	10.00	6.29	2.54	6.43	739
10	Silverton Dog Park	1.00	10.00	6.55	2.85	8.13	739
9	Old Mill Park	1.00	10.00	6.84	2.20	4.83	739
4	Skate Park	1.00	10.00	7.39	2.42	5.85	739
8	Lincoln Street Park	1.00	10.00	7.54	1.94	3.75	739

#	Field	1	2	3	4	5	6	7
1	Silverton Community Swimming Pool	17.05% 126	22.06% 163	19.49% 144	13.40% 99	7.98% 59	5.82% 43	4.87% 36
2	Silverton Community Center and Gym	6.36% 47	8.25% 61	8.53% 63	14.07% 104	13.94% 103	12.04% 89	10.69% 79
3	Silverton Marine Park and Reservoir	13.13% 97	17.19% 127	17.86% 132	17.19% 127	12.45% 92	6.09% 45	4.33% 32
4	Skate Park	2.03% 15	1.76% 13	3.79% 28	6.50% 48	9.34% 69	10.55% 78	11.50% 85
5	Coolidge McClaine Park	45.06% 333	23.27% 172	13.53% 100	7.31% 54	3.52% 26	2.44% 18	1.89% 14
6	Pioneer Park	5.28% 39	4.87% 36	6.90% 51	6.90% 51	10.69% 79	14.61% 108	12.99% 96
7	Town Square Park	3.52% 26	12.86% 95	16.24% 120	16.10% 119	14.48% 107	12.58% 93	8.93% 66
8	Lincoln Street Park	0.68% 5	1.22% 9	1.49% 11	4.19% 31	6.50% 48	12.72% 94	18.40% 136

#	Field	1	2	3	4	5	6	7	
9	Old Mill Park	1.08% 8	2.30% 17	5.01% 37	8.12% 60	11.64% 86	11.37% 84	16.78% 124	18.0
10	Silverton Dog Park	5.82% 43	6.22% 46	7.17% 53	6.22% 46	9.47% 70	11.77% 87	9.61% 71	8.5

Showing rows 1 - 10 of 10

pettit - The Pettit Natural Area (an 80 acre property with a 20 acre lake located SW of the Oregon Garden) is being evaluated for future parks and recreation uses. Do you support the development of the property to increase access and use for nature-based recreation? (e.g. parking, trails, viewpoints, and fishing opportunities)

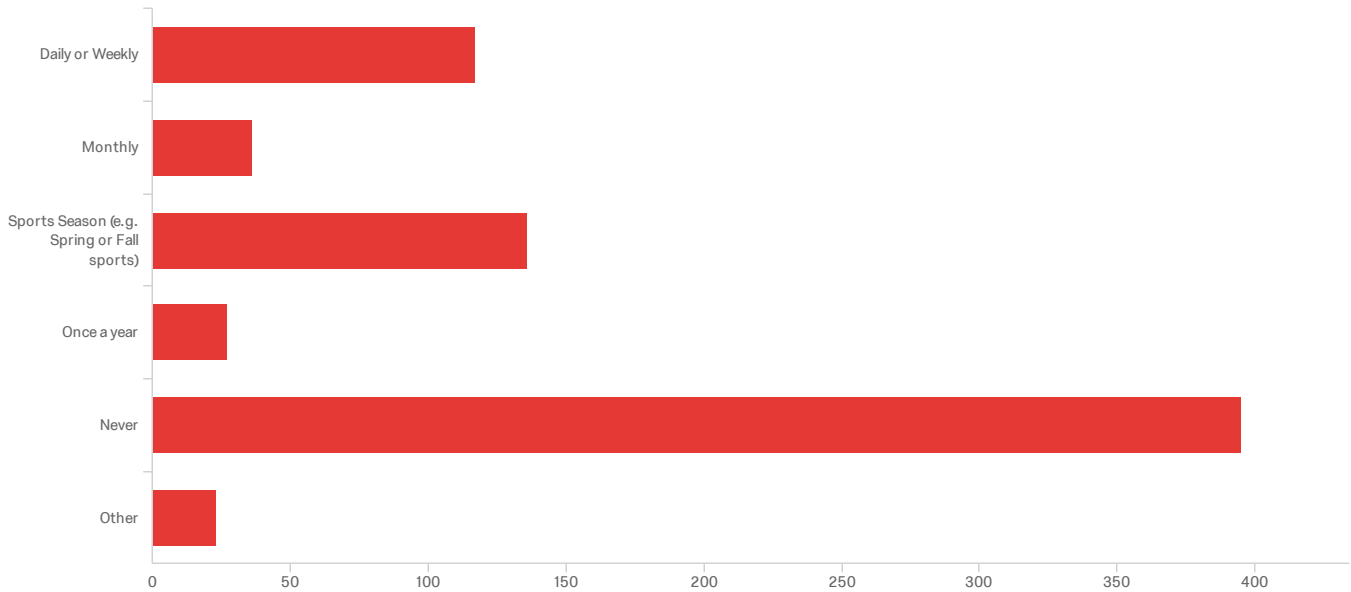


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	The Pettit Natural Area (an 80 acre property with a 20 acre lake located SW of the Oregon Garden) is being evaluated for future parks and recreation uses. Do you support the development of the property to increase access and use for nature-based recreation? (e.g. parking, trails, viewpoints, and fishing opportunities)	1.00	6.00	1.66	1.18	1.40	760

#	Field	Choice Count
1	Strongly support	64.87% 493
2	Somewhat support	20.13% 153
3	Neither support nor oppose	7.11% 54
4	Somewhat oppose	2.24% 17
5	Strongly oppose	2.89% 22
6	Don't know	2.76% 21

Showing rows 1 - 7 of 7

sporttravel - Do you or those in your household travel to other cities or locations to participate in organized sports? (Examples: soccer league play, basketball tournaments)



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Do you or those in your household travel to other cities or locations to participate in organized sports? (Examples: soccer league play, basketball tournaments) - Selected Choice	1.00	6.00	3.84	1.57	2.45	734

#	Field	Choice Count
1	Daily or Weekly	15.94% 117
2	Monthly	4.90% 36
3	Sports Season (e.g. Spring or Fall sports)	18.53% 136
4	Once a year	3.68% 27
5	Never	53.81% 395
6	Other	3.13% 23

734

Showing rows 1 - 7 of 7

sporttravel_6_TEXT - Other

Other

was weekly before kids grew up

N/A

running events

not currently, but for many years in the past

Intermittently

Robotic tournaments

my kids will participate in sports, but too young to play, yet.

Both our toddlers will once they are old enough

Basketball

Around the State for Organized bike rides

used to when raising our children in Silverton years ago

Adult dance lessons

We used to but cancelled due to time

Not in the 2 or 3 years

Child is too young now

Not currently. Kids too young.

to indoor swimming pool

sporttraveloe - What are the organized sports you travel for? Where do you travel to?

(Optional)

What are the organized sports you travel for? Where do you travel to? (Opti...

Soccer, basketball, ultimate frisbee. Keizer, Salem, Canby, South Portland

Horseback riding Hiking

Baseball

Baseball. Mt. Angel

Golfing

Softball tourneys

Golf

Softball, baseball, football, volleyball, fishing hiking and biking

Swim team

Softball and golf. California, New Mexico Arizona

Adult dance classes PDX and Salem, walking and biking trails.

tennis

Gymnastics & Swimming

Basketball, baseball and flag football.

Volleyball. I have not seen a co-ed recreational volleyball opportunity if one exists.

Adult basketball to YMCA in Salem, OR

Professional and college baseball and Football watching,

Basketball and baseball

Golf

For music concerts, hiking, and bike riding.

Softball, basketball

What are the organized sports you travel for? Where do you travel to? (Opti...

Basketball. Salem or Keizer

Soccer

soccer, basketball, softball

N/A

Soccer. Woodburn

Soccer, Salem/Keizer

soccer, volleyball, anything besides the silverton YMCA

Soccer, basketball Basketball could be more accessible for student participation in Silverton

Trap shooting, Vancouver or Camas

Baseball, Basketball, Football - Mid Willamette valley area (Portland to Corvallis)

n/a

Ice hockey, to watch our grandson play, in Portland/Eugene area and Canada.

Tennis, Salem

Bicycle riding - trails (there are none around here), touring, bike camping

whatever the grandkid's are doing!

Bowling tournaments

Rugby- Salem

Soccer

Football, baseball, wrestling, and volleyball

Biking, cycle oregon

Swim and t ball woddburn

Basketball Soccer Salem Keizer

Archery: across Oregon and Washington Silverton does not have an archery range or any clubs

soccer

What are the organized sports you travel for? Where do you travel to? (Opti...

Dragon boat racing. Salem, Portland, Tacoma, Vancouver.

Adult basketball in Portland.

Football, baseball, softball. Clackamas county, Corvallis, Newberg etc

Baseball

Soccer. Football. Basketball

Roller Derby- Salem Mountain Biking- everywhere else but Silverton BMX- Molalla Hiking Skateboarding

Basketball

Soccer in Salem Parks Portland Soccer in Portland Trails Portland

Soccer in Keizer. Other sports within Silverton.

skiing, snowboarding

Football, trap shooting, swimming

football college NFL

Soccer, Salem Strength training Salem Boxing Salem

Running events

Swimmeets

Running anywhere within the state

Soccer, Hiking, Fishing,

Soccer

soccer

Football, to other schools

Salem Rowing Club - Independence

Soccer Basketball We travel to: Camas Vancouver Salem Keizer Portland Albany Eugene Corvallis Lincoln City bend

soccer, basketball----Salem, Woodburn

All over the valley, central Oregon, southern Wa, northern Ca. Volleyball, softball, baseball

What are the organized sports you travel for? Where do you travel to? (Opti...

Gymnastics, pickle ball, basketball

Golf - Salem, Woodburn, Mt Angel bicycling; mostly to Salem area

Basketball & Volleyball

Basketball, softball

Disc golf

Robotic tournament.. Sandy, North Marion, West Salem all high schools

Soccer. Salem.

support of grandchildren in organized high school sports and music activities, Travel to all league and non league areas of the state

Youth basketball contests--Salem occasionally

Mountain biking

Hockey, Sherwood

Basketball, soccer, children's theater

Baseball, Football, Swimming

Soccer - Salem area

Keizer for Soccer

Softball, Salem

Soccer and basketball

Flag football, basketball, baseball, soccer Salem, Stayton, Mt Angel,

Trap shooting. Archery.

Church Summer Softball in Albany (where I live)

Soccer and baseball. Portland Metro, Salem/Keizer

Oregon city, softball

Cross Country/Track

Volleyball, softball Up to an hour to an hour and a half away.

What are the organized sports you travel for? Where do you travel to? (Opti...

We are in a period of life we no longer have to travel, but the sports we traveled for in the last five years include, soccer, basketball and baseball. Traveled to Portland, Bend, Eugene, Medford, Salem, Woodburn

Only for soccer tournaments. Silver Falls Soccer Club does a great job providing opportunities for our kids to play soccer. We have played in a competitive league in Salem one season.

Salem for league soccer as well as football

dragon boat, willamette river in salem

SOCCER - VANCOUVER TO EUGENE BASKETBALL - SALEM

Soccer, football, basketball

Youth Football, McMinnville, Salem, Sherwood.

Both of our kids are involved in Silver Falls Soccer Club. Most games are played in Keizer.

Track- Salem, monmouth

Soccer (everywhere Club is in Portland), Football (Salem)

Basketball, soceer, track, cross country

Fun runs

Soccer, basketball.

Baseball, golf

Salem - Challenger Little League

Volleyball, gymnastics. Washington, Salem, Eugene

Soccer, Basketball

Basketball all over the west coast

Basketball , Salem

Running & Cycling team that meets in Portland

Wrestling. All over the country.

Baseball and varies

Basketball, The Hoops, Salem, Oregon Swimming, Osborne Aquatic Center, Corvallis, Oregon Golf, Mt. Angel Golf Course, Mt. Angel, Oregon

What are the organized sports you travel for? Where do you travel to? (Opti...

Volleyball Portland, softball Portland swimming Corvallis and portland

high school tennis

sand sports atv camping

Youth Basketball. Any sports camps.

bike trails, hiking

Tennis: Independence, Woodburn, Salem, Corvallis

football basketball baseball swimming volleyball pickleball Idaho, Washington, Arizona

Bike riding, K Falls, Bend, willamette Valley, Albany, Eugene, Corvallis, Portland, Washington State

Skateboarding. The Silverton lark is too small!

Archery

Gymnastics

Kids and adult sports. Baseball, lacrosse, football, soccer. Have you seen Sherwood's facilities? Wow. And Sherwood was once smaller than Silverton. Camas. Hillsboro, Salem, Eugene, Albany, philomath, Corvallis, hood river, and so on. We need a lacrosse club

trail running

Running/races

volleyball, soccer, basketball (women's)

Flag Football - West Salem Basketball - Salem

Baseball, basketball, volleyball, swimming, soccer, football, track. We travel to various other cities within Oregon.

we would participate in hockey

Volleyball. Need more gym space in town

Soccer - Salem Gymnastics - Salem Wrestling - Salem

Handball - Pacific NorthWest

Motocross

Spring Soccer - Keizer U-8 Football - Keizer Swimming Lessons - Kroc Center Dragon Boat Racing - Various

Horse events only, travel to Molalla, or maybe to Albany

What are the organized sports you travel for? Where do you travel to? (Opti...

Adult dance classes

Tennis Soccer Track Swimming

Little League Sports (9 & 7yr olds) - Keizer, South Salem, Mt. Angel, Stayton,

High school activity with kids

Volleyball. I travel to canby. Also hot yoga. I travel to tigard

Dog shows

Handicapped, stay at home mostly

Basketball as a church activity.

Baseball - multiple locations typically within an hour of Silverton Swimming-Salem Skiing Wrestling

Soccer, Keizer

Soccer, baseball, basketball

Basketball, Golf. Salem, Mt. Angel, Portland

Tennis, soccer (senior adult, outdoor), racquetball, swimming (lap), biking

Track-ymca-salem

Soccer Keizer

Softball

Softball

Soccer, basketball

My son rides BMX, and there are no tracks here. Also no mountain trails to speak of. The skate park is not big enough and doesn't support bikes. A pump track around there would be nice.

Soccer games-Salem

Soccer Basketball Keizer, Dallas, Corvallis, Lebanon, Oregon City, Tualatin,

Swimming

Swimming

Soccer - Keizer Basketball - Salem

What are the organized sports you travel for? Where do you travel to? (Opti...

Football, basketball, soccer. We travel as far north as Washington and as far south as Eugene

Swimming and track

Motocross

Soccer: Keizer, Dallas

Bmx, baseball, basketball

Soccer, basketball

Baseball, Colton, Oregon city, Tualatin, Canby

Gymnastics

Basketball, track

Boating, jetski, fishing, hiking to Detroit, sisters, green Peter and Bend.

Basketball, volleyball As far south as eugene. As far north as Longview, WA. as far east as Bend. As far west as the coast.

softball, Salem

Soccer

MLB, NFL

Softball (Newberg, Portland, Woodburn, Gervais, Salem) Soccer (Keizer, Salem)

Canby Estacada Washington Eugene Coast Volleyball Baseball

Baseball, softball, basketball, football

Soccer, Football, Baseball

OSU Football and basketball-Corvallis

Dance. Portland

Volleyball, soccer

Soccer all over the state

Soccer, swimming, tennis, basketball

Just to my kids baseball games in Salem. They have a baseball team for special needs youth. I am unsure if there are any sports available for special needs kids here in Silverton.

What are the organized sports you travel for? Where do you travel to? (Opti...

Soccer and baseball and Rugby . Portland. Seattle Bend , Salam Vancouver. Tacoma. Battleground

Kroc center. Keizer parks have great play structures and splash pads

This isn't exactly an organized sport but we would love a place to play RACQUETBALL !!!! We don't want to drive to Salem or Portland to play and we want to stay local. We are fairly new here and don't know of ANY place to go for a walk other than on the sidewalks of the city which doesn't appeal to us. We like nature walks. You cant use the high school track during the school year and we cant find anyplace to go around here except driving to Silver Falls State Park or to Canby. If there was a track open to the public I would go all the time. A bike path would be nice to ride to Mt. Angel.

Football, baseball, soccer, swimming All over Willamette Valley

Soccer, basketball, and baseball we have traveled to Stayton, Keizer, Salem, and Mt Angel.

Don't travel but each sport has a hard time finding gym space, fields ext fro every age group.

Cross country. Went to Stayton, Jefferson,

Basketball, volleyball, softball. Travel to Salem and or portland area.

We travel to watch grandsons soccer games. But we don't travel to play games.

Kids soccer. Keizer.

Soccer, salem Football, salem

Softball, salem Triathlons and 5k's, various: Idaho, mt angel, canby, coast,

Soccer

Soccer

Soccer salem

Shooting sports, softball, volleyball

Golf league in Mt. Angel

Jui jitzu

Dance..ie: Ballet

Cycling events

Soccer-Keizer

Dragon boat paddling. Salem water front.

Softball

What are the organized sports you travel for? Where do you travel to? (Opti...

Group kayaking

Softball & Basketball, Salem, but not in the last 2 or 3 years.

Soccer

Basketball, Salem

Salem/woodburn

Soccer...Keizer

Youth soccer in Salem

Basketball– statewide Baseball Track Tennis

Softball salem

Bowling and golf

Disc golf

Soccer–Keizer, McMinnville Softball–Cottage Grove, Keizer, Turner Volleyball, Basketball–Stayton, Independence, Woodburn

Football.

Pickleball

Running and triathlons

Swimming in winter. Lessons too cold

Swimming lessons/swimming

Dog sports--Schutzhund

Dance team

Hockey

Basketball. We travel for participating in native basketball tournaments

Adult Softball, Adult Baseball, Adult Soccer, Running/Jogging/Biking, Dog Classes and dog Training, Dog Parks, Dog-friendly hikes/trails, Kids Soccer, Kids softball, Kids Swimming.

Salem for running spaces trails and tracks

Baseball Seattle WA

What are the organized sports you travel for? Where do you travel to? (Opti...

Basketball, indoor swimming, racquetball

Golf, basketball, cycling & jogging.

Bowling, Wilsonville

Equine

Children's softball/baseball

Soccer

Basketball, baseball

Volleyball in Portland

Pickleball - Salem, Woodburn, Canby and Wilsonville Tennis - Salem

LaCrosse, Basketball, Soccer, Fencing

Baseball, basketball, kayaking. In Mt. Angel, Keizer, Salem, Oregon City.

Golf

Pickleball, have to drive to Salem or Gladstone or Oregon City.

Kayaking. Santiam River, Yamhill River, Willamette River

soccer

Baseball, basketball, soccer, flag football, golf

I travel to Salem for swimming when the pool is closed in town, yoga, gym that watches kids, rock climbing, and i go to Salem to ride bikes at Minto Brown because there are no bike paths in Silverton.

Basketball, football, golf

Baseball

Soccer. Traveled to Salem and Dallas.

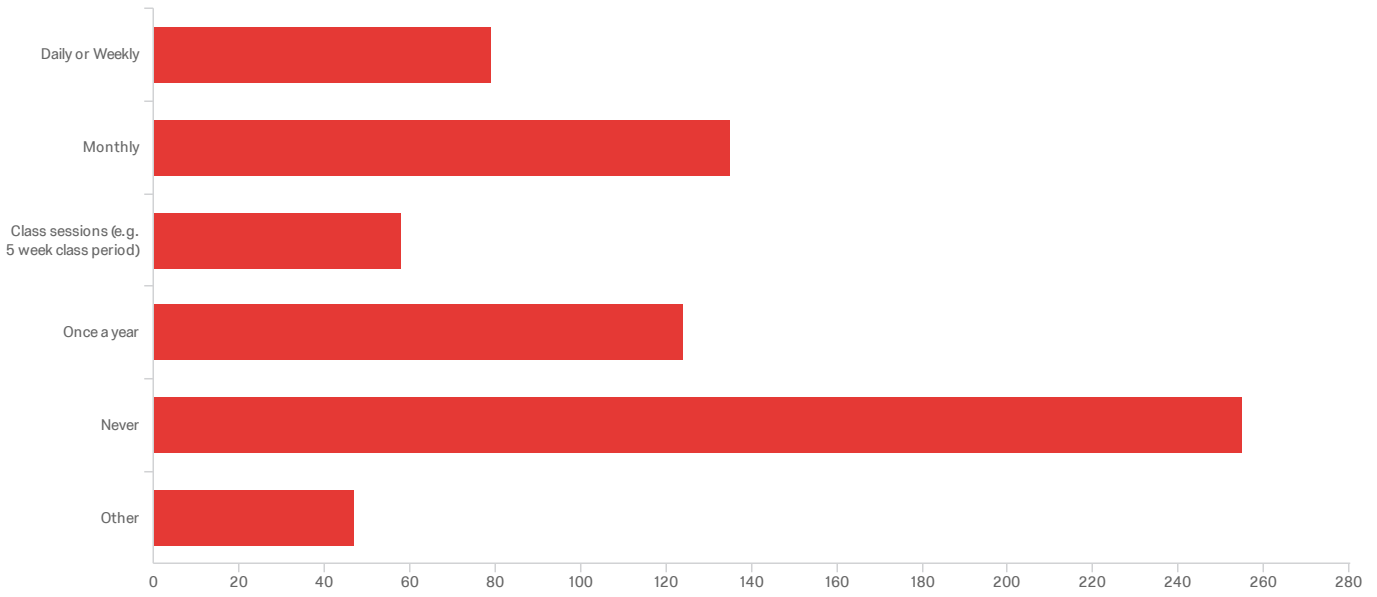
Senior games Track

Orchestra - not a sport, but important for our community and parks.

I am 85 years old and do not participate in organized sports.

Soccer Salem

activitytravel - Do you or those in your household travel to other cities or locations to take classes or to pursue a hobby? (Examples: art classes or exhibitions, workshop events, etc.)



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Do you or those in your household travel to other cities or locations to take classes or to pursue a hobby? (Examples: art classes or exhibitions, workshop events, etc.) - Selected Choice	1.00	6.00	3.69	1.55	2.41	698

#	Field	Choice Count
1	Daily or Weekly	11.32% 79
2	Monthly	19.34% 135
3	Class sessions (e.g. 5 week class period)	8.31% 58
4	Once a year	17.77% 124
5	Never	36.53% 255
6	Other	6.73% 47

698

Showing rows 1 - 7 of 7

activitytravel_6_TEXT - Other

Other

Golfing

Art

Art and music in Portland

Sporadically

bike riding and trail walks

Occasional quilt and garden shows

Art classes, kids groups,

dirt bike track racing

Motocross

College credits. Continuing E.D. credits.

Woodworking

As offered if I know about them

5 times yearly

No, but would if interesting and convenient; picleball, tennis , sand volleyball (if either or both were city-organized and encouraged open participation)

Seasonal

a few times a year

Few times a year for Paint Nite in Salem

Yoga, theater, choir

Woodburn Aquatic Center because they offer a Jacuzzi that allows children as long as there is adult supervision. Hardly any facilities allow this.

Fishing

Kayaking

Woodworking

Taekwondo

Other

Rock climbing

A few times a year

Plan to in near future

Art

I would like to begin taking art classes.

Special need activities for children

to Salem, sometimes Portland for art events or exhibitions

Mostly Spring and Summer

Dance classes

R/C car racing in Salem occasionally

activitytraveloe - What are the classes, activities, or hobbies you travel to participate in?

Where do you travel to? (Optional)

What are the classes, activities, or hobbies you travel to participate in?...

Mother and baby yoga. Swim lessons at an indoor pool.

Singing classes in Salem OR

Horseback riding Hiking

Art, paddle boarding , kayaking

Yoga

Disc Golf, Hiking, Indoor Tennis

Penticle theater

Playing/watching live music

Art classes

Golfing

Rock hiding, geocaching, rock painting events

Fishing Trail riding (horseback) Biking Hiking Travel to.....all over Oregon.

Fishing hiking and biking

Exhibitiond

Shopping, work, school

Art classes, nature, bird watching, mushroom hunting, hiking

Portland .. art

Dancing boating fishing

Hiking, biking, wildlife viewing

Kids summer classes at the Salem Kroc Center

What are the classes, activities, or hobbies you travel to participate in?...

Volunteering, Marion County Master Recycler Events, Chemeketa Events, Willamette Valley Mushroom Society Events, Rollerskating at the Hoop in Salem

Art classes in Salem and Portland, depending on offerings.

Tour museums.

Ocean and river fishing on coast, art museum in Portland, gardens (e.g, Crystal Springs Rhododendron garden), wine touring, meet up with "foodies".

Herbal classes; concerts; dance classes; art classes; science related workshops; health & wellness workshops; lecture series. Mostly in Portland

Portland

Desert off road racing Nevada California and Mexico

Chemeketa Community College for classes in various activities

fly model airplanes/ Molalla

Portland

Would like SAFE areas to ride my bicycle or walk my dog with no traffic. Would like a trail to walk from Silver Creek to the Oregon Garden. There is no safe walking path to the Oregon Garden. I'd like peaceful time in nature biking, hiking, walking with occasional restroom facilities and water. Repurpose our old railroad into a walking/biking path? Would also like a good place to go for music and concerts.

Local travel for fly fishing and to visit the riverfront park for outdoor exercise opportunities

Dance in Salem

Children's museum, omsi, parks especially ones with splash pads

Professional development.

Pottery, personal growth, art.

Cycling on rails to trails, Silverton is difficult to cycle/ walk in. Hiking, no real trails in or around town.

Woodburn pool

fly fishing and fishing, bird watching, conservation activities, home shows, anywhere to bike as a family. THERE IS NO WHERE SAFE TO BIKE IN THIS TOWN!

Golf, fishing, hiking

Rose City Yarn Crawl, knitting activities

Salem and sometimes Portland. Travel for dance classes (west coast swing) and for circus arts (Ariel ribbons and hoop) and enrichment for my young kids like OMSI or Gilbert house

What are the classes, activities, or hobbies you travel to participate in?...

Marimba lessons in Portland

Antique expositions.

Traditional archery

Bike riding, Minto-Brown park in Salem and bike trails at Silver Falls State Park

Yoga - fitness classes Hillsboro, Corvallis

Art classes

Art classes in Salem

Ceramics, archery

Sailing

safe walking paths in salem.

ceramics

Hiking at Silver Falls, swimming at 3 Pools or Detroit Lake, shopping in Aurora, splash park in woodburn

Kayaking all over Oregon. Wish we could use the pool to do some kayak roll sessions.

Board games. Rock climbing

Golf

Bird Watching

Salem Art

Primarily running

Contra dances, dancing, art classes, gardening discussions, educational hikes (birding)

Jam making, art, boardgaming, boating

Keizer - Dance Classes

Dog obedience and dog agility. Salem area.

Salem

Art shows in Portland and Seattle

What are the classes, activities, or hobbies you travel to participate in?...

Hiking, dog walking in shaded areas during summer. Biking on off road bike paths.

Wine and paint classes. Scotts Mills, Salem, Oregon City

Theater

Sewing photography

art and poetry

Choir, soccer, volleyball, horseback riding/rodeo

Robotics in Mt. Angel and other cities for tournaments. Boy Scouts and American Heritage Girls in Salem. Roller Skating at The Hoop in Salem. Painting at Create a Memory in Salem. Multiplex Movie Theaters in Salem. Bible Study in Salem.

Family clay Sunday's (ceramic studio) at Willamette Art Center in Salem

knitting

I kayak all over Oregon and Washington, and a little bit of Montana.

Choir

Music classes

I have gone to the Salem senior center for classes

Oregon coast

wine and art

Mountain biking

dog obedience classes

Hiking, concerts

Workshops

Piano lessons - Keizer

Kayaking/fishing/hiking

Salem

Softball lessons- Hubbard and north Marion Considered for volleyball but s. Salem and Corvallis too far away

Exercise and music

What are the classes, activities, or hobbies you travel to participate in?...

Acting lessons for kids, dance lessons for adult/teens, adult choirs to Salem Swimming to Woodburn as the hours and lanes at Silverton pool are very limited

Frisbee golf courses.

spectator only in support of high school activities

Kayak many places in Oregon. Camping many places in Oregon.

Parks

Bible Study, Salem

adult art, hiking, mountain biking

KROC Center, Salem Riverfront Park, Gilbert House

Craft classes, pottery, woodworking, painting

Baseball Camps, Football Camps, Swim Camps

Paint night

Fishing, biking, hiking,

Golf

fishing, various locations

Fishing. Biking. Archery. Shooting.

ceramics art classes woodworking model airplane flying

Quilt and garden shows within 50 miles.

Hula class

Fishing Boating Skateboarding Mollola, Sisters, Detroit, Salem

Boating, camping, jet skiing. Prineville and Detroit.

Art classes for youth

Concerts. Would love to see outdoor concerts again at the Oregon Garden. We usually travel to Bend or Salem.

Rock wall climbing

What are the classes, activities, or hobbies you travel to participate in?...

Portland- adult dance classes, pottery studios Oregon City- Home Orchard Society gardening and beekeeping classes Corvallis- Community cooking classes

Exhibitions or workshops/events

Rock climbing gym, fishing, hiking, multi use trails, mountain biking,

, Dance (Salem)

It really just depends on where we are traveling...skiing, hiking, kayaking etc

Knitting, Camping, events

We hike often and outside of Silver Falls, Silverton offers no hiking in or around town. I also like to jog and bike outside and found the city to be dangerous for that. I'd like to see hiking and/or biking and jogging trails.

Dance

Hiking, kayaking, camping, biking. West Salem, coast range

Yoga and small group training sessions at Gratitude Yoga in town.

Childrens choir- weekly in Salem--- Fishing, hiking and shooting(archery and firearms)--- approx twice monthly various location in Marion and Clackamas county within a 1 hour drive.

Variable travel

Gardening Workshops, every other week, Dundee, Oregon Paddleboarding/Kayaking, Salem, Oregon & Corvallis, Oregon

sewing, quilting

Albany race track the coast sand camping atv riding

Any art class

Motocross

Art (Salem, Portland, Eugene) Community Education (Salem, Portland)

Illengar yoga weekly for 20 years to Portland

Skateboarding

Fishing, hiking, running, concerts and special events

Mint bike & trail run

Salem Capitol Wood Carvers meetings once a month. However, the informal group of carvers that meet in the building they built, the preschool now, meet once a week.

What are the classes, activities, or hobbies you travel to participate in?...

Chem eke ta classes, adult and kid sports. Lacrosse.

Adult art. Concerts. Jewelry making. Glass classes

R/C airplane flying in Keizer and Dallas, full-scale flying in Aurora

art, weaving

Dance, art, computer classes, wilderness survival

Fishing, Hiking

Portland and Salem

Concerts, running/jogging, hiking, biking

I would travel to participate in adult art, pottery, photography, cooking, or baking classes. Also, love to go to festivals and outdoor events.

Salem or Portland

Dungeons and Dragons, Magic the Gathering tournaments... Photography classes... Women's volleyball

I go to Courthouse Athletic Club in Salem one to two times a week for classes (Club Dance). I am not satisfied with the gym options in Silverton.

Disc Golf, any course within 50 miles.

Child music class (Salem), bi-lingual story time (Woodburn)

Portland Gay Men's Chorus

village homeschool; astrology meet-ups; youth improv; sorts of classes held at a metaphysical book shop

Golf, exercise and handball

Bicycling: Bike paths at Minto-Brown Island Park and Willamette Mission Park

Music events, professional trainings, kids activities, parks, hiking, playgrounds (Salem/Portland)

Fishing, Camping, hiking, four-wheeling. Anywhere out of the area, because there are few opportunities here for these hobbies.

Tulip fest, October fest, watch family play sports.

Children's museum

Horse events

Home school classes, music lessons

What are the classes, activities, or hobbies you travel to participate in?...

Bike trails, walking paths

Photography

Sport fishing (salmon/steelhead) seminars/workshops - Salem, Oregon City, Corvallis Painting classes - Salem

Craft project

Cooking classes in Salem.

Biking

Pottery

Children's theater, drop in art classes, cooking classe...We travel to Salem. We also travel all over for walking hiking trails.

Salem 50+. Capitol Wood Carvers

Dog shows

Portland area

Buying/trading video games/trading card games.

Baseball-specialized lessons, Salem and McMinnville Hiking Biking Running Kayaking

Art

Breightenbush Hot Spring a weekend retreat each year.

Paint night or plant night like activities.

Music, arts, educational (tutoring and lessons)

Art

Comic con

Krav Maga Salem

Fishing, hunting, camping

Camping, art classes, dining, golf, weekend getaways, hiking, other, all over Oregon and out of state

Salem- group exercise classes, art classes, yoga- class time options in Silverton are not currently well suited to my time constraints. Would prefer more late evening options.

Music house concerts, dance events, dance classes

What are the classes, activities, or hobbies you travel to participate in?...

art

Dance for adults

Multiple

Salem - Young at Art, Walking,

Cooking

toddler music and ballet, theater, fishing, mushrooming (Salem area, Colton/Molalla area, coast)

Craft

Salem

Children's museum

Exercise at a gym in Keizer Dance class in Salem

Singing lessons: Stayton

Basketball, swimming, science/stem class, dungeons and dragons club, special needs gymnastics/dance, ASL class for kids. ASL class for adults.

Car shows, Huge "park" yard sales ie.. Canby.

Paint classes offered in Silverton for adults are too expensive. Travel to Salem for Paint Nite adult paint classes 3-4 times a year or more if I have the time.

Culinary

Quilt shows, garden events,

Fishing, golf

Salem for adult choir group, bowling, theater, and yoga, Portland and Eugene for concerts/music

Wine tasting, paint nights

McMinnville

Portland-gym

Youth Art

Wilsonville for the swimming fountains in the summer. The new spray fountain in Coolidge McClaine Park looks questionable due to safety.

dance-salem fishing-all over concerts-local

What are the classes, activities, or hobbies you travel to participate in?...

Slot car racing Portland, Canby , Eugene and Tacoma.

Racquetball is a sport we both love but don't want to add the extra time to drive to Salem or Portland so we end up not playing.

I often take jewelry classes, art classes & wellness retreats in Salem or Portland

Adult dance classes in Salem, Adult art classes in Salem, Tigard, Portland.

Music classes

Sketching group, tennis, hiking. Travel to Salem and Silver Falls.

STRING qUARTET SESSIONS

Travel to Salem (Minto Brown and Bush Park) and to Silver Falls for walking/jogging trails

We could use more swings at Coolidge McClain. It's great we have all ability swings, and infant swings, but that leaves 2 regular swings that are usually taken. Many kids with autism need swings (the regular kind) for sensory input, if we go to the park and my son cannot use a swing when he needs it - the whole park experience becomes unpleasant. We typically go to Mark Twain school because if this, which is unfortunate because the Coolidge McClain is much nicer and has more kids to interact with. Based on how busy that park is, and how seldom swings are available, it's a good bet that we could use an additional 4 swings in that park.(nearer the playground would be awesome)

Quilt and sewing shows Portland, Oregon Puyallup, Washington Sisters, Oregon

Art and paint classes in mt angel and salem.

Hiking with dog (silverfalls trails are limited with dog access), wine tasting, theater/concerts in Portland

Artistic adventures, cooking, wine tasting

I go to Salem to buy supplies for sewing

Art, theater. Salem

Sewing, babysitting classes, orienteering events, bird watching events,

Travel for hiking opportunities and site seeing. Would like to have more hiking opportunities within 5 miles of town. The Pettit property would be great for more hiking opportunities.

Art & music

Dance classes salem

Rivers and lakes around Oregon.

Car shows

STEM classes for kids

What are the classes, activities, or hobbies you travel to participate in?...

Salem and portland

Portland,salem

Art; preschool classes

snowshoeing, hiking, bike riding

Portland Art museum for exhibits

Dance studio classes/workshops.

Films. Art exhibitions, workshops, etc.

Ceramics, Concerts, Hiking, Rock Climbing, and Biking

Portland

Cooking, travel, wine, various art classes.

Photography Travel all over Oregon.

Ballet...Woodburn

Portland for art shows, gallery openings, cooking classes

Art Rock painting HI or Keizer

Cooking classes

Summer camps in Salem (Kroc Center and City of Salem Rec); baseball camp (West Linn), Dog training activities in Salem, Oregon City, Champoeg Park.

Basketball Baseball

Rock climbing, Salem water front because we have small kids in strollers and silverton has no park with paved trails to walk with stroller

Brew fest. And events at local brewies.

Concerts,

Wood working Cooking

Portland-OMSI workshops

Art classes/events

Bike paths safe riding area for children

What are the classes, activities, or hobbies you travel to participate in?...

Art classes and exhibits, workshops, watch sports

Dance class for adults

Choir

Horse riding lessons; trail riding at Silver Falls State Park and Willamette Mission.

Youth band activities—>Salem

Disk Golf

4-H classes, dog training, ceramics

Dancing

Fiber arts, spinning, weaving, dyeing.

Art usually Salem or Eugene

Line dancing, yoga

Adult dance classes Adult art classes

Blacksmithing in Corvallis, community construction workshops (all over)

Karate

Parenting Classes, Exercise Classes.

French meetup up group (rotate between Salem + Silverton locations)

Yoga, meditation, painting, writing, music mostly in Salem, occasionally in Portland.

Quilting

Chemeketa, Salem

Yoga, hiking, beach time, golfing, basketball.

outdoor activities

Game Store, Salem

Hunting fishing shooting hiking birdwatching Public lands

walking

What are the classes, activities, or hobbies you travel to participate in?...

museums, art exhibits around Oregon, less than monthly, but more than once yearly

Kayak pool practice in Albany. Mountain biking on Mt. Hood. White water kayak all around. Gilbert House for kids in Salem. Get air trampoline park in Salem. Work out facilities at YMCA in Salem.

Hiking with my dog, various locations

Wine tasting events throughout Willamette Valley.

Boating, running, cycling, softball, hiking. Portland, Salem and surrounding areas

Sewing and classes for woodshop for women

art classes

Special need park and inclusion activities for children with disabilities

Stained glass - Salem

hiking

Golf

Mostly art classes

Surf Perch fishing, camping, overlanding, and video gaming events.

Adult crafts (not just painting—look at the types of classes/workshops such as Pinner's Conferences offer), music lessons, walking tracks (not just hiking trails), adult dance classes, cooking classes. In Mt. Angel, Keizer, out of state, and online.

Aurora Colony Hand Spinning Guild in Canby Oregon

Answered above

Art and craft classes in Portland

Camping, hiking, paint nite classes, dance classes

Art classes and activities, outdoor activities, camping

robotics salem, rock-climbing salem, nature walking-portland, salem, silver falls

Guitar, woodworking, basketball.

Pottery, photography, golf lessons, lectures, musical events

Art Activities for my children

What are the classes, activities, or hobbies you travel to participate in?...

Bike meetings

Fishing

Indoor soccer in Salem and cycling in Silverton/Salem

Raquetball

Orchestra, running

Wine & paint nights in either Portland or Salem. I'm not aware of any in Silverton.

otheractivity - Are there other recreational activities we have not listed that you wish to have included in our results? If so, what are they and how are they being served or not served at present? (Optional)

Are there other recreational activities we have not listed that you wish to...

Hiking

Disc Golf, add a course in or around Silverton.

Rock and fossil / specimen shows ... must travel out of town to attend Collectible / Antique Shows ... must travel out of town to attend Flea Market ... the one available in town is under advertised and under attended ... needs better marketing

No, but we would love another good park option for our kids

I would love Indoor Tennis Courts

Silverton doesn't have any ball fields. It depends on the school district.

Turn the railroad right of way into a bike/walking path if tracks are not going to be used any longer

As a parent to a child who has alter abilities I find it extremely frustrating that there are no accessible play areas, groups or classes for such children and adults. Coolidge McClaine park is extremely inaccessible, the supposed accessibility swings are not wheel chair accessible, and I have felt a lot of ableism from community and individuals comments and inappropriate staring. It's obvious that education is needed for the general public about respecting and honoring differences. Also, I've lived in large cities and communities all over the world, and I've observed an extensive amount of driver aggression for such a small town. It's imperative to have designated bike paths, and interconnected walking trails for safety. I am eagerly awaiting an interconnected walking path along Silver Creek that will lead to the Silverton reservoir. These changes would bring tourist revenue dollars to the city of Silverton.

Bike paths and trails please!

bocceball.. not being served

We'd be interested in an indoor play area for toddlers. I'm aware of one at a church, but I understand availability is limited

It is very important that we get this recreation area going ASAP. Some baseball games have to be rescheduled because we use the high schools fields and if they run late, that messes with our game times. Some teams travel over an hour to play. We are lucky to get a practice in because of the high school. Something needs to be done and fast.

1)I think it is a shame that Silverton does not take better care of its waterfront. The cement structures at Coolidge McClaine Park are actually dangerous, ivy is growing up the beautiful native oaks along the river, BARBED wire fence along the river on Fiske where HUNDREDS and HUNDREDS of folks walk to and from town and to park events. It seems there is no apparent concern about what is built along the river. When our visitors come they want to walk along the river. You can cross over the river on two foot bridges (which are wonderful) but paths and view points are limited, undeveloped and not connected (no way to go behind library and connect up to another path, etc). 2) No sidewalk between Fiske and the park and often cars come to an abrupt stop coming around a narrow and fairly blind corner to greet walkers in the street.

Are there other recreational activities we have not listed that you wish to...

Loved outdoor concerts at Garden that no longer happen . Would like to see stronger relationship with Oregon Garden whatever recreational activities occur. Not too involved with this, but seems like so separate, lost opportunity for both entities. Keep Poetry festival, jazz and art, and First Friday events going. Would LOVE a contiguous bike/hiking trail around town, along river, to Pettit lake. Home and garden tours in community (fundraiser and encourages homeowners to update, try new things, etc). We are the garden city, we should look like a garden city, yes there are areas that do, but a lot of missed opportunities...this is where partnering with Garden would make sense. Support and partner with Co-op as much as possible to serve mutual interests. Canoe/boat rentals on Pettit Lake.

Enjoying a river is a vital pleasure to me. I think the way Silver Creek is trashed downtown is a shame. Other cities both large and small have realized the value of their River front and use it for great public space. Like Independence which is near by.

Most of the exercise, yoga, dance & art classes are provided by private businesses in town & are expensive & cost prohibitive. If the City offered these at reduced rates, that'd be great, especially in the winter months. I would like to see safe biking routes off from the roads. An indoor community center for teens that had music, provided indoor activities, and a lounge/social area would be great.

Golf - would be excellent for Silverton to have a golf course

More bike trails!

Expanded biking/walking paths without traffic, expanded place for Saturday Market and music, more classes for exercise and fitness, computer training for over 50, space for continued learning lectures and interesting issues for people over 50. The dog park is a joke. Square chain link area with no trees or place sit out of the sun, and absolutely zero attention to any aesthetics. Several of my friends and I take our dogs to the grassy area connected with a local church because there is shade available on a hot day.

I love Stand Up Paddleboarding and the reservoir is excellent for that. My son loves basketball. And we desperately need a outdoor full court, in a pavilion or fully outdoor, with good quality hoops and backboards. My son would like to organize regular games and basketball tournaments and practice everyday. The single public hoop we have access to is at Pioneer Park and it's a half court with a sub-par hoop and backboard and a muddy pit that swallows your ball behind it. The other hoop is at the community center and it's not a full court or open access, paid reservations only. We lost the hoops at Eugene Field recently with the school being torn down.

A splash pad would be great

My biggest concern is the poor management of our local pool. Hours are spotty and minimal. Poor marketing. Unpredictable hours and many individuals in town are now choosing other pool facilities because of easier access and more convenient hours, ie. Woodburn, Dallas, KROC... I believe the pool has the potential for revenue, however it's not been run effectively for years. Also, children's summer programs are poorly organized.

pickleball - need outdoor courts and more indoor time available

Better bike paths and trails.

Music concerts, needs not at all being served.

I would like to see the development of recreation programming that has a purpose, goals and objectives for a variety of age groups. I would like to see leagues, programs, and facilities that are evaluated for participant satisfaction and program outcomes. I want our parks to have safety and risk management plans with qualified people (who have the experience to recognize and identify risk and hazards) performing pre and post opening inspections to address safety concerns.

More city soccer and basketball opportunities. cheaper pool rates. Scholarships

Adult softball leagues

We need a continuous stream side trail built in the town to connect downtown with Pioneer development - biking, jogging, swimming, etc.

Golf

Are there other recreational activities we have not listed that you wish to...

I would love to have a community gym that offers spin classes and yoga practice. It would also be fun to have a summer concert series and / or Shakespeare in the Park like events held in Lake Oswego and Portland Public Parks. Thank you!

The community swimming pool is so cold that my young kids can't swim for more than a few minutes. The set up and location is perfect - the temperature however is not conducive for family swimming (and I'm not the only one who feels this way - a lot of families go to Salem or Woodburn but wish we didn't have to). Silverton is pretty perfect and I'm looking forward to my kids being old enough to participate in the activities mentioned in this survey! Also for them to be old enough so that I too can go off and participate in things as well!

I'm not aware of any open spaces for kite-flying, frisbee tossing, boomerang throwing, archery, etc. If these areas exist, I don't know where they are.

It'd be nice to have a mini-golf place for kids

Would like to see increased baseball, softball fields, soccer, and football fields. Would also like to see a new gym or multipurpose facility. Currently we always have to use the high school or school district facilities. They are great facilities, but it's so crowded and it's hard to gain access. It just seems like there should be a city sports complex of some kind.

Youth Art Classes especially drawing

Biking trails and foot trails would be so, so nice. The more the better for residents and visitors.

n/a

My family would love to see an area devoted to archery.

Trails at the reservoir & kayaking rentals

Adult dance classes- square dancing no classes through the city are offered Adult league team sports - there are few opportunities to join a team for fun: softball, volleyball etc. Adult tennis, offer adult classes or clinics - a way to light the courts Dog training class Community yoga / meditation yoga in the park - yoga fund raisers - monthly beginners only yoga More involvement with state and nation wide events such as Take back the night, safety in the streets, City wide clean up day

group camping

I would like to see a regulation sized outside basketball court.

I would love to see a public basketball court that is to adult regulations. I would also love to see a sidewalk all the way from Steelhammer into town on East Main Street. So many kids in our neighborhood walk to school, and I see adults walking to town and there is no shoulder or sidewalk. This would increase walkability of town. I would also love to see a narrow jogging path/ track around the Eugene Field property or somewhere in town, because so often the high school track is being used. I also think a path for biking/hiking that goes from the Silverton reservoir to the falls would be AMAZING!

We would love a local adult regulation size basketball court

Stand up paddling and kayaking in the reservoir which is currently being served well.

Bicycle lanes throughout the city and around the schools is non-existent in most cases. Before spending a dime on creating a new wilderness area, this should be the priority. Wheelchair access at Coolidge park is inadequate and parking does not meet ADA standards (have to unload wheelchair into road because spaces are angled too much. All that said, I appreciate having such a wonderful park in the city and an amazing skate park that my son and his friends use all the time.

It would be nice to have a splash park somewhere in town. Also, it would be nice to hear about different things that are offered and available in town. Not many people know where to even look for information.

Are there other recreational activities we have not listed that you wish to...

Safe Bike lanes/paths

I live outside of town on acreage, and we do not have a good place at home for our kids to ride bikes. We use empty parking lots a lot, but I would love to see Silverton create a paved bike trail that would be a safe place for young children to ride bikes, people to run/walk on, etc.

No Archery, no shooting sports, no tennis courts that I know of (with a backstop) A bilke lane to Salem would be nice as well as a bike lake to the Falls

I currently enjoy the quiet of the Pettit property. Cherry picking/bird watching/quiet sitting... When I mention wildlife viewing this is the primary place that I do so. I value that this is such a quiet place without people. So I support development to increase access done wisely, but for me it would detract from the value of the property. Especially no fees! We already have to pay for the falls/resevoir/gardens... definitely not interested in development if it means fees will be added in that case I'd be opposed and prefer to see it left as is for those who want to find it to enjoy.

I would love to see dog training and obedience classes, and a dog agility course and club in Silverton.

More wheelchair accessible parks

It would be nice to have safe bike lanes on the major highways into Silverton.

I'm always in search of safe areas to cycle (either very low traffic, bike lanes or paths.

Disc Golf... Might be good at the Pettit pond location

Dance classes. Art classes

larger hiking area with lake

Please bring Mountain biking trails and a training location, jumps and drops to Silverton!!!! Family volleyball or team sport leagues

The city does not serve us well. The school district does. The city has no fields to play soccer, softball, volleyball, tennis, flag football. Open grass fields are the most important for outdoor recreation. There is no place for a picnic and outdoor sport. The schools are providing that mostly. The maclain park is the closet park to providing a place for a family picnic, it's just to small and no place for a game. The city should consider Green space somewhere before developing additional water resorce like pettits. The city should make it known to everyone that most of all the green space is owned by the school district not the city. Little or no city tax dollars goes to maintaining the large green grass areas in the city.

Our sidewalks and trails are inhumane and not accessible

City recreational activities that I participated in before moving to Silverton (available in my community in Provo, Utah): -family friendly recreation center (indoor track, fitness machines, fitness classes, swimming pool, *child watch, senior center, community center, etc.-->affordable and all in one great facility) -cooking classes (adult classes/date night) -step fitness class -zumba fitness class -zumbini fitness class (wished I could have attended class but I didn't have a baby then and now I do)

Horseback riding

I would like to comment on the pool even though you did list it. Our city pool is kept at too cold of a temperature . Kids seem to do okay with it, but for me and the adults that I have spoken with, we just cannot get into the pool and if we do, we cannot stay in for very long. We should also have a hot tub available. Thank you.

please more paved bike forest trails and walking forest trails within city limits. Please sidewalks connecting Webb Lake housing development to Silverton

I would like to see sidewalks everywhere for safety in walking

Are there other recreational activities we have not listed that you wish to...

a gym and community center

Parking is slim pickings at our Y Pool, public library & around the Parks in Silverton.

public outdoor basketball courts (with lights)

Sand volleyball area Disc Golf course. Super cool one at LL Stub Stewart that is all in the woods, maybe one out at Petit property?

Generalized biking and walking within the city. We need improved bike routes throughout the city to encourage residents to be more active throughout their days (commuting to work and school especially) while maintaining a safe environment and considering the experience of drivers as well.

This town needs opportunities for toddler and youth. I am originally from Portland and worked for Portland Parks and Rec. I moved here about 7 years ago. This town needs a parks and rec program!!!! It is really lacking in opportunities for our youth!!!

Everything seems to be covered pretty well. The only thing I see needing improvement is advertising opportunities for recreational activities in our area. I assume if I searched for activities I could find them, but haven't noticed any attempt to peak interest in community members. Social media would be a very effective tool for conducting that type of advertising. Also, I would fish more at the Silverton reservoir, but it is too crowded most times and not worth the attempt. Having other locations or more access would be nice and keep me more local.

Significant lack in green space, sports complex, dog friendly space. Would like to see a disc golf course included

More walking trails, fishing, and pickle ball courts.

Martial arts, the entire family participates in classes at Silverton self defense. They are excellent

Disc golf

Frisbee golf. Special jogging/bike path from Silverton to Mt Angel.

Horseshoing

some sort of bicycle paths geared toward senior citizens and small children. Silver Falls has some of this opportunity but the crowds are making the trip to this facility a real pain in fighting traffic.

There it's a need for on campus after school programs for kids especially k-8.....after school child care is a need for many dual working parent families.

Rockhounding Yoga

Specific bike trails where bikers can ride with safety.

Public schools need to better serve court needs such as city basketball and volleyball. Our sports fields are in horrible condition. This includes, Robert Frost, Mark Twain, and Old highschool. We have the space for city league softball but the fields are in no condition to be played and need to have fences.

Please bring concerts back!!!☹️

It would be nice to have things for people and kids that are not sports related. It would be nice to have computer type camps or things to do with the family that we can do when it's rainy and cold.

Are there other recreational activities we have not listed that you wish to...

Disc golf Longer creek walk Rails to trails (convert old no longer used railways to bike paths)

i'm not sure if this activity was specifically addressed, but i'd love to take the opportunity to inquire/express interest in a safe option for bike riding (whether on trails or another form?) and trail running in the city of Silverton. Ideally, a trail/track that intersected or ran along the town or locations would be incredibly convenient, but really any sort of flat, safe, longer-distance surface specifically meant for running/walking/bike riding would be Greatly and Frequently used & appreciated by our family!

Wish that Silverton had an authentic kids water park. A lot of parents travel for better competition around the Salem area for sports because of how short seasons are through within the YMCA leagues. Where it is more we'll rounded in the season itself as well as being offered throughout the year. Whether that be indoor or outdoor. In growing up Silverton, most of the competitive sports are no longer the same due to the inactivity of the sport itself or the true coaching of the sport.

Silverton needs to be bike friendly. I would love to ride bikes more and commute by bike, but it is much too dangerous. There aren't consistent bike lanes, signs, or any encouragement from the city to make biking a possibility.

Indoor walking facility. RE: walking/running upstairs and gym/basketball and others ground floor. Check out Newport's. <https://www.newportoregon.gov/dept/par/rec/FacilityAndReservations.asp> We don't need one this size, just idea.

I would like to see a sidewalk and bike lanes extend from town to the Silverton Reservoir. It would be nice to be able to run/walk from town up to the reservoir to take advantage of the reservoir trail. Currently, running/walking along the highway is not an option/unsafe. Similarly, I'd like to see a sidewalk up danger hill.

I also think Frisbee Golf would be a cool option for Silverton.

It would be great to have a paintballing course or courses for fun, and for military training purposes. A gun range would be great to have too, especially since this is a country town not a Portland suburb.

The town is in need of pickleball courts and a basketball court at our main park in town where the old horse shoe pits are.

Perhaps it exists and I have simply not found it, but I am interested in running/jogging and cycling groups in Silverton. Where would someone go to find information about local groups?

Archery and firearms safety courses and/or shooting range.

More teen available activities

Roller skating and ice skating, boys volleyball

Family friendly bike trails. Canby, for example, would be a great model for Silverton.

Pickleball is not available in Silverton. We like to play it.

no dirt track for riding atv or dirt bike riding

We need a set of covered tennis courts. There are many people in our area that are interested in using indoor courts. Covering one or both the school district set of courts would also allow extra indoor play areas for the school district. Memberships could be sold to help in the cost. Pickle ball lines could also be added.

A roller skating rink would be a nice addition to Silverton.

This town needs gym space for both kids use and for adults to use

Are there other recreational activities we have not listed that you wish to...

we need an indoor skatepark and lights and restrooms and picnic tables at the silverton skatepark.

Please expand the skatepark. It gets heavy use and is a great value with little to no maintenance. We need bigger bowls!

The Silver Chips wood carving group meet in the building some of them built. A preschool moved in and the carvers are "allowed" to meet there once a week, thanks to the Art Association. Perhaps they could be considered when making future plans.

AAPAC closing has been a great loss for Silverton. The Petit property should not be lost to development - it is a true gift to Silverton, and should be treated as such, not used as a dorky city manager house or sold to a ridiculous hotelier from out of state (carpet bagger), or other wasted uses like housing developments. Think about the FUTURE!

Most activities are during the day when most adults work. Not much in the evening or on weekends

Trail running, Hiking, Mountain biking. There is not adequate trail access close to Silverton to pursue these activities.

Racquetball

We need a large community garden, a sensory garden for those with special needs, and a splash park!

Outdoor basketball courts are needed in Silverton. It would be great to have one on the new city property where the police station will be built.

Being an outdoor enthusiast, I wish Silverton has more opportunities for me and my family to enjoy together with in city limits!

An expansion of the swimming pool facilities. I travel to Woodburn to use their pool facilities in the winter because it is warmer.

A Disc Golf course on the Petit Property would be amazing. My husband and I love playing with our friends but it's difficult to plan for everyone being able to travel to a good course 30-60 minutes away.

Golf course

Walking around Silverton (not just downtown) would be greatly aided by adding more (and better connected) sidewalks. I've only found a few, tiny trails within the city limits, and roads leading out of town often have no shoulder and fast-moving traffic, making it dangerous for running.

we need running trails where you can take dogs off leash to run on trails. we at least need running trails. also our skatepark is awful. there is not much kids can do with two small bowls. it is boring. expand skatepark and put in nice natural running trails.

Currently, there are no outdoor handball/racquetball courts. These are relatively inexpensive to create and are a magnet for kids looking for activities. Courts can also be used as tennis hitting walls. Chemetaka College has both one wall and three wall courts located next to the tennis courts.

Bicycling: Good, safe biking / walking paths not impeded by motor vehicle traffic.

Please create more hiking biking trails in Silverton!!!! Consider a bridge at Salmon Island to create a walking loop or tracks to trails to turn the train tracks into biking/walking trails. We need more safe walking/biking!! We need more indoor kids activities and places for free play such as a indoor park.

Live concerts. A place where some of the musical talent in Portland could come to perform that would not cost them but would pay enough to at least cover their gas and a meal

Really do not have any running/hiking trails. Biking can be dangerous as have to use streets.

Are there other recreational activities we have not listed that you wish to...

NO

As parents of 4, we are not using the recreation facilities in town unless its with our kids. Not interested in things only for adults.

Hot yoga

I'd like to see a bike path between Silverton and Mt Angel.

Food and wine festivals

Safe side walks and paths need to be addressed for safety of daily walking around town as well as expanding for recreation and exercise.

No

Biking trails for kids would be beneficial.

Tennis, sand volleyball, racquetball, pickleball, horse shoes...things that very active seniors could join in without feeling like an anomaly...

A swimming area for kids in a natural area.

Aqua Zumba...currently not offered

Not paying more taxes...

I would love a bike path for all.

Bike trails

Would love to have a full service YMCA with gym, indoor track, varied exercise classes

The sidewalks in town are not continuous. Bike lanes are ok in places, but also not continuous or well marked. Many residential streets are experiencing cars going too fast for kids and pets. So speed bumps added to streets would help our town be a better recreational place for walking and bike riding.

Hiking. I use the trails at First Baptist Church and the non-maintained trails behind Robert Frost School but it would be so nice to have them maintained so everyone could enjoy them. There are no decent hiking or even walking trails in the city.

I would love a "fitness lane" where there was a safe, marked walking path around Silverton with benches placed periodically for people to stop and rest.

Bike trails that are kid friendly-- ie flat

I would love a Parks and Rec that offers lots of classes--dance, tai chi, art, etc.

Disc golf

Boys and girls club

While walking is on the list; and there are trails about, it still would be good to see improved sidewalks for safe walking. Along with that even tho' I currently do not ride a bike, I do see the importance of added bike lanes thru-out our little town; for the safety of all riders.

Are there other recreational activities we have not listed that you wish to...

Although our pool is covered in winter months, but the water and the facility are still very cold. As a result, our family does not use it as often as we would like. The quality of swimming instructors and timing of classes is lacking as well.

Gym space for youth sports

Young at Art studio for kids in Salem, would love something like that in Silverton or a Paint Nite for kids. Something creative, especially during the fall and winter months offered indoors to prevent cabin fever from setting in. Otherwise we travel to Salem for such activities.

I liked when the dog park was by EugeneField. Most older people cannot walk up the hill to the current one, plus it is ugly and no where to sit. Maybe let the big dogs have the current one and make another one for small dogs on the flat land, maybe integrate into the new city center space or where it was a while back. Also make it nice, with shade and places to sit. Thanks.

Cribbage tournaments

More parking at the reservoir would allow more people to access that site and recreate there.

I wish we could build one of those outdoor exercise parks for adults who would like to work out at the gym but don't have the money. Also, I wish we had more options in the evenings for yoga, dance, art classes. If you work, there's very few activities open to you. Could we start a choir, too? Organized club activities for adults (volleyball, tennis, etc.) would be a great way to keep everyone active and involved in the community spaces more!

More jogging paths

I wish we had a large facility where all sports that are organized in Silverton were under one umbrella and had a director vs so many different organizations running youth sports. Most Y sports that we have been involved with have been disorganized vs other groups. We do our best to avoid Y participation. I wish we had more space for basketball, volleyball, baseball so we could be in one central area vs driving around to several outlining areas. It would be great to have a youth sports program that would be universal for all students in Silver Falls School District students. It would be nice to have an online database that keeps up with the athlete no matter what sport the student is playing vs filling out information each season.

My family is hispanic and I do not feel that our needs are well-represented in Silverton. We have to travel to Woodburn to find activities (specifically public events) that include our family's culture. I also feel that most of Silverton's public spaces are very white (Silverton murals, parks, etc) and aren't as welcoming to people of color.

The condition of the roads in the Milltown section of Silverton with the existence of roadside ditches to collect storm water needs to be addressed. They are dangerous and should be corrected.

We need community fields for youth sports, baseball and softball fields should be a priority!

Roller rink

Disc golf

I believe we need a new or updated community center. The current one is very old and I really think Silverton would benefit by it. Our family does not use the food pantry, but we sure notice how many families it helps. I heard of people wanting a good place to play basketball. We love going to the community Christmas party every year. I feel like we can do more with a modern community center. Art, dance, exercise classes, meetings, parties, cooking, etc.

golf and frisbee course, bocchi ball. not being served

Pickle ball - we travel to Oregon city to play on outdoor courts

Are there other recreational activities we have not listed that you wish to...

I am a walker, and since I live in town, I depend on the sidewalks and other areas along the road to be safe for walking. Unfortunately, C Street has become an extremely dangerous place to walk. Since the turn lane was added at James Street, the shoulder area for walking is narrow, and I do not feel safe. The intersection of McClain and C Street is a mess. There is no sidewalk along most of that street, so pedestrians have to decide to risk walking along side the cars, or taking another route. I believe it was a huge mistake to not require that sidewalks be paid for and installed prior to the building of the apartment complex behind Wilco. I realize that this is more than just a recreational problem, but it is connected.

Sidewalks

A lash pad for younger children would be great!

Again, Racquetball, racquetball, racquetball - please. There are no courts in Silverton. It is also disappointing that the couple of exercise facilities we have found are just to expensive or you have to have a yearly membership yet you only use it during the cold months. Cant we have something for senior citizens that is affordable, perhaps a monthly rate or pay as you use it fee.

A climbing gym or wall A scenic running trail that is dog friendly & off the road A stand up paddle board area that is friendly to SUP folks- the reservoir is busy/crowded with small crafts that create wakes & that area is extremely windy Sidewalks all the way through town and on roads within city limits would increase foot traffic. I live on Victor Point Rd within town limits & run my dogs on this highway. It is dangerous & narrow. A sidewalk or trail would improve everything.

Racquetball, community adult choir, performing arts season of indoor performances, ultimate frisbee.

Pickle ball is not available in town, tennis is limited while school is in session.

Swings. We need more regular swings at Coolidge mclain.

Would like to see outdoor basketball courts with lights, Silverton has no outdoor public areas for youth or adults to play outside sports especially with lights for evening play. Silverton has a large population of runners and walkers but supper sideways and a very limited amount hiking and biking trails. The addition outdoor sand volleyball courts is also needed.

Pickleball is a big sport for my husband and myself. We are the ones that made it happen here when we worked with the YMCA to get it going. We really need outdoor courts built somewhere in town. Maybe next to the tennis courts or by the skate park. We also ride our bikes frequently and support the creation of more and improved bike paths.

For running and walking, we need sidewalks to the reservoir and the rest of the way up Danger Hill.

Kayaking Silverton Reservoir Can get crowded and parking difficult when busy

You covered it but wanted to emphasize an adult softball league.

it would be great to have more adult swimming and tennis lessons

New indoor swimming pools.....one with with warm water & one for lap swimming

Would love community tai chi in the park!

I would love to have a quality disc golf course in silverton

We need more and safer walking and biking trails.

8 Town Park with a covered area in the center of town we're Eugene Field School was

Are there other recreational activities we have not listed that you wish to...

After school care, summer day camp

It would be really nice to have more maker/creator spaces with communal supplies available to the public. For example my wife and many others I've spoken too enjoy ceramics and would love to have access to a community wheel and kiln.

More things for the kids to do

Outdoor concerts, walking, bike paths around city

I wish the dog park was closer to the down town area. It was easy and great when they had it at Eugene Field.

I wish the homeless areas that are up the trail from Coolidge park, by the skate park, by the RR tracks on the West side of 214 going to Mt Angel were cleaned up - trash, needles, and feces are where children can be exposed to them. Also, I wish we invested in a place these folks could go as an alternative. I'd like to thank the folks that take excellent care of our parks. I hope that Silverton makes designated bike paths to bring in tourism - what about a route/path between Silverton and Mt Angel - loads of people would walk and bike on that stretch. I'd like the Silverton Murals to be promoted by the City as a tourist destination - we have an app for iPhones and iPads people should know about that is for Mural tours. The intersection of Hobart 214 needs a slower speed to reduce accidents coming into town. Access is poor across the road from KFC by RR tracks for people. I wish the area of Eugene field included open space -it's the gateway to downtown. Police give tickets based on assumptions - no my son wasn't looking at his cell phone - he was looking down to see his speed was slow enough downtown. Thanks for asking. Love our Mayor!

Better bicycle trails or a rails to trails option

Silverton has a lot of opportunity for walking biking trails I'd love to see more of those

Lacrosse is a growing sport in Oregon

Rock climbing

We need a water park

Pickle ball

I feel like this is a "if you build it, they will come" situation. If there was a community center with weekly art classes IN Silverton, for example, I'd take them. I just hate to drive. I leave Silverton for my kids' sports and for an occasional trip to Keizer to shop for something specific that I can't find here.

We need bike paths walking paths. A safe car free path for people to enjoy.

Archery range. Shooting sports, Hunter education and firearm safety courses.

I would like to see legal golf carts for trips around town

I would love to walk but it is very dangerous walking out of the Webb Lake area as there is no walking space in Hobart or Monitor. Please put in sidewalks!

Climbing gym

Bike paths between Silverton and Mt. Angel.

Horse back riding that is closer than the state parks.

Are there other recreational activities we have not listed that you wish to...

I request much public support for youth programs for music classes in school, and community support for band and choir.

Disk Golf

My family and I have very little need for additional services in Silverton. We live outside of town to provide the recreational experiences our family desires. We pay taxes based on the size of our property to afford these experiences. We are vehemently opposed to being taxed even more for recreational facilities in town--dog parks, sporting facilities, etc.

Bike and walking/ jogging paths. There are none.

Other art forms are not offered here like beading or other crafts. Fishing is extremely limited to the reservoir. We need expansion and variety

I would love to see more walking trails around town. Silver falls is wonderful, but something a little closer I could walk to for running or walking would be wonderful. I would also like to see more bike lanes/bike friendly areas.

Trails and open space are critical for livability as Silverton develops, and to encourage alternate modes of transportation or pedestrian foot traffic to the town core and businesses.

I would like a better running trail or track , the high school locks up the track and we can't use it there is no where to run except in the busy streets

Archery

Garden and nursery displays. Many options are available in the surrounding areas, including in Silverton.

There is not a good indoor gym to play basketball or racquetball. The city pool is nice but too cold to swim in winter months. A much more inclusive indoor community center/rec center is very much needed.

Mainly need outdoor wild spaces with trails & rec areas, jogging/walking trails, bicycle paths & right of ways

mountain biking

Archery

Biggest need is indoor activities for kids in winter/rain times. The next hurdle is hours of operation for facilities. If one works and had kids, 6am open is too late and 8pm close is too early. We would love to see more trails that connect people to downtown. Would love to see a more walk friendly downtown. We could do way more to be bike friendly!!!

An adult playground - it has adult sizes "play" equipment that is actually exercise equipment. Other cities around the US and the world have started using them.

Jogging and bike trails that use the old train rails would be a very unique and high leverage addition to our community. Also, being able to hike the creek from coolage park to reservoir would be a hit

yoga

There needs to be more inclusion in the park for children with special needs and more handicap parking at the park and around town for people with special needs

Better sidewalks and more crosswalks for neighborhood walking. Is hard to walk to both Roth's and Safeway supermarkets. Why is the walking bridge closed off for access from the post office/center to Ace Hardware? More river walk paths would be great.

Are there other recreational activities we have not listed that you wish to...

Dog-friendly hiking,/walking trails/loops of varying lengths. 1-10 miles!

Dog park is a wonderful addition to Silverton. Loved it when it was down by Eugene Field.

Geeky activities.

We purposely retired in Silverton because of all the great ways to enjoy our retirement. The parks are amazing. I was weeding on Tuesday and a Bald Eagle flew over my head. Walking around the reservoir is gorgeous. I love First Friday's! The pool is so nice and warm. Thanks to everyone who maintains and fosters all these great spaces

Consider "Rails to Trails" conversion of old rail line to bike/walk trail connecting Mt. Angel, Silverton, and maybe even Salem.

For the children, grandchildren, a modern splash pad or spray park for the nice weather, like the one in Beaverton, or even the City of Hubbard has one.

Pettit property should have a city campground!

More walking and biking trails. We have tons of unused railroad and open land that can make this possible. Also, the playground with a splash-pad is needed in the area. A community garden space-more of them. The YMCA is just the pool and dominated by the high school- get more help to keep it open all day 1-3 it is closed and that is the best time for young kids not in school to be there. The community center needs more workout options that watch kids- pilates, yoga, mindfulness, daily activities are needed to maintain support.

I wish a few obstacle course items could be included in the dog park.

Outdoor exercise equipment in parks and along trails

My family rides bicycles in Silverton a lot but there are parts of downtown that are annoying because we have to stop and walk. It would be nice if there was a bike trail that went around/through somehow. There are also several places in town with little/no shoulder and no bike lane.

Would love a walking trail longer than the trail by the park

You don't specifically address special needs of very young, very old, or differently abled to participate in recreational activities.

Music (since our schools don't have any elementary music) Orchestra Theater Dance (one ballet studio is not enough) Music lessons (have to travel to Salem)

Additional and protected bike lanes for safe interaction of car and bicycle traffic within the city, and on commuter routes into and out of the city.

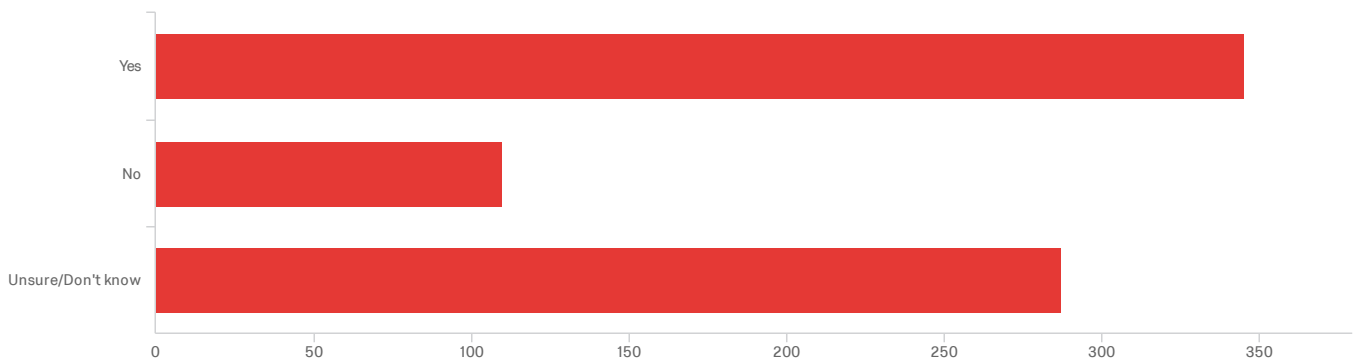
Please maintain the sidewalks so we can better enjoy our city. A sidewalk going up Oak St, on the right side would be nice. Also, overgrown shrubbery in this location is dangerous for pedestrians..

Silverton Mosaic Fountain. Beautiful fountain. Plans for a walkway around fountain that will make it accessible to wheel chairs.

Would like an amphitheater at Coolidge McInnis park like I read in the paper

A large portion of the developing town is not sidewalk accessible. I live at the edge of Silverton, and could easily walk into town. Due to lack of sidewalks, much of my children's activities are car dependent.

votedistrict - Some have recommended the creation of a special district (a form of local government) in order to expand parks and recreation opportunities in the region, including the City of Silverton. This parks and recreation district would be responsible for developing, operating, and managing parks and recreational facilities with its own dedicated property tax authority. The district would have a board of elected representatives from the area it serves. If you were asked to vote on the creation of a special district that would include your home or business location, how would you vote?



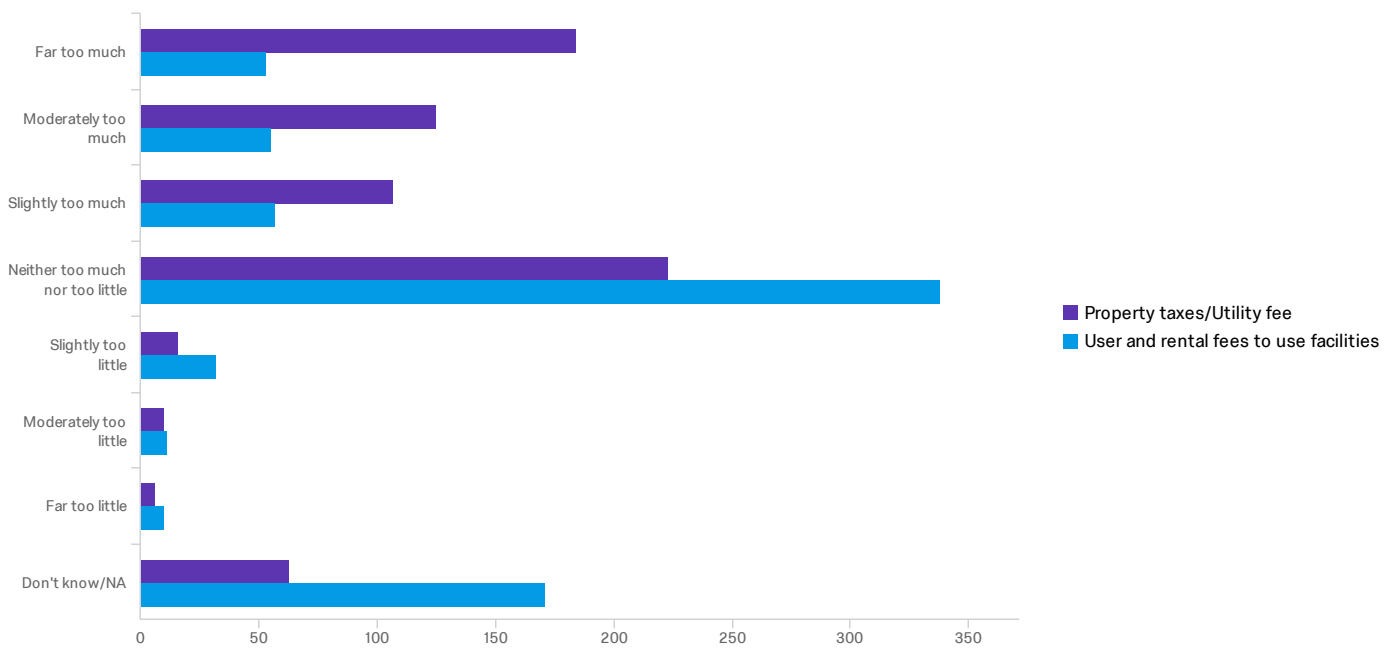
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Some have recommended the creation of a special district (a form of local government) in order to expand parks and recreation opportunities in the region, including the City of Silverton. This parks and recreation district would be responsible for developing, operating, and managing parks and recreational facilities with its own dedicated property tax authority. The district would have a board of elected representatives from the area it serves. If you were asked to vote on the creation of a special district that would include your home or business location, how would you vote?	1.00	3.00	1.92	0.92	0.85	742

#	Field	Choice Count
1	Yes	46.50% 345
2	No	14.82% 110

#	Field	Choice Count
3	Unsure/Don't know	38.68% 287
		742

Showing rows 1 - 4 of 4

tax - Next, we would like to ask you questions about the financing of recreational opportunities in the City of Silverton. Today, parks and recreation facilities are funded in part by a mix of local property taxes collected within the City and a monthly utility fee. User and rental fees are also a part of the funding for some facilities. In general, how do you feel about the amount of taxes and fees you pay?

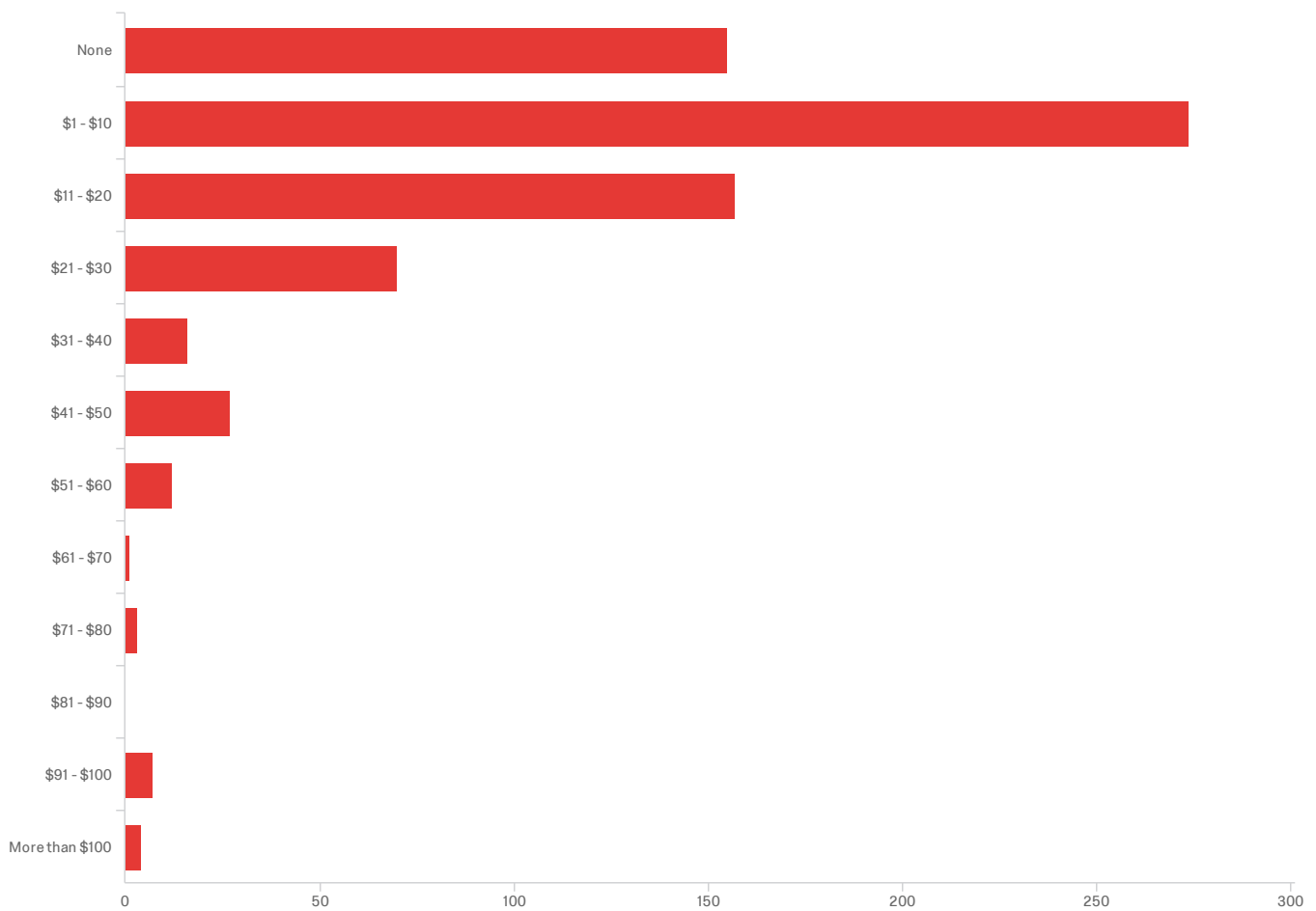


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Property taxes/Utility fee	1.00	8.00	3.18	1.98	3.93	734
2	User and rental fees to use facilities	1.00	8.00	4.61	2.16	4.66	727

#	Field	Far too much	Moderately too much	Slightly too much	Neither too much nor too little	Slightly too little	Moderately too little	Far too little	Don't know/NA
1	Property taxes/Utility fee	25.07% 184	17.03% 125	14.58% 107	30.38% 223	2.18% 16	1.36% 10	0.82% 6	8.58%
2	User and rental fees to use facilities	7.29% 53	7.57% 55	7.84% 57	46.49% 338	4.40% 32	1.51% 11	1.38% 10	23.52%

Showing rows 1 - 2 of 2

wtptax - If the community of Silverton and nearby areas chose to increase funding to develop more recreational facilities and opportunities in the region, and that resulted in a change in local property taxes, how much more would you be willing to pay per month? The amount you selected would be a monthly increase, dedicated to parks and recreation funding.



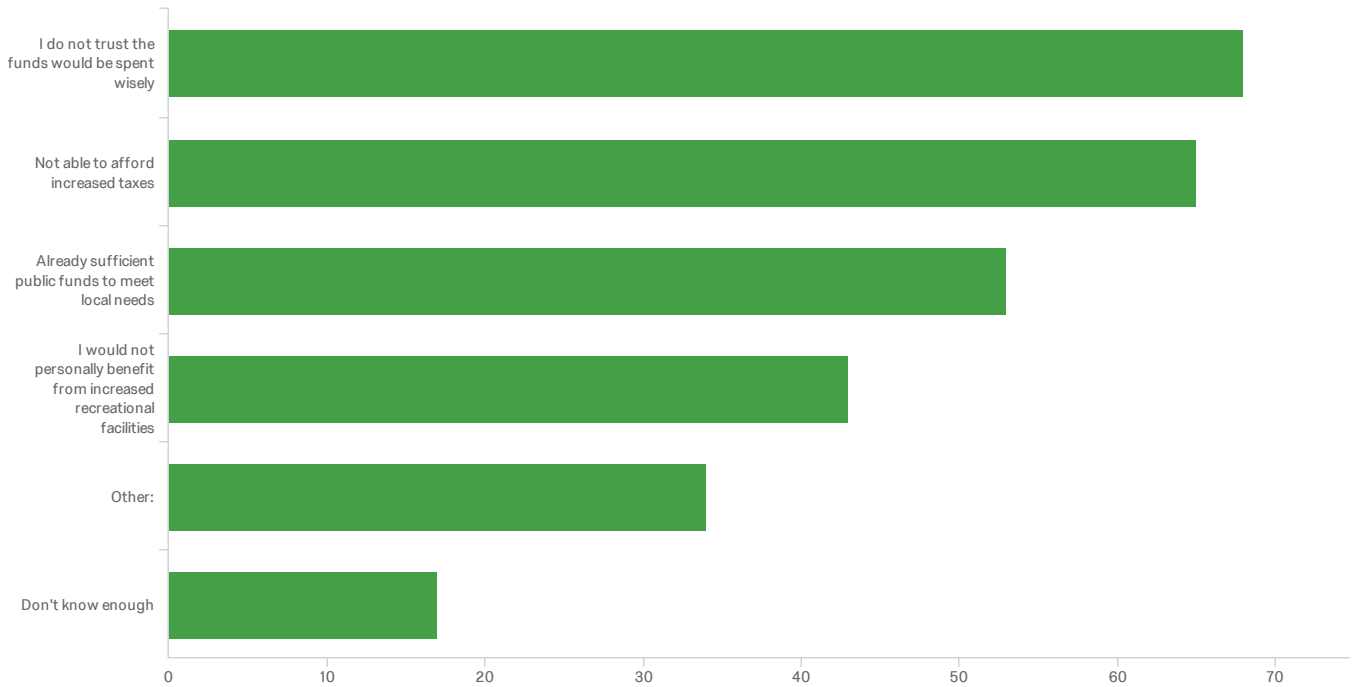
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	If the community of Silverton and nearby areas chose to increase funding to develop more recreational facilities and opportunities in the region, and that resulted in a change in local property taxes, how much more would you be willing to pay per month? The amount you selected would be a monthly increase, dedicated to parks and recreation funding.	1.00	12.00	2.67	1.78	3.15	726

#	Field	Choice Count
1	None	21.35% 155
2	\$1 - \$10	37.74% 274
3	\$11 - \$20	21.63% 157
4	\$21 - \$30	9.64% 70
5	\$31 - \$40	2.20% 16
6	\$41 - \$50	3.72% 27
7	\$51 - \$60	1.65% 12
8	\$61 - \$70	0.14% 1
9	\$71 - \$80	0.41% 3
10	\$81 - \$90	0.00% 0
11	\$91 - \$100	0.96% 7
12	More than \$100	0.55% 4

726

Showing rows 1 - 13 of 13

taxconcern - You indicated not being very interested in increased taxes for recreational facilities. Why do you feel this way? (Select all that apply.)



⚠
Data source misconfigured for this visualization.

#	Field	Choice Count
1	Not able to afford increased taxes	23.21% 65
2	Already sufficient public funds to meet local needs	18.93% 53
3	I would not personally benefit from increased recreational facilities	15.36% 43
4	I do not trust the funds would be spent wisely	24.29% 68
5	Don't know enough	6.07% 17
6	Other:	12.14% 34

280

Showing rows 1 - 7 of 7

Q14_6_TEXT - Other:

Other:

Silverton's leaders are grossly incompetent and waste too much time/money pushing their social agendas. All they want to do is tax its citizens and offer nothing in return except the mantra that Silverton is some utopia. It's not special, it's just another town.

Would prefer a re-allocation of current funds to pay for this

State Parks and Rec have lots of money they are wasting on administrative travel. Can't they help in supporting local paths and grants?

many people in Silverton are on a fixed income and can't tolerate more expense. Sewer and water rates are over the top. We should not be taxed on rainwater run off. It is hard to keep lawns green and growing in the summer when rates are too high. Many people rent and do not pay the property tax. Those renters shouldn't be given opportunities to get more cuts and vote for issues that do not pertain to that.

Doesn't cost anything to enjoy many of the activities you've described

Our facilities are already very good. I'd rather see improvements to underserved communities. Perhaps upgrading Mill Town Park (Lincoln St? That's a project I could get behind with taxes.) Adding to the Petit property or changing other parks that are already so nice... I don't see it. We have fantastic facilities in Silverton that are generally top notch. Perhaps this is a vision question. If I can support the vision then perhaps I can see it. What areas would be included in the proposed district? As I live outside of town in Mt. Angel I think we'd be outside the district, but we are users of Silverton Parks soooo...

The taxes we pay now are high enough! They collect fees now why isn't that sufficient! Holding funds in accounts? The City needs education on how to wisely use the current funds they collect that will benefit the city at its highest potential!

Services are used by more than just homeowners and the cost should be shared for these services. Also we pay park fees within our water bill currently. These were not voted on, just added in as a "fee".

Everytime the City wants to update or upgrade it falls on the residents to fund... Seems we are asked to pay more taxes yet nothing gets upgraded.

I live in Albany

I won't vote yes for anything that fails to keep the Petit property in the public domain, and available to use. For that I would vote for a modest amount - but not a lot, I live a long distance from town, and would only get a little value. If I lived in town/close it, I would expect to pay more.

Too much taxes already

we are struggling financially.

I do not want to grow government, local, state or federal.

It seems that this town continually creates committees comprised of narrow views to answer simple questions (that can be answered by simply talking and listening to people in this town), not based of people inside the town, then creates a twisted sense of what the town wants only to outsource for overpriced plans and labor for jobs that could be done by people and businesses in this town.

City hall to corrupt to trust

All of the above

I rent my home. I do however pay fees on my utility bill

taxes are already too high. You want something new, buy, then charge the people that WANT to use it. Not every home owner.

Other:

We already have really high taxes compared to other cities

I would prefer user fee increase

Taxes are too much already

Past misuse of taxes. Example: Gas tax for city road repairs.

Too much goes to PERS

This city already collects a huge amount on the water bill. I don't trust giving the city more.

Taxes for our area seem too high already

Taxes are already pretty high in this area. The water/sewage feed are very expensive.

If YOU use it, YOU pay it.

I CANT AFFORD MORE TAXES!

Taxes/fees are already too high

A few other areas need focus more than adding more responsibilities such as street maintenance

Fees already too high and unfair for city water. Don't trust the city

The City of Silverton is already an expensive town to live in with all our existing added taxes. It doesn't need more.

generaloe - Are there other ideas, concerns, or questions you have about parks and recreation in the City of Silverton?

Are there other ideas, concerns, or questions you have about parks and recr...

It shouldn't just be an increase in property taxes because there are a lot of renters in this town who use these local resources. With the new rent caps, landlords are restricted in their ability to raise rent to compensate. Essentially home owners who might not even live her will have to pay more. It should be an increase in utilities or fees or redistribution of funds from another dept.

Bike trail

More sidewalks are needed throughout town. Especially on south water

I think Silverton has great parks and recreation facilities ... we need more events and better advertising

Silverton Reservoir should have an option for annual pass

We need better bike commuter infrastructure! Especially serving in-town schools.

Are fees paid only by those in city limits?

Please increase accessibility, make bilingual English/Spanish signage. Please make pedestrian and bicycle safety a top priority. As a daily walker with a toddler Ive nearly been hit several times. Make safe crosswalks and an-integrated trail system.

Add dog waste cleanup materials/stations at all public parks and maintain them.

No.

Making sure the accessibility to parks and natural areas is safe with continues side walks or hard surface access trails. The reservoir and Petite properties could both be developed but with dangerous walking access along busy roads they almost require driving. Expand bike lanes and create a side walk up Water street. Is there trail possibilities to connect the Garden's to the Petite area.

Let's get this done! Our baseball league is growing with the softball league as well. We have limited field space already and even less when the High school is playing. We have to bump our games because of high school and don't always get a weekly practice.

1) Consider a third foot bridge over Silver Creek that connects the two paths that run along the river to create a loop south of town. 2) A huge concern for me is the lack of integrity of the dam at the reservoir. It was deemed unsafe years ago and rather than looking at pouring millions into developing the Eugene Field site, should we not be first protecting downtown from potential massive storms (which are predicted to worsen with global warming)that could cause the dam to fail? Coolidge McClaine Park might fairly quickly recover from a sudden surge of 12 feet of water but what about the community pool, the community center, the homeowners, etc. 3.) I have not seen reasonably priced recreation activities. The prices per visit are not something many can afford on a daily basis. I have not found yoga or dance that I was willing to pay for. I used to play coed volleyball at a local gym through parks and recreation for hardly any cost. The best deal I can find for daily recreation is the pool at \$3/visit, still that adds up.

Just don't know who they are, and their mission.....in order to get community support, would be helpful to do a little educational outreach here, but maybe it is happening and I just am not aware.

Restore the River through town and make it accessible to the public!!!

I've been to a lot of other City parks. I think ours get minimal care and always look unkempt.

Are there other ideas, concerns, or questions you have about parks and recr...

Would like to see a specific department of Silverton City gov't which deals with Parks and Rec

Better use of the silverton resivor add beach type area , the boat ramp is unusable on hot days because there is no place for people to swim from! It's totally useless !!!

I think there are Federal Grants available for "rail to trail" conversions? Converting the old railway to a walking/biking path would be my first priority, and could be used by the entire community. Would also bring in more visitors. Explore options of getting more services from the State Parks and Recreation since they have lots of money and excess staff funded by the lottery.

Would like to see a adult softball league started, know that KD Sports was trying to get one started this year but had to move it to Molalla as Silverton school district was unresponsive

My biggest concern is that I actively use both the YMCA Silverton Pool on an almost daily basis as well as use outdoor trails for walking, kids biking etc. and I would hate to see either of these opportunities go away. It would be nice to see more parks and sidewalks available for these activities around the outskirts of the city center.

Our family is a member of the local YMCA, and honestly, I don't feel it's worth what we pay. I've been contemplating canceling our membership. We really only use the swimming facilities and the hours don't meet our families needs. It's hard to find out what, if any, other activities they offer and not user friendly.

Not very bike or running/walking friendly town. Very few pathways for non-motorized recreation. Little dangerous.

I'm glad you asked as before mentioned "I would like to see the development of recreation programming that has a purpose, goals and objectives for a variety of age groups. I would like to see leagues, programs, and facilities that are evaluated for participant satisfaction and program outcomes. I want our parks to have safety and risk management plans with qualified people (who have the experience to recognize and identify risk and hazards) performing pre and post opening inspections to address safety concerns." Also, I want to see someone in the role of parks director who will promote the benefits of park programming and the benefits of service to the community. I would hope this P&R district will collaborate with the other groups that have been filling the recreational needs of the community. Work with the community and not try to take over what is working well, but to find and fill the recreation gaps that exist. As an example, don't start a cycle club, but advertise the one that exist as long as they are willing to sign an agreement with the district on some rules. Concern: I have a big one with the Silverton Marine Park and Reservoir. Swimming is not a listed feature of the park. Yet all summer the boat dock is filled with kids swimming. I saw a 9-year-old who was almost backed over by a boat trailer backing down the ramp into the water. The residents want to swim in the reservoir, but the city is not providing a safe place to swim. This conflict of user groups can be easily fixed by a volunteer group. The Salem Area Trail Alliance could build great trails to "swimming holes" and provide the fire department with easy access to people on the water. The parks signage is inadequate and rarely enforced. Parking is an issue after 2:30 on a weekday and all day, every day during the summer. What is the plan for this space? Silverton is growing and so must our access to recreational opportunities. These are the reasons Silverton needs a Recreation District. I would like to see the city hire a Parks and Recreation Professional. A person with the knowledge and experience to Let's Move! Silverton. Strong evidence exist that people exercise more when they have access to parks. Silverton and the surrounding communities could benefit from the guidance of a team that understand that and is focused on community health through recreation. The City of Silverton currently has eight parks including neighborhood parks, a marine park, a skate park and a dog park. Activities and facilities range from hiking trails, picnic areas, and children's play equipment to boating and fishing. The Silverton Community Center Gym and the Silverton Community Pool. For a population of 10,313 (2017) and no recreation professionals. Other communities like the City of Stayton own and maintain pedestrian trails, mini-parks, neighborhood parks, community parks, and natural open spaces. The City maintains 12.7 acres of neighborhood parks, 7.65 acres of community parks, and 106 acres of open space parks. The City's parks system is highly valued by residents and visitors because they help make Stayton a livable community. For a city population of 8,129 (2017) and they have 2 FTE and 2 Seasonal FTE parks staff. Public work provides the grounds maintenance. Aumsville has a robust Parks and Recreation program that is the envy of cities our size. Their population is 4,108 (2017) The point I am trying to make is that our smaller neighboring communities have access to more recreational opportunity with greater quality as the parks program is facilitated by a practitioner with experience in Parks, Recreation and Leisure. Thank you for the opportunity to provide my ideas, concerns and opinions.

Could forming this committee increase our chances of getting bike lanes and cross walks in this town? These roads are not very safe to recreate on! Need to lower speed limits on Water Street and Mt. Angel HWY until they pass out of suburban areas.

Pedestrian safety in and out of school zones, to and from City parks seem to be a concern. Crosswalks could be marked with lights and audible alerts when children are utilizing.

More designated biking/jogging paths are always nice.

Are there other ideas, concerns, or questions you have about parks and recr...

I often see the parks mentioned by name, but the assumption is that everyone knows where they are. We moved here a few years ago and I'm still not familiar with some of them. I would help to give an address or location when mentioning the parks.

Would like to see City of Silverton build a multi-sports complex and include seasonal fields for softball, baseball, soccer, and football.

no

More silver creek access

what or who is the city parks and rec team? I am aware of the Pool - is that City or YMCA? Have there ever been offerings from the City for recreation? Silverton has many positives - There are some things that are overlooked to the point of neglect - like bike lanes, paths or safety corridors! We stopped riding our bikes a few years ago due to heavy traffic on water st. If you are heading S. there is no place to ride, walk, stroll - in town bikes are not allowed on sidewalks - there is no awareness by motorists, no safe way to ride single or with children. We love the pool!

I would absolutely want to be on the Parks and Recreation committee. I believe Silverton has so many opportunities to improve walkability, increase the activity of its residents, improve our environmental practices, and make the community safer and more pleasant for everyone. I also think a splash pad somewhere in town would be so fun for kids.

I would pay a ton more in taxes for safe bike lanes so kids can actually ride their bikes to school.

I already mentioned this but maybe in the wrong tab. I would love a splash park somewhere in the town. Also, it would be a great idea to communicate services and opportunities available in town to residents. Many of the things mentioned in the survey I wasn't even aware were offered in town.

It would be great to have more trails. Running and biking would be a lot more enjoyable on trails.

I want safe and dedicated bike paths connecting the neighborhoods of Silverton.

We have some of the highest property taxes in the state, and yet we have some of the poorest maintained roads and very limited useable sidewalks all the way down Water Street. We have to drive to the parks because we can't safely walk to them.

REDUCE SPEED BY SKATE PARK TO 25 SO THE KIDS DON'T HAVE ENGINES BLOWING DIESEL EXHAUST ON THEM EVERYDAY WHILE THEY PLAY.

I am opposed to outdoor recreational spots that are concrete and encourage kids to be out at night, such as skate parks, outdoor basketball courts, etc. I don't like that those areas generally become run down, the concrete becomes a permanent fixture that then gets graffiti, etc, and I prefer kids are drawn to indoor spaces (off of the streets).

I would prefer not to have any federal monies accepted by the city for use in anything. That includes anything. Just sayin'. Anything we need money for within the city, we should be able to raise ourselves. If we can't, then we don't need it that bad.

In my opinion Silverton needs a go to park for large activities. Somewhere on a main street or hwy. We really don't have a good park to meet at that has easy access. Most parks are stuck away and hard to find. The city needs to develop a large area park that is the identity of the city.

Plan to add another park to handle future growth Find a spot that can be a Scenic overlook of the town or the Valley towards Mt Angel and/ or Salem. This can be small, only and at as a destination for biking or walking. Just a few parking spaces. Study how other towns have become bike friendly. They strive to attract bicyclists to visit the town. I recall a bike repair stand: a place with some basic tools (on cables) and a local trail map. They had brochures for places to eat and stay or camp as well as find supplies (or catch the bus back out of town). I saw this Colorado. Silverton could be a good hub for this low impact recreation and tourists.

As mentioned before. The parks are nice. If I was considering where to upgrade I'd look at the park in Mill Town. That is the only one that needs love right now. Other facilities are top notch even luxurious why would we spend more money?

Are there other ideas, concerns, or questions you have about parks and recr...

Wheelchair friendly sidewalks, more wheelchair user only parking spots, not just plain Ada parking. As a wheelchair user who is confined to a wheelchair if there is no Ada parking I have to double park in order to assure myself that someone can't park too close and make it unable for me to get in my car.

Wish this was addressed when me kids were young. There needs to be more options for kids after school, weekends etc. Boys and Girls club style but for ALL ages. Have the opportunity to learn trades, gardening, painting, building small things, cooking and sewing. Has to be affordable for ALL, does there really have to be a fee for everything? We have lots of people in the community that would volunteer. Just think of the long term impact something like this could have.

Taxes are already high. Cost of living here is much more than neighboring communities.

We need a multi use trail from town to the reservoir please!

Some of the sidewalks end without providing a safe path, which makes walking/jogging a bit of a challenge (especially with children).

The boat ramp at the reservoir is often full with swimmers, or people lounging. Said people are often rude or even mean when asked to move for a boat. I think if there were a designated swimming area and easier beach access this would be avoided. It has become such an issue, even though I live minutes away, I don't use the reservoir because I don't want to deal with the people. The bathrooms also need doors and other maintenance.

A bike trail located off car traffic roads would be wonderful. The 20 min drive to the falls is so far to drive to. Is there a possibility that unused train track routes be converted to bike trails? We love the lit tennis courts at the high school :)

We love the pool and use it very often!

traffic issues and lack of safe sidewalks should be first priorities

My concern is that for a town of the size of Silverton (10,000 +), the amount of park space and walking trails is FAR LESS than comparable towns that I have visited or lived in. Examples of a large park system can be found in Independence, Florence, Newport and many others. They don't pay higher park fees, so why do we have so few acres dedicated to park space?

Again sidewalks connecting all neighborhoods

I use the reservoir on a regular basis. I'm concerned about the plans to reopen a quarry above a beautiful quiet stretch of the creek.

I would love to see more walking/jogging trails. The creek is underutilized as is the reservoir and the Oregon Garden. These are all beautiful, natural places that people in Silverton could be using as a way to get outside and get active but there are currently no safe ways to get there. Although there is a sidewalk way to the Oregon Garden it does not extend up to the entrance and thus is not useful. I would be much more apt to pay to go there if there was a good way to walk or ride a bike and if jogging were encouraged within the garden's bounds. Furthermore, the sidewalks in Silverton that are there are not great. They are missing in a lot of places and many of our crosswalks are unsafe. I walk everywhere, I almost never drive, and I cannot tell you how many times I have nearly been hit by a car as a pedestrian. It is also hard to allow children to walk alone for those reasons. As a parent, it does not feel good to send kids off on a walk that includes areas where they must walk beside traffic in the road and face traffic crossings that are potentially hazardous (i.e. the area near at James St. and C street where the crosswalk is insane and there is no sidewalk over the railroad tracks and by the Wolfe Bldg in downtown where many times traffic does not stop and/or look for pedestrians). Thank you for doing this survey so that residents may voice our opinions!

Our City of Silverton water bill already includes very HIGH fees for which we see NO benefit or local improvements at all. We currently pay large FEES to the City each month for a Street Maintenance Fee, a Storm Water System Fee, & a Park Fee. Just drive through our little town & you'll feel the streets have really gone to pot. Our fees keep going up!!

If new activities are established, what is the plan for the the increased traffic and sewage usage for the ultimate increase in visitors??

Reservoir needs to be developed so that swimming area is not at the boat launch area. Glad to see day use fee has been raised. Also the summer parking up there is not safe. The reservoir is a beautiful area but gets overly used in the summer. Hope you will continue to have a park host.

Are there other ideas, concerns, or questions you have about parks and recr...

not interested in paying for city park access. Do dog parks or general parks for people outside of city. Willing to pay for regional stuff like pool or biking trails of improvement to water access. Will vote against just supporting city residents of facilities I would not use.

City parks are popular, if the funding base were widened to include more of the local residents that live outside the city, perhaps everyone would pay less to maintain equal quality?

I would like to see Parks and Rec have a strong social media presence so it is easier to learn about offerings and opportunities

This town is desperate for parks and Rec!!!!

Restrooms are an important part of recreational areas such as parks. It is surprising to see that there are no restrooms at the pioneer park. I would hope to see something soon. Especially if the neighborhood grows as planned increasing the parks use. I would be more willing to consider increased fees or taxes if I was informed of planned improvements that would directly impact me and my family.

In general, Silverton could use a neighborhood park in the Northwest part of town. Also, there is very little for older kids to do in Silverton that encourages an active lifestyle (other than the skate park and swimming). There needs to be an all-purpose facility/entity/area for older kids (12-18). To go along with this, an area/space that families who have older kids can use together. There seems to be sufficient parks in town with play structures for young children (toddlers-10 yrs) and families to use together. Silverton is a beautiful area but it's sad that I have to take my family outside of Silverton to enjoy family recreation. (kids' ages 10 and 14)

Current dissatisfaction with cost/taxes is related to continued limited access despite payments to school district for access. Too much need- space is old, not adequate and frequently bumped from rented spaces. If space was really to be developed that served community need would be willing to pay more. Concern for the amount of money that is currently available to the City for P&R that is not being spent.

Ultimate frisbee course at Petit lake with a dock and boat launch for non motorized boats. Dedicated paved pedestrian/bicycle path running parallel between HWY 214 and the railroad tracks between Silverton and Mt Angel. Could make commuting between cities much easier for bicycles and provide increased jogging opportunities to increase community well being.

no

As previously stated... younger kids would benefit from after school school on site programs ... this could be a cooperative school/city collaborative that could include tutorial opportunities as well as a menu of recreational activities. Fee based is worth consideration.

I think we need more of a recreation and culture district with better recreational field coordination and one place to find the youth sports. The Parks are great and is and the City does a good job.

I do not live in Silverton. I live in Bend so I could not answer most of the questions.

Plaease bring back concerts to Silverton!!!!

My concerns would be that we are growing and the youth have nowhere to go. The burden has fallen on the School district to provide space for all the youth sports, which in turn has puts the burden on the upkeep to the School district. It is also an absolute scheduling nightmare as it pertains to youth sports using school district facilities and Vice versa. The city does not have enough parks and rec.

The local officials appear to favor specific activities that often only benefit a few leaving the majority of residents and travelers out even though they pay taxes. Expenditures for parks and recreation must be spread across broad uses with the initial effort on low cost development and low impact uses such as running trails and open areas for concerts and such that would bring revenue and excit meant for further developments. Large building complexes such as for indoor sports and activities must come after the low impact uses are established. Officials would also benefit by ensuring new people are welcome rather than holding to the old guard/natives and those with money to curry favor.

The recently demolished Eugene Field school is being considered for city administration use. It is also the perfect location for a park that is central to the city.

Are there other ideas, concerns, or questions you have about parks and recr...

We already can't afford to buy a house in Silverton but I have lived here my whole life and want to raise my children here. All these fees keep raising but nothing is getting fixed. We need the roads repaired! What we have for now is fine the way it is.

The city of Silverton desperately needs more sports facilities including soccer, basketball, baseball/softball, and volleyball. I think the city also needs more dedicated bike paths for commuting and recreational use.

I would be in favor of increased property taxes if the representatives are held accountable for the spending. I look at our current parks and the city is NOT taking pride in the look and functionality. We have far too many weeds, lack of bathroom facilities at some parks, and the maintenance of the grounds is below average. I love this town but we need to get serious about accountability. I look at the Eugene field property that was recently torn down. My hope is that they are NOT done with the restoration on the area. Why would you not prep the ground for proper grass to grow and create a park that could be utilized in the interim. Before they decide to build something new. All I see there is ankle busting, weed growing, mud hole collecting "park". Please please please Start empowering the city to take pride in the work they perform. Remind the city workers/ city council that they are stewards of the citizens money. Please take pride in your performance. Respectfully, Silverton Resident.

We need a park near oak st and norway

need time to think about this

Old Mill Park should have a stable and permanent Amphitheater complete with lighting and audio

i think the hesitancy i have on funding parks and rec. is only the unknown. if we were talking about maintaining and increasing the efficiency and sustainability of existing parks and expanding in ways that don't have a negative environmental impact, then wonderful. but i am not interested in more structures being built cheaply and irresponsibly and then later are left and not maintained well. more complimentary development of what's already existing and less wasteful building and new developing if that makes sense?

Why can't we develop the reservoir into a more park like setting/swimming "beach" area for family gatherings. Develop the shore line better to make it a fun place to swim/rest and less crowded.

No

We need more athletic fields and some indoor facilities.

Use Pettit Lake. What a golden opportunity available and owned by our community. Covered outdoor basketball courts would offer kids a place to play without being at a school. With Eugene Field gone there is really no options.

I think it sounds like a nice idea, but we currently are paying a lot of money for everything, so I'm not sure that I would be willing to pay more.

I wish that with the beauty and space within Silverton that it is truly developed properly for those to enjoy it fully. A lot of parents invest their time and money into their children to attain a great education as well as getting the most of being a student athlete. I've grown up in a Silverton my whole life and we have been considering elsewhere (Sherwood) where parents seem to have the same common beliefs and goals of their children. Silverton is slowly turning into a town where the children aren't held accountable with a "free for all" type of mentality after school. Where if kids aren't engaging in athletics or after school programs, they're getting into trouble. Most parents won't do a 9a-5p job as well as the commute and the biggest fear is the few hours where nobody is around. Sadly, Silverton has a very bad underground drug problem that a lot of people turn their cheek to. Unapologetically, my kids' future comes 1st and if that means moving to guarantee my children's success, that will always take personal precedent over the beauty of Silverton. Hope that change comes soon for the future of Silverton and those who truly do want the best of the town itself!

I live in the Silverton Hills, near Silver Falls Park. I already pay for the library and city pool, which I never use. Would not really like to pay much for additional services in town that I would not ever use.

Recycling and/or composting receptacles are a must.

Do not put a bathroom at Pioneer Park too much negative about having one. Do not light the basketball area for the same reason. In the summer you can still play basketball into the evening without extra light. Please. My yard backs the park and it is working very well. Maybe expand play area for young kids for the new development that's happening now. Get ahead of building.

Are there other ideas, concerns, or questions you have about parks and recr...

Street improvements for traffic flow need to be addressed. No sidewalks to current subdivisions North and South of town. Unsafe to bike and walk from Web lake or Pioneer.

I didn't know Silverton had any other parks than Coolidge McClaine Park. YMCA run youth sports are a complete waste of time and money, as no instruction is ever given to the kids, particularly in track.

I'm concerned about Silverton's welcoming of homeless people into the city. I've experienced increased crime because of this. I would be concerned that the parks around here would become a center for homeless activity.

Why do we pay for a street sweeper monthly, and maybe see it once in two months. It feels like a scam

Just we could use a pickle ball court or courts and a basketball court at Coolidge park in the back where the horse shoe pits are there is a slab of concrete already there! Kickball and other rec. teams would be a interest for a lot of residents I believe also.

Are there plans to develop sidewalks in areas within city limits that currently do not have them? Lack of sidewalks is a barrier to dog walking, jogging, etc. especially along Oak St. Upon reflection, I realize I frequently use facilities that are not technically City of Silverton: Mark Twain playground and the church playground on Church St. I also frequently travel to Silver Falls to access jogging & hiking trails there.

Should be paid for by people who live in city limits or charge user fees for costs. I worked my butt of to buy property out of town that meets my family's needs for recreation. I am not interested in paying for recreational facilities that I will never use or have a need for. I already pay taxes on my recreational facilities at home. If user fees cannot support the recreational opportunities people in town want, then the facilities are not needed.

A walking path/track or biking path/track close to town so folks don't have to worry about traffic.

Silverton Reservoir... Great place but unless you can get the swimmers off the boat ramp you'll never get a dime from me for it.

Seriously, family friendly bike trails...

don't need any more parks you should be asking how to take care of the homeless that are showing up in silverton and more parks will bring them in don't need them here do your job and clean up silverton not add more problems to the city

The smaller parks need update care and play areas instead of children having to go school to play. None of the parks have basketball court or baseball field

Concern about the Slowness of progress in this area. Concerned as I ride in town about the unclear bike lane markings & crossings. all concerned about the lack of real knowledge that drivers have about Bike riders in the street and how to drive together. There is a small length of a real bike lane near the Goodwill and then ends the light which is not marked or clear either. The light has no mark to change unless a car finally comes along.

lights at the silverton skatepark and additons like restrooms and an expansion of the park itself (more obstacles, etc.)

We need safe trails for walkers, runners etc. walking along Water Street is presently very unsafe.

I think the water faucets should be open for dogs and people to get water, Spring through Fall.

Parks and Rec programs have a tendency to be black holes for cash. Silverton would need to come with a solid plan, and if they want to do a district, it needs to show real value to those of us who are willing to vote yes, but only if the plan is solid and transparent as can be. I think the fact the city is hoping to build a deluxe new facility where Eugene Field was located sets up a very obvious and powerful argument for the no votes within the area. The logic will go "If they have money for that, why do they need my money?"

Bathrooms at pioneer park are necessary.

Are there other ideas, concerns, or questions you have about parks and recr...

I understand the need to partner with the school district for recreation facilities but as Silverton grows it is time to move beyond this practice and plan for new facilities to serve our community.

Trails and sidewalks are a major issue. Sidewalks are uneven/cracked in multiple places. Water Street needs sidewalks from downtown to Pioneer. Expanding the East Bank trail, considering a rails-trail with old railroad, trail connection to reservoir, the reservoir is also dirty...too much trash, please consider park/green space where Eugene Field used to be...more bike lanes would be nice, Silverton has more opportunities for kids than adults...would love more adult recreation opportunities. Community center/gym either needs updating or a new home.

Would really like some out door fishing opportunities to share with my family. The Silverton Revisor is very limited to parking and has changed for the worse. I remember fishing there as a kid. It has changed into a place for swimming and crazy drunks acting a fool. Not a place I want to share the memories with my children any longer.

Our parks are hardly used now. What's changed? Silverfalls is just up the road. Just do a good job maintaining what's here already. Affordable housing before parks.

City of Silverton wants to haul Scotts Mills residents into their recreational tax district without giving the Scotts Mills residents a separate vote to allow them as a whole to choose whether or not they want to be part of the district. Scotts Mills residents would be outvoted by the far larger population of Silverton. There is no public transportation between Scotts Mills and Silverton and many people in this area would not benefit or have easy access to the activities and facilities in Silverton.

More hiking nature trails/more bike trails please!!!

I am in favor of integrating moderate recreational facilitation within the space where Eugene Fields is. A gathering place that is easily accessed and feeds into the existing downtown area and close-by parks. By this I mean, a small play area, water feature, a place for listening to a small concert or play that can be easily used at other times for seating and visiting. Also creative seating areas that bring people together.

I resent my tax money being spent on dog parks. I think downtown should be designated no bicycles, no dogs, no smoking - and these rules should be enforced.

Developing the Pettit property would ease the burden on the Silverton Marine Park which gets overcrowded at times

My only concern with the City and my children being outdoors is the vehicle traffic. There are a few intersections in town that are super dangerous and I don't let me kids walk through them unattended. Thank you.

NO

With the huge increase of people in the Pioneer Village area, Pioneer Park needs a lot of priority in the next couple years. At times we load the kids up and go to Coolidge park, but if Pioneer had more things, we would not have to drive down Water St. There are a lot of houses/people in the Pioneer village area that would be well served with a better park/experience at Pioneer. Plant some trees, bigger more play equipment. Unique items are always more fun. (ideas: Penny Park/playground in Chehalis, WA) Silverton could use some sort of little league sports complex too; couple baseball/softball fields, soccer, basketball, etc...

Can we be using the ymca gym as a indoor basketball park?

No

Easier handicapped access and parking in all areas

For fund raising I suggest using the signs in Silverton as easy donation site. Information to a website for online donations via paypal or direct payments could be also attached somewhere on the signs. Long term if it seemed like this idea is working you could always upgrade the signs with a form of electronic payment so people could use their phones to directly donate to their cause. People like donating more than they like being forced to pay for something.

Concern about how much the city pays the school district for use of sports facilities but truly don't have the needed access to facilities

Are there other ideas, concerns, or questions you have about parks and recr...

The city has a lot of property that is not developed into any use by citizens and not well maintained as a green space, such as the property off eureka ave. It has wetlands and old oak trees, instead of being maintained it is ran over by invasive species. The Pettit property has so much recreational potential for joggers, cross country team, boating- relieving the overuse of the reservoir, bird and nature lovers. There are so many walkers and joggers on the streets in and around Silverton with no sidewalks, the property could be an oasis for joggers.

Outdoor basketball court, tennis, and indoor meeting facility for classes

Turning that natural area by the Oregon Gardens is a great idea! We have 3 small kids and there are so many families here that there is really a need for more parks. Having a swimming area in the lake would be a huge draw to live in Silverton and increase tourism. We would definitely pay more a month for that to happen.

We don't need more "government" entities. There are already too many senseless community taxes and the parks are functional... More "government" would just bog things down.

Bike patha

Would love a requirement to put small parks/playgrounds in new developments. Without them too many kids play in the streets. This seems to be common in other areas.

I am concerned that the huge influx of people moving to Oregon will eventually have a detrimental effect on this cozy town and the traditional Oregon smaller communities. I moved here to escape the Portland suburbs which have, in my opinion, changed for the worse overall since my childhood. I do not want to see that happen here. I believe meddling in everything and excessive urban sprawl induces more problems than improvements as a byproduct despite good intentions. I'm not alone in this opinion, but folks like me are usually overruled by groups with an agenda (and money).

I would like to see some of the Silverton facilities maintained. It seems that all too often facilities are left neglected and start to dwindle and rot. Then there is a big upheaval about getting rid of facilities that are in such poor condition that they can't be fixed up without enormous cost to the taxpayers. it would be better if there is a continual program to actually take care of the facilities we have in place, and update as needed. This is not to say that there are not facilities that do need to be removed or torn down and replaced with new, just that there seems to be a habit of not taking care of what we have.

I am concerned that the current city employees, that maintain the local parks and areas, would lose their jobs in this switch. I also think that with this city growing so quickly, and the utility charges already being vastly larger than the surrounding cities, that we as homeowners shouldn't have to increase that already inflated charge. HOA's for neighborhood parks? Small fees that way seem more regulated and supportive of our specific areas we use. As for the swimming pool or other facilities to be brought in, perhaps there should be a fund set aside in the already created utility budget? I just know the utility bills are huge here compared to other cities that are currently able to increase their recreational space.

I'm concerned about the noise level of the dog park when there are homes so close to it. People let their dogs bark incessantly. Also, because there is easy parking there, it is a mecca for homeless needing a place to park overnight. I firmly believe that's why there was a homeless camp behind Robert Frost last year (I walked by it daily, I was very familiar with it).

Fix the streets 1st

More locations for parks-walkable. Pickleball courts indoor+outdoor. Centrally located dog park.

It seems that we have enough parks/facilities in town, but it would be nice if the citizens living outside city limits but using the facilities, would help fund them.

I would really like to see a sports facility for indoor and outdoor use. We have very few locations for all the children and adults to use. It's creating a very big problem since our city is continuing to grow.

Not having to pay to park for residents for hiking at silverfalls.

Are there other ideas, concerns, or questions you have about parks and recr...

The money they have already received in the past has been used poorly and irresponsibly. We are now paying for their negligence, trying to play catch-up on the poor infrastructure and drainage issues. The YMCA charges way too much for activities, memberships are way too expensive. The pool is too small to support the growth of the community, and the hours are terrible.

Yes! I am a kayaker and frequent the reservoir. There have been wonderful improvements to the area with the addition of another dock. Unfortunately, often the docks are used for sunbathing and wee ones to jump off of. It makes for loading and unloading, one's kayak, difficult. I have wondered if there could be an improved area specifically for those wanting to play in the water. Perhaps an enlarged beach type area, that would be safer for families with "littles".

Forming a parks and recreation district is not feasible for our city. The parks should remain in the public works department. I understand completely how short staffed the public works department is when it comes to parks. Given the amount of acreage the city has done absolutely nothing to increase their staff to compliment the amount of parks the city has to maintain. Maybe the council need to make a resolution on the parks fee which would allow that money to be used for existing parks not just new parks. The way the park fee is set up it's only allowed to be used for new parks. There is more than enough money to increase its parks manpower. Don't sell out to a parks and rec's district. It's no different that the city pool. The city sold out to the YMCA and now it is not ran sufficiently to be considered a city owned amenity.

Current facilities are not well used - very limited open swim hours even during last summer, and all during hours difficult for families. Leaving the top cover on and taking the sides off would encourage use during full sun hours with less health risk, or on rainy days. Some days number of swimmers was limited because not enough life guards were scheduled to work. Would love to see classes and activities offered at the community center, or allow open use for basketball when not in use for other things.

Bathrooms need to be added to the park in the Pioneer neighborhood. Even seasonal portable toilets would be better than nothing

With the popularity of club sports, I think the city would benefit from having a sports complex that could house multiple courts. Places like The Hoop, the Courts run year round for volleyball, basketball, clinics and many other sports. The Silverton area basketball and volleyball clubs have a difficult time finding court space. These clubs pay for gym space for practices and tournaments year round. No need to tax the entire silverfalls district.

It would be good to have some kind of signage of the various parks and recreation activities available in town.

I would like to see the City re-visit the idea of occasional closure of Main street between 1st and Water for First Fridays or other gatherings or events. If it is well received it would be great to have that be a permanent plaza for Silverton downtown.

Fees should be waived for veterans and the disabled, also no transient camping allowed and no loitering

We desperately need sidewalks from Pioneer to downtown area. Sidewalks are needed in areas throughout town and along routes to schools. Many people can't safely access areas to walk, jog, or take strollers to. I think our recreational areas would get used and valued significantly more we we could access parts of our town via sidewalk.

Pioneer park is amazing but needs a restroom. Think it would draw more people in that don't live near.

They need to be maintained. The city is growing so we need to have the space necessary for recreation for our families & activities

It would be amazing to have a bike/hike/running trail connecting Silverton to Silver Falls. We need more safe running and biking spaces in and around the city!

We need to support our youth sports

Look at a city park pass similar to county Park passes

We need sidewalks. I walked my kids home from school the other day. Hobart is incredibly dangerous.

Our outlying communities use these facilities as well; I would like to see them paying for their use do it doesn't only fall on Silverton residents. Since we are a unified school district, our children are all using the same facilities. Time to share the burden.

Are there other ideas, concerns, or questions you have about parks and recr...

It's important to tourist and the community to keep them in good repair, clean, and safe. We believe cost should be shared with everyone and not just residents! Good call. The Pettit property is a jewel. It would take some pressure off Silverton reservoir as well. Beautiful place. We also need walking trails around both reservoirs. I/we strongly believe that ODFW should stock the reservoir with trout year round. This would bring additional revenue in as seniors, kids, families, out of towners would enjoy it. Salem does it. Need something to do in winter. Our winters are long and boring "depressing". The town lights are a plus.

How about we have some Rugby posts so we can have rugby team? Plus we could use it to start a youth rugby team and be part of Oregon Rugby.

It would be nice to know where the parks are with directions to them. List them in the local paper. When you are new to an area you only see what you drive by on your daily jaunts. I have asked neighbors or restaurant workers, cashiers etc where to go and nobody ever has any information to pass on. A bike path from Silverton to Mt Angel would be great.

Historically the youth sports organizations utilize the school district facilities because of an agreement/payment with/from the city and the school district due to the lack of city facilities. Because of this agreement the school district "trumps" any youth org when conflict arises. This is extremely difficult to plan, organize and adjust when needed. Strange dynamic since the school district doesn't offer most youth sports, and the city doesn't have facilities to facilitate youth sports.....

I was unaware that there is a parks & rec that does much more than maintenance- I've rarely seen classes or opportunities for community gatherings & it seems all the focus is on the pool. I'd like to see a much more diverse offering of recreational activities

Ease of access. Sidewalks or bike path, which roads will be used to get there, will it increase traffic because of the cell dividing the city and limited areas to cross the creek in a vehicle.

We need more places to walk, besides streets that have no sidewalks. More trails near the creek and reservoir.

Ideas: *a pedestrian bridge across Silver Creek at Salamander Island to connect the trails on each side. *a walking path/trail in the green space south of Whittier St (connecting Mill St to 2nd St) * a paved bike lane out 1st St to Hobart Rd. * a paved bike lane (or at least a wide shoulder) on the portion of Hobart Rd to WebbLake *extension of a walking path along Silver Creek as far as possible (both upstream and downstream from current path)

While considered unsafe, we travel to Stayton specifically for the merry-go-round. The sensory input from a merry-go-round is incredible. The EMP in Seattle has one that may be safer, and still fun. The ones at the all ability parks are not fun or easy to push. It'd be cool if the path by Silver Creek was longer on the park side. Or had a clear end.

I really support the idea of developing Pettit Lake into a park. Better trails up the creek at the city park,, maybe another bridge by Salamander Island to make a loop trail? More walking trails at the Reservoir. Improve bikes paths and make the road to Mr. Angel into bike paths. Outdoor pickleball courts!

For running and walking, we need sidewalks to the reservoir and the rest of the way up Danger Hill.

Upgrade your web presence on the city website to make it easier to see facilities, locations and general info.

Additional dog parks. I don't have children, so I'd like to see more fenced areas to take and exercise my dog

not that I can think of at the moment

I would want to see how it is structured and what the priorities are in how they maintain parks. It would be nice to see some things partnered up with groups to help keep labor costs down and volunteering up.

I would like to see the YMCA develop a large indoor community recreation facility with swimming pools, gyms, indoor walking track, weight lifting and varied exercise classes offering annual memberships according to one's ability to pay

I am involved in some mom groups in other areas of Oregon. They really seem to enjoy the facilities that their parks and rec departments offer. Especially athletic/sport type club atmosphere with childcare. This is something our community does not offer and families suffer.

Are there other ideas, concerns, or questions you have about parks and recr...

I would love more trails! More fishing opportunities! And more organized sports for adults!

In the questions asked the term regional area comes up often. I support development and funding of recreational activities and facilities for the Silverton community but would not answer the questions the same if we are talking about other communities in our area of the state. I also believe we need to serve folks from here over all of the folks who are visitors.

Water and sewer is already too high. Don't adjust that. But if you raise property taxes it only affects home owners and that seems unfair. If you are going to charge to raise money for this, it has to affect everyone.

Senior housing, Petit property would be perfect.

Local exercise/fitness gyms, dance studios and arts association already exist - please, city of silverton, don't establish something that competes with local businesses.

More landscaping in the parks. Particularly grassy areas.

I feel that the property in the center of town at the old Eugene Field School should be used for a public park activity Center Not for Police Department Public Works Civic Center or City Hall were it will have to be fenced off for the security of the buildings There are other and better locations in the town that would serve the purpose for those departments A piece of property like that in the location in the center of our town will never come around for the community for the activities we have now and the future

I think we need better systems of walking and biking trails throughout Silverton. The trails we have now are great, but are short and end pretty abruptly.

The YMCA needs to go. They seem like they are putting in minimal effort for our town and not giving us the same quality they give Salem.

We are taxed way too high already

Move the dog park closer to down town. I want to pay less taxes and fees. No more parks, fix the ones you have. Less bars and more family restaurants.

Please be interested in Mural maintenance too. Murals are a big asset with a small committee to get the needed care for murals. Lets have no more murals and cafe fir the ones we have now. It's expensive to maintain them and this should be budgeted so we don't loose this asset.

Trails that lead from the edges of town into town to make biking and walking safer as it is walking or biking Water Street is not safe. A bike lane would be much welcome.

Would like more bicycling infrastructure for active transportation and trails for recreation. Would love continous sidewalk extended down South Water St to improve pedestrian and bike safety (especially for children). Thank you!

We should not depend on the schools to provide recreational facilities. Multi use facilities and more folds and gyms are needed. These also bring people to our community to spend money and buy houses.

I do not feel the city council listens to the tax payers of Silverton and their wishes. The may seem like they are listening but they tend to have their own objectives. I do not believe they are fiscally responsible and I truly believe if they were given more money it would be used irresponsibly and grossly mismanaged. We pay more and more in taxes and fees each year and it seems not one task is ever fully completed. I would love another dog park and dog friendly trails to walk, but not if it means giving the current city council access to more of my hard earned money.

When we moved to Silverton in 2014, I felt like there were lots more activities for kids via the YMCA. I think it is an underutilized resource, but part of that is due to their non-existent or confusing marketing. It's just so difficult to navigate their website and their public outreach just really stinks. Any effort to increase parks and recreation activities in Silverton would need a SWEEPING marketing campaign to insure folks know about and are encouraged to participate in recreational activities.

Wish there was a trail developed from the town up to the reservoir.

Are there other ideas, concerns, or questions you have about parks and recr...

I feel a park district is best but they must a plan before asking for money. I feel that all bonds or taxes seem to fail because when they are put before silverton voters there is never a good laid out plan. It just feels like they are asking for a blank check.

The marine park(Silverton Reservoir). It's a great place.... but.... the boat ramp is more of a swimming hole for those who chose to ignore the signs. Adding a designated swimming area with good access away fro. The ramp would be good. Too many users chose to sit on the dock, kids swimming on the boat ramp, no enforcement of the rules, loading and unloading a boat is FUCKING ridiculous!

It's time to have a recreation coordinator outside of the ymca, even if we don't get a special district

Band activities especially for youth

Handicap accessibility could be improved. Wheelchair paths with smooth pavement instead of incredibly bumpy pathways.

If it can support itself . . . GREAT. If it can't, the government should not force anyone to pay for it.

Would be nice to have maps showing locations of walking trails, picnic facilities, wildlife and plant viewing.

Silverton is great and has a lot to do in summer months. We need more activities and a real place for gathering in winter months for recreation and activities especially for kids.

I wouldn't mind higher taxes & the high utility bill if I was getting what I pay for. Don't want to pay more for inadequate facilities. Show us the committed plans for non-car-oriented spaces/mobility/recreation, then ask for the money

Use the money we pay for water/sewer to ACTUALLY upgrade the water sewer system... we pay a HUGE amount of fees...

Silverton already has excellent parks and facilities. We don't need any more. We already pay enough for this.

We have an extremely important and valuable asset that flows through the heart of the city and is basically ignored as an recreational opportunity and social and cultural resource, let alone the value to businesses and the local economy,,,, and that is Silver creek. If the city government and local businesses made the health of the stream its business, and promoted it as a centerpiece for recreation, education and community awareness and involvement, the core of the down town businesses would thrive and bolster city government.

Thank you for this survey.

Expand these opportunities in our community

Shared multi use trails and better trail connectivity through, around, and outside of town (reservoir).

I think the city parks and rec should manage the pool rather than the YMCA

Some days should be free for parks that charge for parking or use, Sunday - for example. The Oregon Garden is too expensive, a free park near it would be good. All individuals and families should not have to pay for public use spaces; people who can't afford to pay for everything still have a right to enjoy their family life outdoors and be a part of society.

I do NOT trust the current City Council and Mayor. Our property tax is already horrendous, and our legislators, for the most part, are. It wise spenders of our tax money (e.g., free abortions for all but not enough money for schools). Why would I want to pay out even more in taxes and be put in the position of being forced to trust more liberals? The City Council wants to build a new City Hall—not just a necessary police department—and we can't afford either one. Sell the property where the old school downtown was; maybe then we'll have funds to upgrade the Police Department needs. How about craft classes at minimal costs in the existing Community Center? Besides City Council meetings & SACA, what's it used for? Poor planning, poor communication, poor administration. Although it sounds appealing to have classes and more recreational activities, we certainly don't need more poor administrators at more cost to us.

Are there other ideas, concerns, or questions you have about parks and recr...

Pickleball is so up and coming, we need an indoor space with at least three courts for bad weather play. A basketball court will fit three pickleball courts. Also some dedicated outdoor courts with permanent nets, like at Hillendale park in Oregon City, or those that Wilsonville has. This is a great sport for all ages, children up to seniors, keeping us active and very social also.

Get some Young people to direct this.....YOUNG.....sick and tired of old People

Talk to the users of the dog park before you do things like pouring concrete pads in the dogs running path

Would all of the programs that use the parks and rec have to pay to use, or would you just sign up to use?

I wish more hiking trails were available close to Silverton. Would like to see more trails around or close to the reservoir. An existing trail along the reservoir has now a non trespassing sign further up the hill. Therefore, a new longer hiking trail is needed close to the reservoir.

The property tax and utility tax is not what is the problem for residents- THE SEWER RATE is insane! The cost of water and sewer in town is by far the most unbalanced and unfair set of taxes/fees that city residents pay. There is no accountability that shows where this money goes to and for what! I pay more than double for sewer than my actual cost of water. If this can change... and If I had a choice, I would allot some of my sewer fee to help recreational sustainable areas . Maybe that is something the city can vote on?

We need a District to keep this city vibrant. Bike lanes and sidewalks needed. Pickle ball was not well publicized.

Ban smoking cigarettes at the reservoir and have much more patrol up there in the summer time. Many many people are drinking and smoking there and leaving trash throughout the summer.

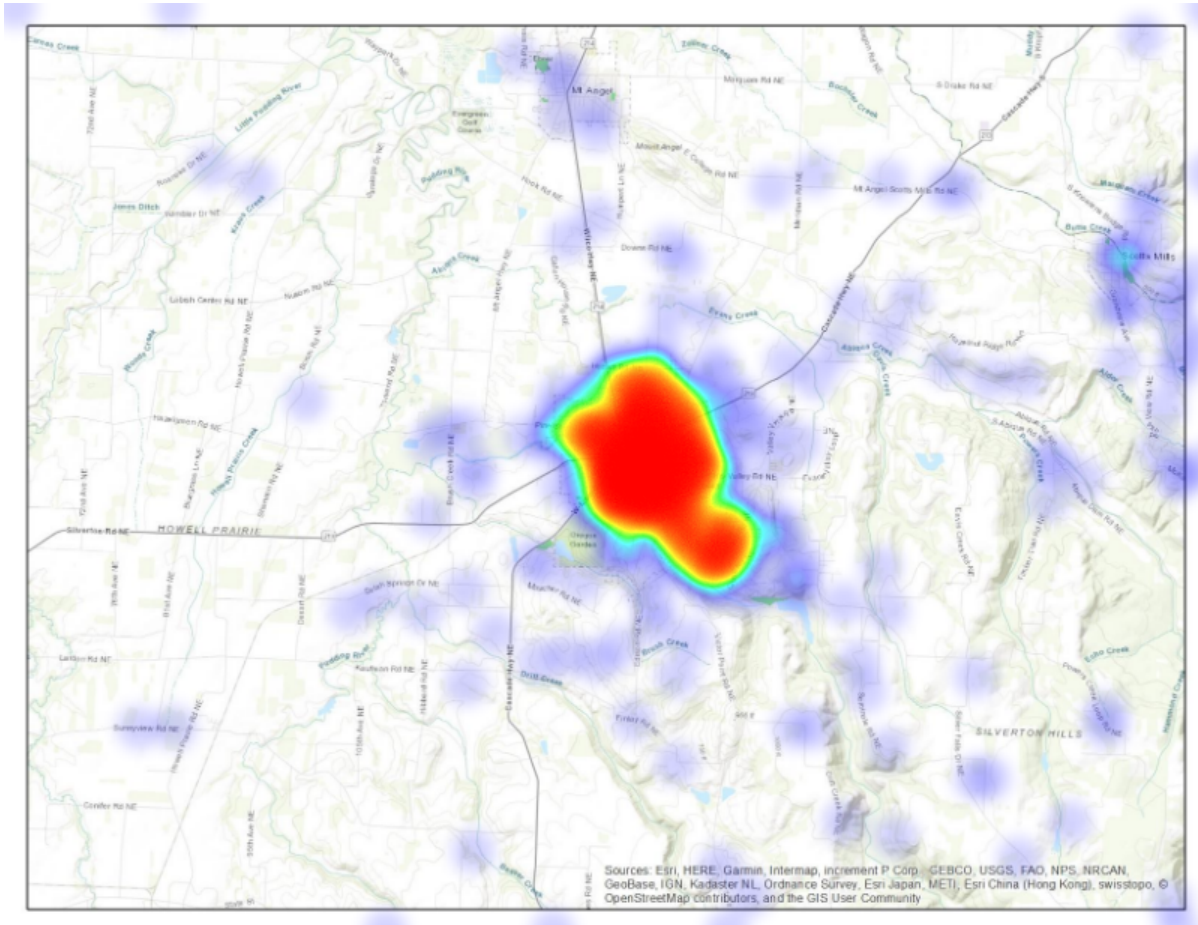
We have had parks committees for years. We keep asking for improved sidewalks, crosswalks, to improve walkability. THAT needs to be fixed. City points at the Schools, they point at the county, come together and create sidewalks, crosswalks, paths, etc... Also, stop approving new subdivisions in areas with no sidewalks: Water Street - SIDEWALKS James Street - does it take the killing of a child to get this done? Webb Lake - connect to Mark Twain Monitor Subdivision - connect to Webb Lake STOP Creating new projects, get the projects done that are necessary. Work with the county to make better livability. THEN we can talk about taxes for new parks....

The sidewalks are so old and uneven that it makes it impossible for seniors to walk safely. Oregon Gardens membership is out of reach for many

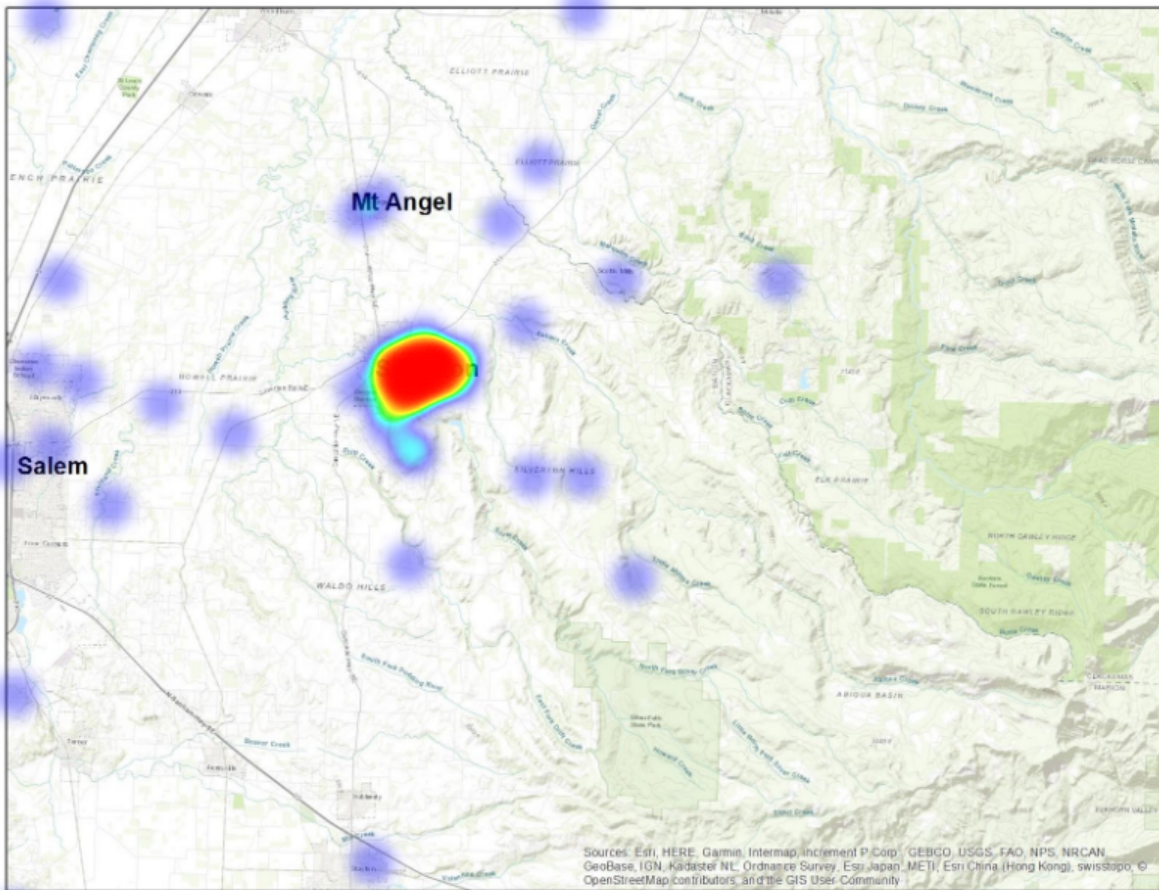
If there was ever a thought of closing the pool i would be very much against that. It provides necessary recreation for kids to seniors.

Clean up the paths in Coolidge park, back past Salamander Rock/Island. It hurts to see the amount of litter, my family picks up what we can when we visit.

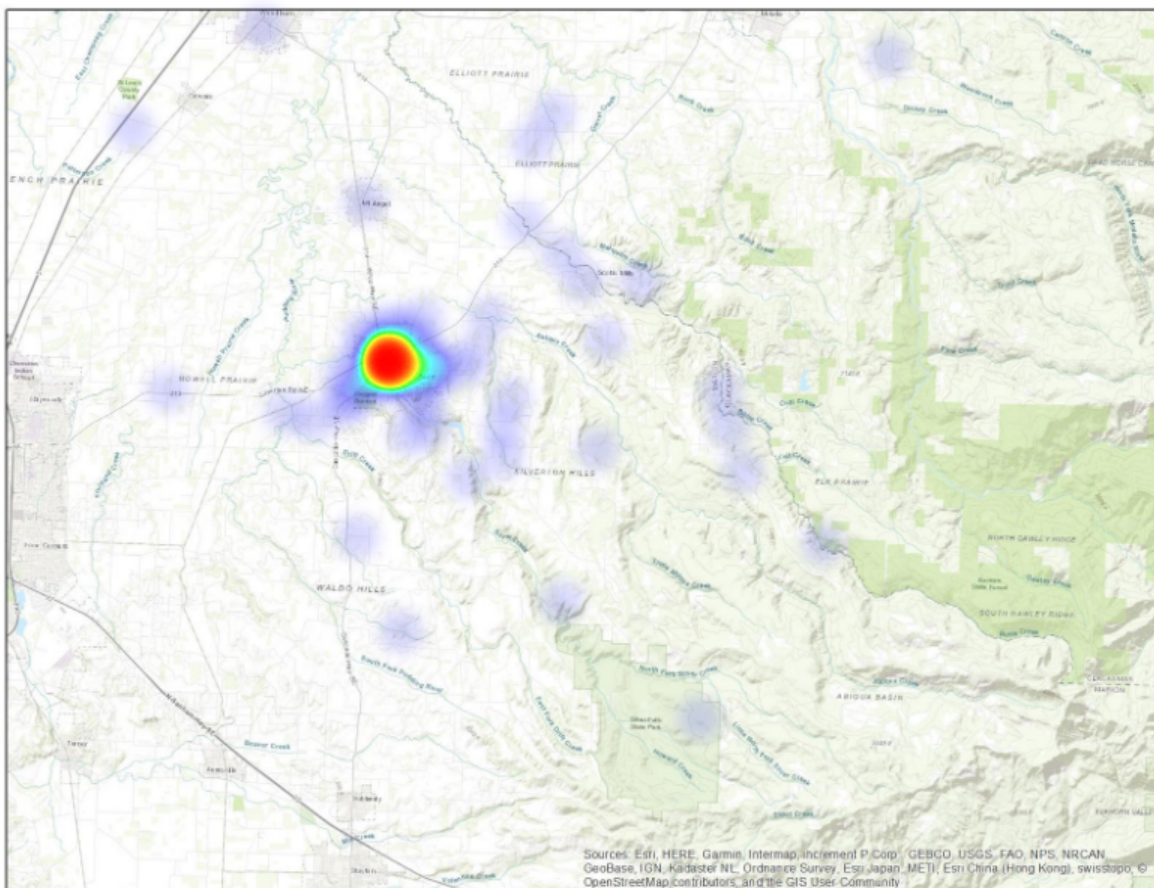
homeloc - Please click on the map to share where you live in the area. If your home is not on this map, please see next question. If your home is not on this map, please advance to the next question.

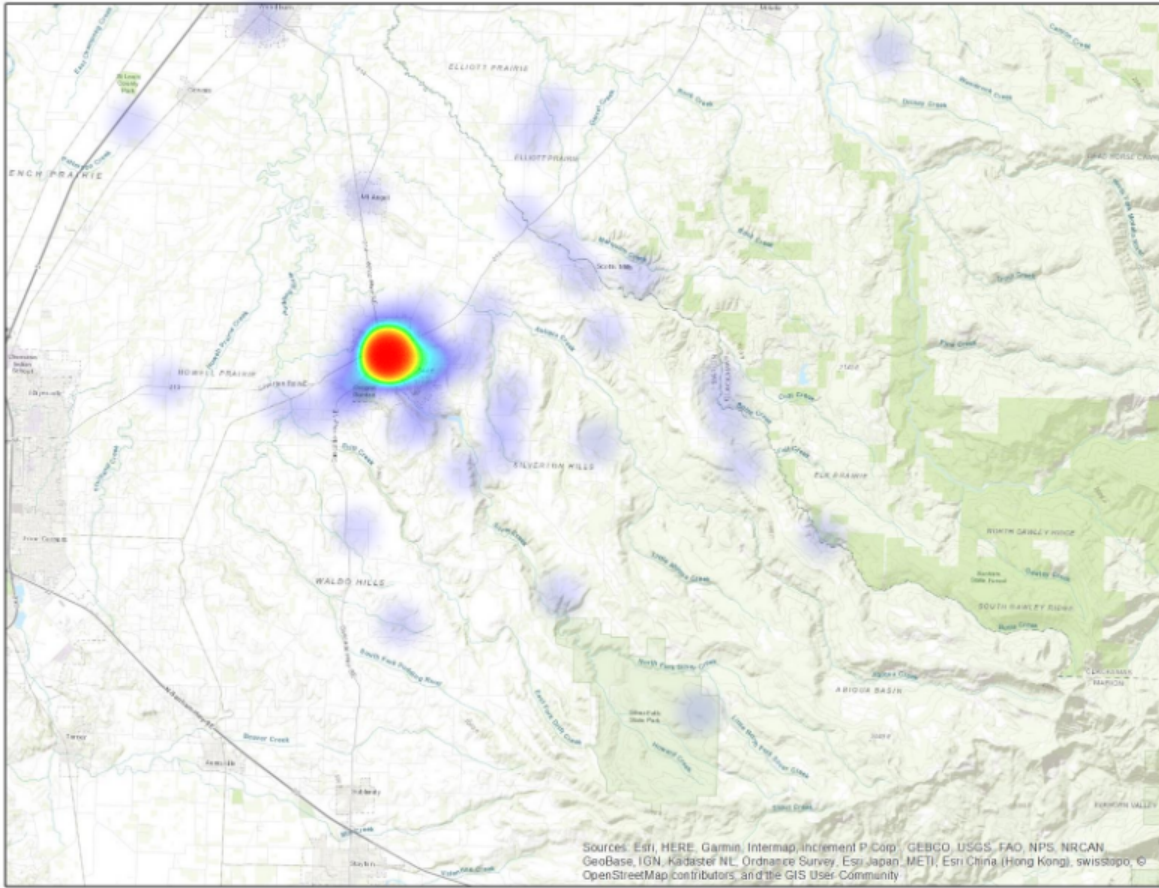


homelocregion - Please click on the map to share where you live in the area.



bizloc - You indicated earlier that you own a business, please click on the map to indicate where your primary operations are located. (Use main office or location if you have multiple locations.)





bizother - If your business location is not on the map, please share here:

If your business location is not on the map, please share here:

Quall Rd NE

not on the map. I work from my home but sell to other locations

not on the map

cant really read the map

Scotts Mills

Abiqua Rd ne

1st street

Salem

1603 N 2nd Street

I am a realtor with Bledsoe Santana Team Realty.

Washington

Impossible to read map

Mount Angel

Silverton

I can't see the map

Downtown Silverton

Pine St in UGB

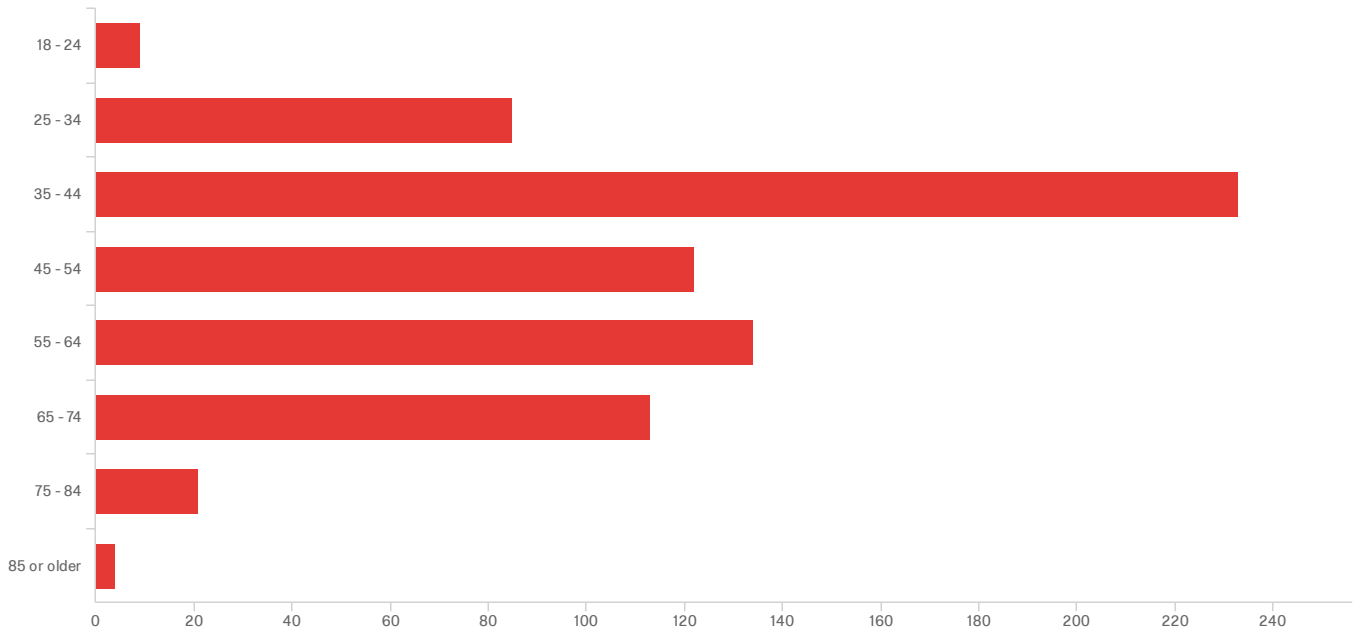
Can't see map; biz is in Silverton

I cannot see the map, it is located near the fair grounds in Salem.

age - Finally, we need to ask some questions about you and your household to

understand how representative our survey responses are of the Silverton area. What is

your age?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Finally, we need to ask some questions about you and your household to understand how representative our survey responses are of the Silverton area. What is your age?	1.00	8.00	4.01	1.44	2.07	721

#	Field	Choice Count
1	18 - 24	1.25% 9
2	25 - 34	11.79% 85
3	35 - 44	32.32% 233
4	45 - 54	16.92% 122
5	55 - 64	18.59% 134
6	65 - 74	15.67% 113
7	75 - 84	2.91% 21

#	Field	Choice Count
8	85 or older	0.55% 4

721

Showing rows 1 - 9 of 9

adults - How many adults live in your household, including yourself?

How many adults live in your household, including yourself?

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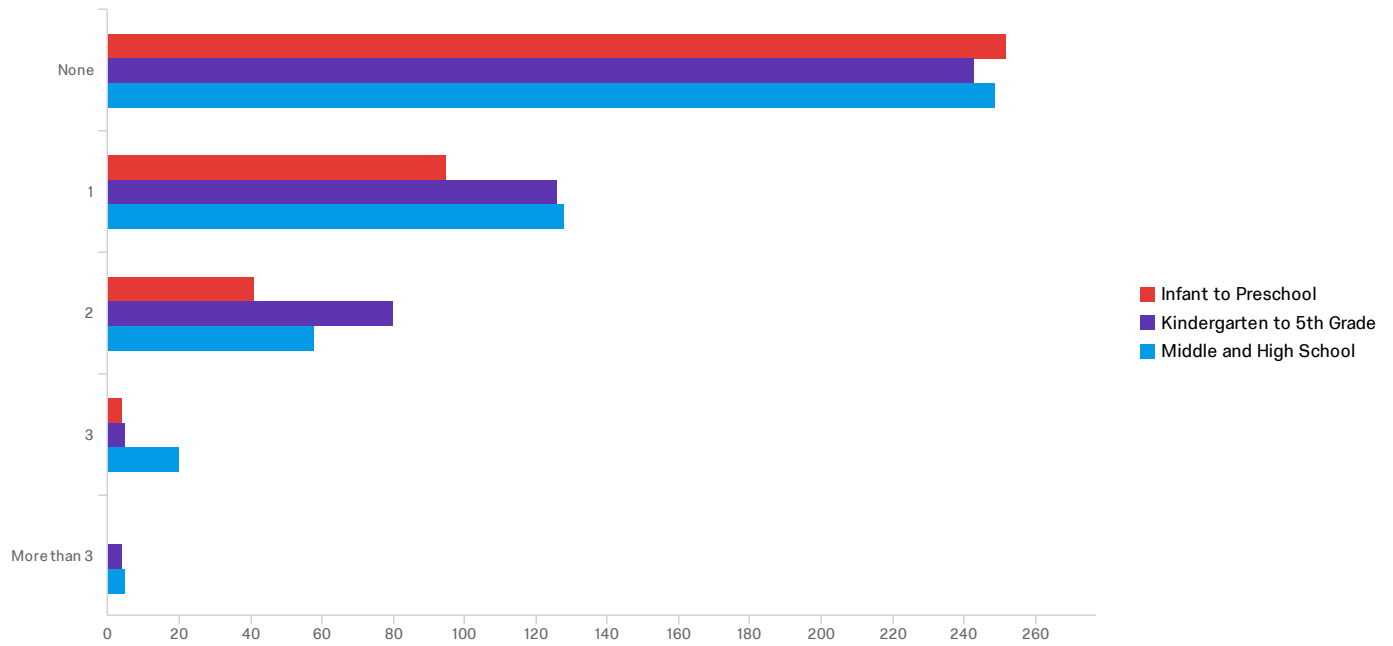
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children - How many children live in your household that are.....?

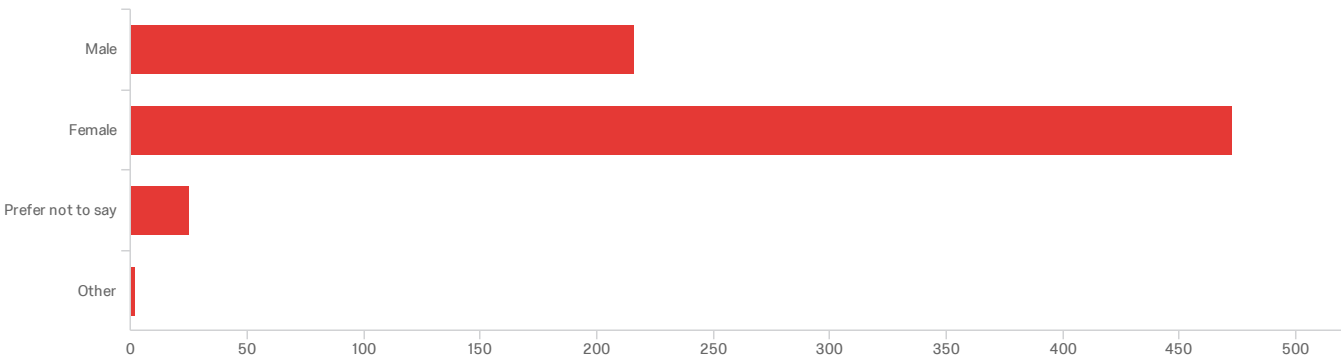


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Infant to Preschool	1.00	6.00	4.34	2.25	5.07	392
2	Kindergarten to 5th Grade	1.00	6.00	3.88	2.30	5.29	458
3	Middle and High School	1.00	6.00	3.95	2.28	5.22	460

#	Field	None	1	2	3	More than 3	Total
1	Infant to Preschool	64.29% 252	24.23% 95	10.46% 41	1.02% 4	0.00% 0	392
2	Kindergarten to 5th Grade	53.06% 243	27.51% 126	17.47% 80	1.09% 5	0.87% 4	458
3	Middle and High School	54.13% 249	27.83% 128	12.61% 58	4.35% 20	1.09% 5	460

Showing rows 1 - 3 of 3

gender - What is your gender?



#	Field	Choice Count
1	Male	30.17% 216
2	Female	66.06% 473
3	Prefer not to say	3.49% 25
4	Other	0.28% 2

716

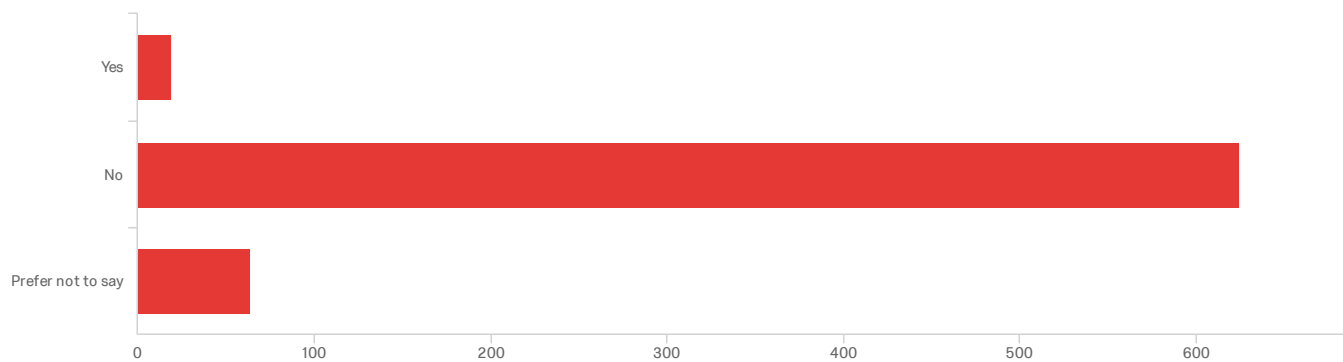
Showing rows 1 - 5 of 5

Q19_6_TEXT - Other

Other

we filled this out together, male and female

hispanic - Are you of Hispanic origin?

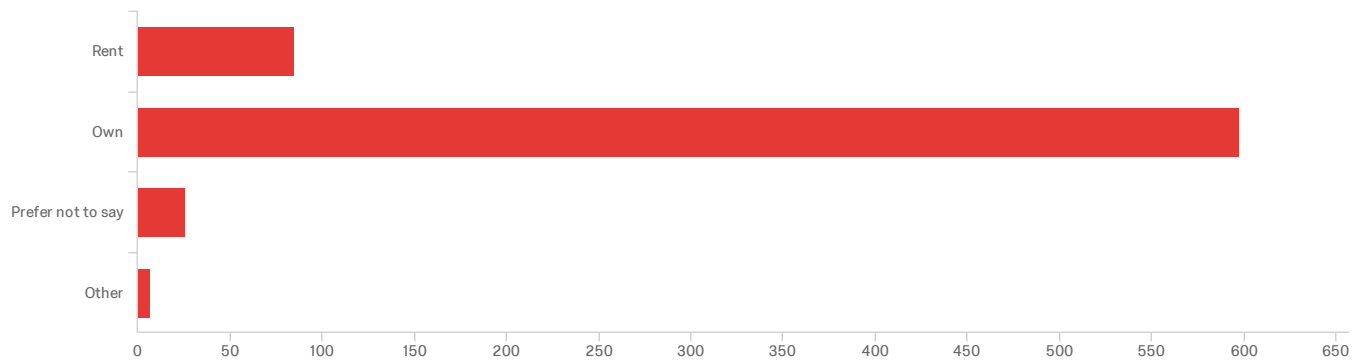


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Are you of Hispanic origin?	1.00	3.00	2.06	0.34	0.11	708

#	Field	Choice Count
1	Yes	2.68% 19
2	No	88.28% 625
3	Prefer not to say	9.04% 64
		708

Showing rows 1 - 4 of 4

tenure - Do you rent or do you own your home?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Do you rent or do you own your home? - Selected Choice	1.00	4.00	1.96	0.52	0.27	716

#	Field	Choice Count
1	Rent	11.87% 85
2	Own	83.52% 598
3	Prefer not to say	3.63% 26
4	Other	0.98% 7
		716

Showing rows 1 - 5 of 5

tenure_3_TEXT - Other

Other

Living with Fiance's Parents

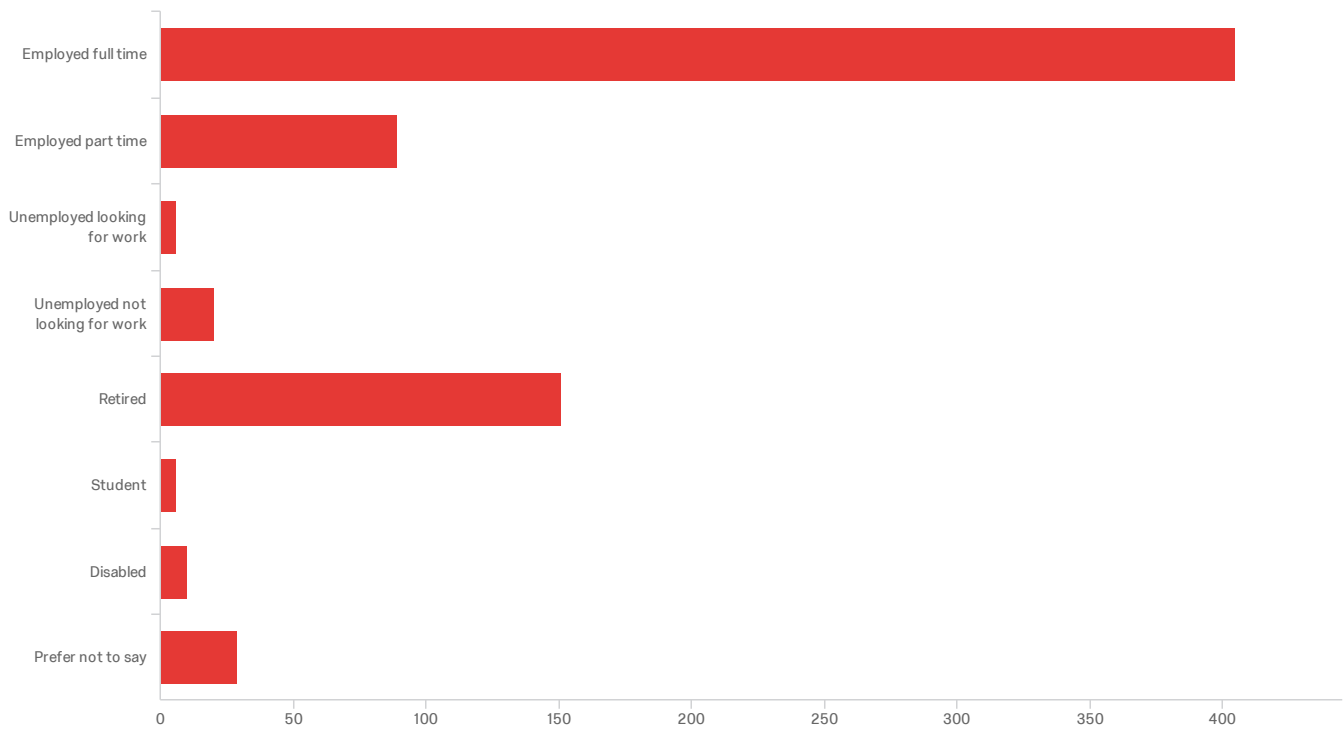
15 years

Mom owns, I rent.

Asking the Hispanic question is racist

Live with family

employ - What is your employment status?



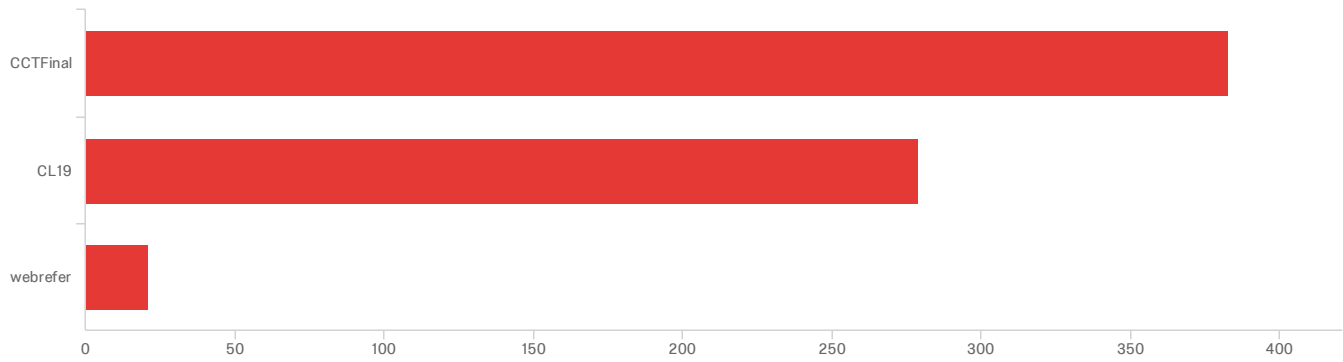
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	What is your employment status?	1.00	8.00	2.48	2.07	4.30	716

#	Field	Choice Count
1	Employed full time	56.56% 405
2	Employed part time	12.43% 89
3	Unemployed looking for work	0.84% 6
4	Unemployed not looking for work	2.79% 20
5	Retired	21.09% 151
6	Student	0.84% 6
7	Disabled	1.40% 10
8	Prefer not to say	4.05% 29

716

Showing rows 1 - 9 of 9

Source



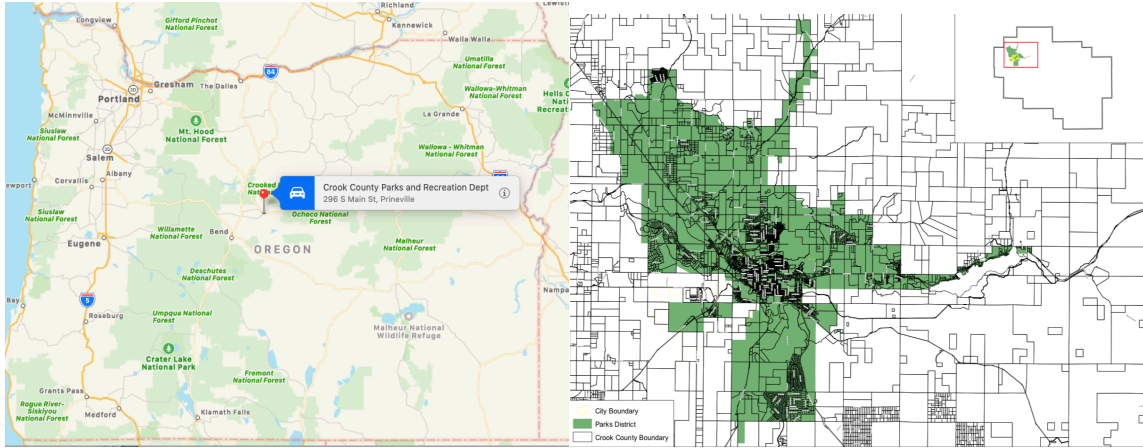
#	Field	Choice Count
1	CCTFinal	56.08% 383
2	CL19	40.85% 279
3	webrefer	3.07% 21
		683

Showing rows 1 - 4 of 4

End of Report

EXHIBIT E

Crook County Parks and Recreation (CCPR)



Profile

Crook County Parks and Recreation is a full-service district that owns and/or manages thirteen parks and two campgrounds in and around the City of Prineville, Oregon. One of the parks, the Prineville Bike Park, is on land leased from the city by CCPR.

Facilities

CCPR owns and operates a heated outdoor swimming pool that is maintained by Parks maintenance and pool staff. The district also owns and operates an indoor skating rink. Other facilities include a skate park, a community garden, a bike park, an angling pond, and two dog parks.

Athletic facilities include a softball field and a baseball field, with two more athletic fields under construction.

CCPR operates a bike park on land leased from the City of Prineville.

Recreational Services

Sports: Flag Football, Tackle Football, Pickleball, Fishing Derby, and Baseball Fundamentals Camp

Classes: Dog Obedience, Photography, CPR/First Aid, Youth Karate, Gymnastics, Youth and Adult Dance, Fitness, Hunter Safety/Firearm Safety, Swim Lessons, Floral Design, Skateboard Lessons, Horseback Lessons, Work Zone Traffic Control Certification

Children's Programs: Snow Day Camp, Jedi Day Camp, Children's Music Theater Camp

Finances (FY 2018 Adopted)

Total Budget Requirements: \$ 1,262,345

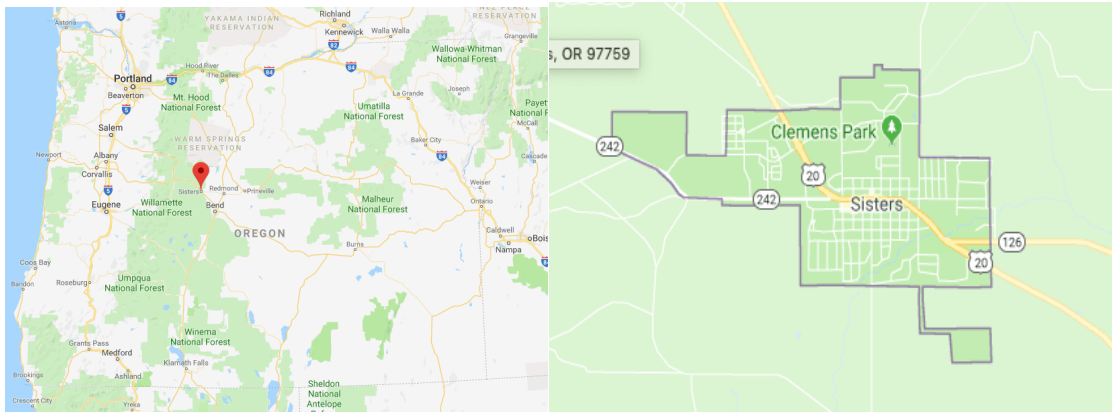
Revenue from Tax Base:	\$ 798,665
Revenue from Program Fees:	\$ 149,510
Other Revenue:	\$ 314,170

CCPR FTE:	12-15
Director	\$ 60,798
Park Supervisor	\$ 46,583
Maintenance/Mechanic	\$ 36,149
Maintenance/Irrigation	\$ 34,158
Maintenance/Grounds	\$ 31,595
Utility Parks Employees	\$ 57,000
Business Manager	\$ 46,333
Office Assistant	\$ 17,559
Pool Mgr./Lifeguards	\$ 32,885
Swim Instructors	\$ 9,000
Roller Rink Staff	\$ 22,050
Recreation Staff	\$ 12,000
Recreation Coordinator	\$ 32,285
Sports Field Maintenance	\$ 32,285
Retirement	\$ 26,000
Health Ins.	\$ 126,500
Taxes	\$ 74,200
Misc.	\$ 19,950
Total FTE Costs	\$ 721,070

Program and Program Personnel Expenses	\$ 414,573
----------------------------------------	------------

Debt Service	\$ 15,000
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Sisters Parks and Recreation District (SPRD)



Profile

Sisters Parks and Recreation District (SPRD) began as a non-profit recreation-only organization in 1995. SPRD has since expanded its scope to include a community center and several parks. The City of Sisters retains ownership of the majority of the city's parks and funds their maintenance through systems development charges (SDCs), while SPRD handles park programs. Due to Sisters' location within a national forest, the boundaries of SPRD are restricted to the city's borders. The city has 2,701 residents.

Facilities

The community center owned and operated by SPRD contains a fitness studio, a kitchen and community room, and several classrooms, all of which can be rented for a fee. SPRD also owns a bike park, skate park, and playground.

Recreational Services

Sports: Flag Football, Tackle Football, Corn Hole, Pickleball, Golfing, Softball, Volleyball, and Soccer

Classes: Fly Fishing, Gardening, Mountain Biking

Children's Programs: Pre-School, After-School, Theater Camp, Adventure Camp

Finances (FY 2017-2018)

Total Budget Requirements:	\$ 765,799
Revenue from Tax Base:	\$ 285,467
Revenue from Program Fees:	\$ 427,311
Other Revenue:	\$ 53,021

SPRD FTE:	3.75
Executive Director	\$ 54,742
Finance Coordinator	\$ 44,329
Support	\$ 32,665
Custodial/Maintenance	\$ 14,688

Emp. Costs	\$ 13,112
Total FTE Costs	\$ 159,536

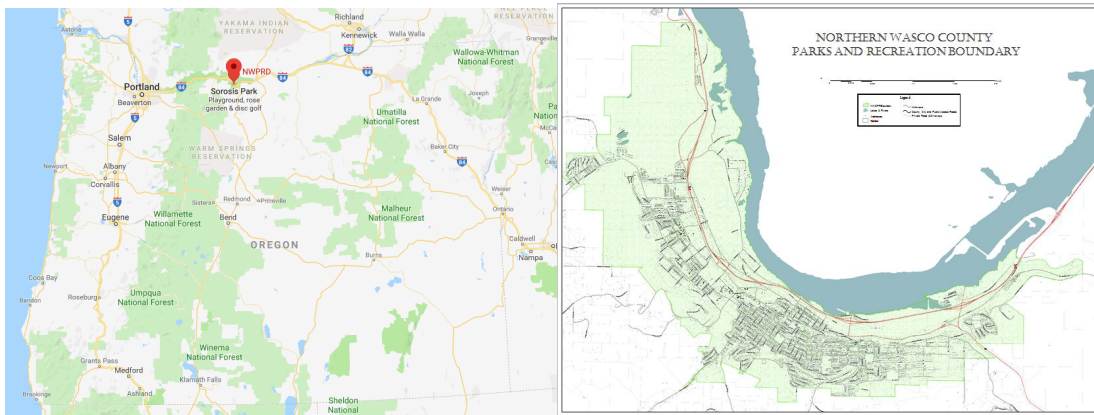
Program and Program Personnel Expenses
\$ 414,573

Debt Requirements \$ 15,000

Notes

In 2018, Sisters voters approved a 5-year tax levy for SPRD. The levy collects an additional \$ 0.15 per \$1,000 in assessed home value for a total of \$ 0.37 per \$1,000. The levy is expected to raise \$200,000 per year and will be used to pay for maintenance, expanded programs and events, and reduced fees for after-school and youth sports programs.¹

Northern Wasco Parks and Recreation District (NWPRD)



Profile

Northern Wasco Parks and Recreation District (NWPRD) is a full-service district that maintains 9 parks and a Sports Field Complex totaling 200 acres. NWPRD Also owns and operates an aquatics center.

Facilities

The NWPRD Sports Complex includes 5 baseball venues and two softball fields. Sorosis Park, in addition to gardens and trails, provides for disc golf, tennis, softball,

¹ Spurr, Kyle. *Sisters Park and Recreation District levy passes*, The Bend Bulletin, May 15, 2018, <https://www.bendbulletin.com/localstate/elections/6224004-151/sisters-park-recreation-district-levy-appears-to>

volleyball, and picnics. Howe Park has facilities for tennis and basketball. NWPRD also owns a skate park.

The aquatics center contains a 50-meter pool equipped with a water slide, aqua-climbing wall, and diving board. The center sells admission on either a daily basis or through a season pass. Admission rates are tiered by age of pool guest and whether or not the guest lives within the district boundaries.

Recreational Services

Sports: Pickleball, Laser Tag, Rafting

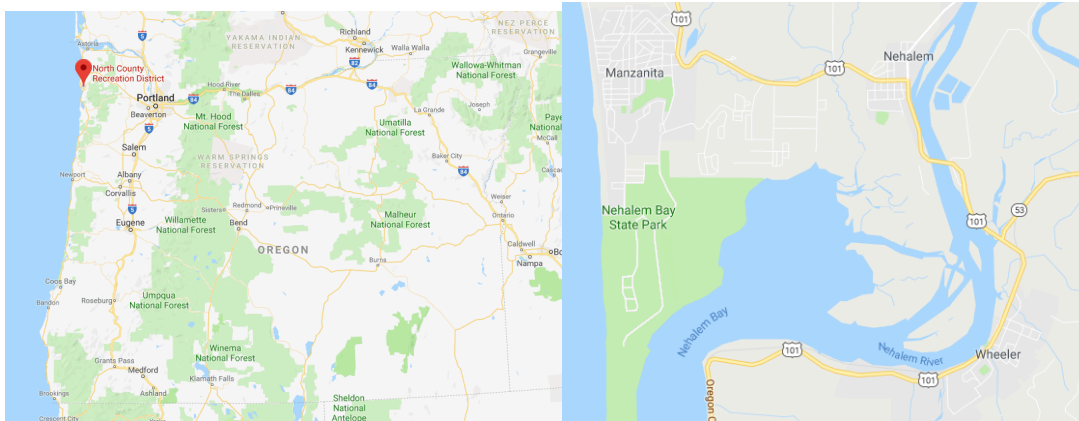
Classes: Yoga, Fitness, Junior Lifeguard, Archery, Wilderness Skills Camp

Children's and/or Teens Programs: Creative Workshops, Day Camp, Pool Parties

Finances (FY Adopted 2018-2019)

Total Budget Requirements:	\$ 1,520,369
Revenue from Tax Overlay:	\$ 700,075
Transient Room Tax Revenue:	\$ 275,000
Park Use Fees:	\$ 31,601
Recreation Fee Revenue:	\$ 56,100
Aquatics Center Revenue:	\$ 156,900
Other Revenue:	\$ 300,693
Administrative:	
FTE:	2.0
TECC:	\$ 202,800
Parks:	
FTE:	5.0
TECC:	\$ 274,329
Recreation:	
FTE:	1.5
TECC:	\$ 98,700
Aquatics:	
FTE:	3.86
TECC:	\$ 122,892
Total FTE Costs	\$ 698,721
Debt Service	\$ 606,298

North County Recreation District (NCRD)



Profile

The North County Recreation District (NCRD) was created in 1997 to develop a comprehensive community center within a building that once housed a school built in the 1920s. The district provides arts, recreation, and aquatics programs within the center but owns no parks outside of the building.

Facilities

The NCRD community center contains an aquatics center, a youth center, leisure and event spaces, visual and performing art space, and a fitness center.

Recreational Services

Sports: N/A

Classes: Yoga, Fitness, Aquatics

Children's and/or Teens Programs: Day Care, Youth Soccer, Summer Camps

Finances (FY Adopted 2018-2019)

Total General Fund Requirements: \$ 1,571,067

Revenue from Tax Overlay: \$ 943,462

Recreation User Fees: \$ 183,134

Aquatics User Fees: \$ 45,000

Swim Fees: \$ 10,800

Other Resources: \$ 388,671

Administrative:

FTE: 4.95

TECC: \$ 312,156

Aquatics:

FTE: 6.47

TECC: \$ 325,296

Fitness:

FTE: 4.37

TECC:	\$ 189,624
Youth:	
FTE:	4.0
TECC:	\$ 133,373
Activities	
FTE:	0.5
TECC:	\$ 19,515
Performing Arts Center	
FTE:	1.0
TECC:	\$ 22,868
 Total FTE Costs	 \$ 1,002,832

Salem and Fairview Parks and Rec FTE Analysis

Salem P&R FTE budget

	Year	
	2016-2017	2017-2018
51010 SALARIES AND WAGES	\$ 1,982,210	\$ 1,991,320
51020 SEASONAL AND RELIEF	329,620	379,450
51025 HOLIDAY - REGULAR		
51030 OVERTIME	16,660	16,660
51080 STANDBY	2,870	2,870
51090 DIFFERENTIAL	1,270	1,270
51100 INCENTIVES		
51120 LEAVE PAYOFF		4,500
51130 CAR ALLOWANCE	660	
51195 OTHER PAY/BENEFITS		
51210 FICA AND MEDICARE	173,650	175,540
51221 WORKERS' COMP PREMIUM	72,620	94,160
51222 WORKERS' COMP STATE ASSMT	770	1,160
51230 UNEMPLOYMENT		
51240 EMPLR - RETIREMENT PERS	289,800	368,190
51243 PERS UNFUNDED LIABILITY	100,030	116,350
51245 EMPLR - PERS PICKUP	139,120	143,770
51250 INSURANCE - MEDICAL	570,490	595,080
51255 INSURANCE - VISION	16,930	16,660
51260 INSURANCE - DENTAL	53,230	52,580
51265 INSURANCE - LIFE	3,380	4,280
51270 INSURANCE - DISABILITY	1,130	860
Total Personal Services	\$ 3,754,440	\$ 3,964,700
NUMBER OF POSITIONS	37.5	38.5
Total Cost per Employee	\$ 100,118.40	\$ 102,979.22
Parks Operations Budget	\$ 6,776,080	\$ 6,763,190
Budget Dollar per FTE	\$ 180,695.47	\$ 175,667.27
Parks Volunteer svcs cost	\$ 117,640	\$ 56,710
NUMBER OF POSITIONS	1	0.5

Fairview P&R FTE budget

	Year			Fund 188: Recreation
	2016-2017	2017-2018	2018-2019	2018-2019
Staff	\$ 91,675	\$ 92,383	\$ 84,565	\$ 70,488
Temporary Help		12,681	20,481	8,640
Overtime	500	931	931	
Call Out Pay		348	350	
Cell Phone Allowance	325	108	108	
Longevity	1,339	2,332	430	
Life Insurance	94	90	80	105
Long-Term Disab. Ins.	488	466	413	360
Vacation Buy-out	1,750	1,750	1,750	
Dental Insurance				
Medical Insurance	20,706	22,611	24,678	16,130
Pers/OPSRP	18,194	24,924	20,394	13,438
FICA	7,481	8,061	7,247	5,918
Tri-Met Tax	718	794	723	587
WBF Assessment	55	91	89	38
Unemp. Insurance	685	316	95	150
EMP Assist Program/FSA	200	430	430	
Workers Comp Ins.	3,585	3,439	3,826	729
EMP Assist Program/FSA				5
Total Personal Services	\$ 147,795	\$ 171,755	\$ 166,590	\$ 116,588
NUMBER OF POSITIONS	1.45	1.53		
Total Cost per Employee	\$ 101,928	\$ 112,258		
Total Operations Budget	\$ 353,677	\$ 299,763	\$ 354,572	\$ 171,035
Budget Dollar per FTE	\$ 243,915	\$ 195,924		
Two Cities Recreation Fund				
Total Budget		\$ 133,348		
Number of Positions		1.00		
Total Combined P&R budget		\$ 433,111		
Total P&R Cost per Employee		\$ 171,190.12		

Salem and Fairview Parks and Rec F I E Analysis

Salem: Dept. of Public Works, Parks Div.		Adopted 2018		
Class		# Emp	Base Salary	Extended
B27	Manager, Section	1	\$ 74,540	\$ 74,540
B24	Urban Forester	1	\$ 81,510	\$ 81,510
B23	Supvsr, Park Operations	2	\$ 75,625	\$ 151,250
A22	Program Coordinator	1	\$ 65,170	\$ 65,170
A19	Parks Project Coordinator	8	\$ 54,702	\$ 437,616
A16	Tree Trimmer	4	\$ 51,120	\$ 204,480
A15	Parks Maint. Operator	17	\$ 47,037	\$ 799,629
A14	Code Enforcement officer	1	\$ 39,840	\$ 39,840
A09	Laborer	4	\$ 34,317	\$ 137,268
		39	\$ 523,861	\$ 1,991,303

Salem: DPW, Recreation Div.

B24	Rec Supervisor	2	\$ 81,170	\$ 162,340
B21	Rec Coordinator	1	\$ 71,560	\$ 71,560
B17	Rec Specialist	4	\$ 54,210	\$ 216,840
A22	Program Coordinator	1	\$ 65,170	\$ 65,170
A14	Staf Assistant I	1.7	\$ 47,376	\$ 80,539
A09	Custodial Worker I	1	\$ 39,130	\$ 39,130
		10.7	\$ 358,616	\$ 635,579

Fairview: Dept. of Public Works, Parks Div.		Adopted 2017-2018		Monthly	Annual	FICA	Medical	Life Ins.	Long Term D	PERS	TriMet	WBF	Unemp
Class		# Emp	Base Salary/Mo.	% PW									
N21	PublicWorks Director	1	\$ 6,997	0.12	\$ 10,075.68	\$ 624.69							
N16	Superintendent	1	\$ 5,414	0.12	\$ 7,796.16	\$ 483.36							
T12	Operations Lead Worker	1	\$ 4,399	0.12	\$ 6,334.56	\$ 392.74							
T10	Crew Lead Worker	1	\$ 3,970	0.12	\$ 5,716.80	\$ 354.44							
T8	Maintenance Worker II	4	\$ 3,583	0.12	\$ 5,159.52	\$ 319.89							
T15	Senior Planner	1	\$ 5,132	0.12	\$ 7,390.08	\$ 458.18							
T12	Development Analyst	1	\$ 4,399	0.03	\$ 1,583.64	\$ 98.19							
T12	Engineering Associate	2	\$ 4,399	0.12	\$ 6,334.56	\$ 392.74							
T5	PT Office Assistant	1	\$ 3,072	0.12	\$ 4,423.68	\$ 274.27							

Salem and Fairview Parks and Rec FTE Analysis

Salem P&R FTE budget

	Year		Cost per FTE	
	2016-2017	2017-2018	2016-2017	2017-2018
51010 SALARIES AND WAGES	\$ 1,982,210	\$ 1,991,320		
51020 SEASONAL AND RELIEF	329,620	379,450		
51025 HOLIDAY - REGULAR				
51030 OVERTIME	16,660	16,660		
51080 STANDBY	2,870	2,870		
51090 DIFFERENTIAL	1,270	1,270		
51100 INCENTIVES				
51120 LEAVE PAYOFF		4,500		
51130 CAR ALLOWANCE	660			
51195 OTHER PAY/BENEFITS				
51210 FICA AND MEDICARE	173,650	175,540		
51221 WORKERS' COMP PREMIUM	72,620	94,160	\$ 1,937	\$ 2,446
51222 WORKERS' COMP STATE ASSMT	770	1,160	\$ 21	\$ 30
51230 UNEMPLOYMENT			\$ -	\$ -
51240 EMPLR - RETIREMENT PERS	289,800	368,190	\$ 7,728	\$ 9,563
51243 PERS UNFUNDED LIABILITY	100,030	116,350	\$ 2,667	\$ 3,022
51245 EMPLR - PERS PICKUP	139,120	143,770	\$ 3,710	\$ 3,734
51250 INSURANCE - MEDICAL	570,490	595,080	\$ 15,213	\$ 15,457
51255 INSURANCE - VISION	16,930	16,660	\$ 451	\$ 433
51260 INSURANCE - DENTAL	53,230	52,580	\$ 1,419	\$ 1,366
51265 INSURANCE - LIFE	3,380	4,280	\$ 90	\$ 111
51270 INSURANCE - DISABILITY	1,130	860	\$ 30	\$ 22
Total Personal Services	\$ 3,754,440	\$ 3,964,700		
NUMBER OF POSITIONS	37.5	38.5		
Total Cost per Employee	\$ 100,118.40	\$ 102,979.22		
Parks Operations Budget	\$ 6,776,080	\$ 6,763,190		
Budget Dollar per FTE	\$ 180,695.47	\$ 175,667.27		
Parks Volunteer svcs cost	\$ 117,640	\$ 56,710		
NUMBER OF POSITIONS	1	0.5		

Fairview P&R FTE budget

	Year		Cost per FTE	
	2016-2017	2017-2018	2016-2017	2017-2018
Staff	\$ 91,675	\$ 92,383		
Temporary Help		12,681		
Overtime	500	931		
Call Out Pay		348		
Cell Phone Allowance	325	108		
Longevity	1,339	2,332		
Life Insurance	94	90	\$ 65	\$ 59
Long-Term Disab. Ins.	488	466	\$ 337	\$ 305
Vacation Buy-out	1,750	1,750	\$ 1,207	\$ 1,144
Dental Insurance				
Medical Insurance	20,706	22,611	\$ 14,280	\$ 14,778
Pers/OPSRP	18,194	24,924	\$ 12,548	\$ 16,290
FICA	7,481	8,061	\$ 5,159	\$ 5,269
Tri-Met Tax	718	794	\$ 495	\$ 519
WBF Assessment	55	91	\$ 38	\$ 59
Unemp. Insurance	685	316	\$ 472	\$ 207
EMP Assist Program/FSA	200	430	\$ 138	\$ 281
Workers Comp Ins.	3,585	3,439	\$ 2,472	\$ 2,248
EMP Assist Program/FSA				
Total Personal Services	\$ 147,795	\$ 171,755		
NUMBER OF POSITIONS	1.45	1.53		

Sisters P&R Budget FTE Analysis

FY 2018-2019

Positions listed in Org Chart	FTE
Executive Director	1.00
PreSchool Head Teachers	2.00
Admin Asst.	1.00
Rec Programs Director	1.00
Finance Coordinator	1.00
Events Coordinator	0.50
Facility & Grounds Coordinator	0.50
Pre School Asst. Teachers	2.00
After School Program Coordinator	5.00
Middle School Program Coordinator	0.25
Adult & Youth Program Asst.	1.00
After School Program Asst.	0.50

Population		2540
Personal Income	\$	121,434,860
Mkt. value of Taxable property	\$	559,333,811
Total taxable assessed Value	\$	394,994,000
Sisters P&R tax rate (per (\$1,000))		0.21

Total District Requirements 2018

Note 1: The salaried positions itemied in the budget do not match the posi

Note 2: Sisters Parks and Rec does not particiapte in PERS. The district mat

Total Admin FTE:	3.5	\$	192,128
Total Program Personnel	unknown		249,600

Personel Expenses		<u>\$</u>	<u>441,728</u>
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TECC (Admin)		\$	54,893.71
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atch the positions described in the organizational chart
district matches up to 3% contribution to Simple 401(k) plan.

Crook County Parks and Rec

FYE Ending 6/30/19

Total Budgeted Resources and Requirements:

\$1,433,979

7010 DIRECTOR	\$ 62,613	1
7015 PARK SUPERVISOR	47,545	1
7020 MAINTENANCE / Mechanic	36,868	1
7025 MAINTENANCE / Irrigation	34,828	1
7027 MAINTENANCE / Grounds R.P.T.	32,611	1
7030 UTILITY PARKS EMPLOYEES	65,536	2
7035 BUSINESS MANAGER	46,762	1
7042 OFFICE ASSISTANT	20,243	0.5
7045 POOL MANAGE & LIFEGUARDS	37,830	1
7055 SWIM INSTRUCTORS	13,700	0.25
7060 ROLLER SKATING STAFF	20,240	0.5
7075 RECREATION STAFF	10,000	0.25
7080 RECREATION COORDINATOR	32,906	1
7090 SPORTS FIELD MAINTENANCE	32,906	1

\$ 494,588

7110 PAYROLL TAXES	\$ 54,405	0.1100
7120 WORKERS COMP. INS.	14,238	0.0288

\$ 68,643

7130 RETIREMENT	\$ 41,674	0.0843
7140 MEDICAL INSURANCE	137,780	0.2786
7150 HEALTH REIUMBURSEMENT	20,800	0.0421
7160 FLEXIBLE SPEND ACCOUNT	2,003	0.0040

202,257

TECC \$ 765,488

FTE (approximately) 12.5

Cost Per FTE **\$ 61,239.04**

Note: Crook County Parks and Rec does NOT participate in PERS.
The Pension Plan is a 401-(A) administered by AIG Valic



Lebanon Aquatic District



Fiscal Year 2018/2019

Adopted June 17, 2018

Lebanon, Oregon

LEBANON AQUATIC DISTRICT
FY 2018-2019
BUDGET MESSAGE

I am pleased to present to you the Lebanon Aquatic District's 2017/18 fiscal year budget message. This budget is based on the 2015/16FY and 2016/17FY actual fiscal history and projections from the current 2017/18 FY.

I hereby submit, for your consideration, the proposed FY 2018/19 annual budget as required by ORS 294.331. This balanced budget is within the permanent rate limitation. This budget does not require a vote of the people and therefore, your action alone will approve or disapprove this document.

The proposed FY 2018/19 total combined budget of \$873,409 is an increase of \$102,184 from the 2017/18 Adopted Budget. The proposed budget asks that we levy the full amount allowable by law under our permanent rate. We have an estimated \$200,000 beginning/ending General Fund balance. The beginning balance reflects an estimated \$90,600 of unappropriated funds.

PERSONNEL SERVICES

The proposed budget will provide for one (1) FTE Executive Director, one (1) FTE Administrative Programs Coordinator, (7) one-half time (.50) FTE instructors/supervisors, one (1) three quarter (.75) FTE custodian, and approximately twenty-one (21) part-time temporary staff.

The proposed budget of \$400,810 is a \$26,775 increase from FY2017/18. The increase in personnel services is largely due to increased labor costs associated with the state's mandated minimum wage increase and in meeting all of the varied staffing needs associated with the many programs offered at the pool.

MATERIALS AND SERVICES

The total combined materials and services portion of the budget is \$152,050 and is only slightly more than the FY2017/18 adopted budget. These expenses make up our building maintenance, chemical, janitorial, office supplies, utilities, and staff education and training.

CAPITAL OUTLAY

Building improvements for FY 2018/19 include the materials and labor for the following items:

- Purchase and installation of UV Sanitation system and VFD's for both the lap pool and warm pool.
- New Chemical Controller for lap pool
- New Modulating Valve in lap pool surge tank

This budget also includes \$5,000 designated for "other equipment" which will be used to purchase unknown or unforeseen pieces of equipment that might come up throughout the year. Total Capital Outlay is projected at \$129,600.

CONTINGENCIES

The requested capital improvements will address upgrades to our 50-year-old facility. However, there will still remain the possibility of unanticipated repairs to our facility. I feel it is prudent to maintain a healthy and readily available source of funds for unplanned costly repairs and related expenses. Total contingencies are \$34,920.

DEBT SERVICE

The District undertook the most significant building improvement in April 2011 since the pool was built in April 1967. A State Energy Loan Program (SELP) payment of \$455,546 is being paid back to the Oregon Department of Energy over 15 years with a budgeted payment of \$43,429 to pay for these improvements.

Under ORS 478.410 (2) the district may incur bonded debt equal to 1.25% of the true cash value of all property within the district. The district's true market value is \$3,278,116,108, which computes to a debt cap of \$40,976,451.

RESERVE FUND

A Reserve Fund has been established to accumulate money for future pool expansion. The FY2018/19 budget accounts for \$10,000 to be put into the reserve fund. Our reserve balance will be \$125,000 with the proposed \$10,000 transfer.

SPECIAL FUND

LAD has been the primary sponsor of the Lebanon Community Swim Club since 2006. This year's budget will include a separate balanced budget for the purpose of operating the swim club. The proposed Special Fund budget of \$59,400 includes a \$10,000 transfer from the general fund and is an increase from FY2017/18 adopted budget. The Swim Club collects monthly dues and continues to engage in many fundraising efforts throughout the year to help meet their financial obligations.

EXPECTED FINANCIAL POSITION FOR FY 2018/19

Our primary goal for the district is to realize an estimated ending/beginning fund balance of \$200,000 that would carry the district until November taxes are collected and deposited. With our estimated programs revenue of around \$160,000 from the end of the FY2018, our goal is to continue to provide relevant and needed aquatic programs for the community while maintaining a balanced budget. The District also anticipates receiving \$45,000, in cash incentives from the Energy Trust of Oregon for the capital improvements that are proposed in this budget.

SUMMARY

As I approach my fourth anniversary as the director of the Lebanon Aquatic District, I am hopeful that with the consistency in leadership and with the support of the Lebanon Aquatic District Board of Directors, the FY2018/19 will reveal continued success for our community swimming pool.

Respectfully Submitted,

Lorlee Engler, Aquatics Director
Lebanon Aquatic District



LEBANON AQUATIC DISTRICT

FY 2018/19

GENERAL FUND EXPENDITURES

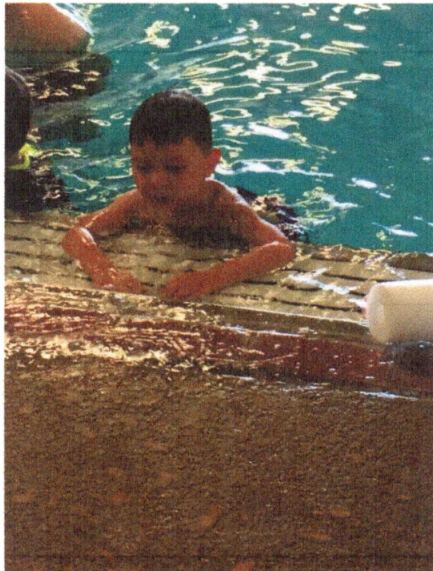
HISTORY			LINE ITEM	DESCRIPTION	FISCAL YEAR 18/19		
FY 15/16 ACTUAL	FY 16/17 ACTUAL	FY 17/18 ADOPTED			PROPOSED BUDGET	APPROVED BUDGET	ADOPTED BUDGET
262,407	256,329	297,500	5100	SALARIES	315,100	315,100	315,100
41,270	60,792	76,535	5200	FRINGE BENEFITS	85,710	85,710	85,710
303,677	317,121	374,035		PERSONNEL SERVICES	400,810	400,810	400,810
10,814	8,390	2,000	6010	ADVERTISING	2,075	2,075	2,075
2,444	2,647	3,250	6030	COMMUNICATIONS	3,400	3,400	3,400
1,504	0	1,750	6040	TECHNOLOGY SERVICES	1,700	1,700	1,700
11,006	8,957	22,150	6050	CONTRACT EXPENSES	22,375	22,375	22,375
1,150	1,190	1,400	6060	DUES AND SUBSCRIPTIONS	1,450	1,450	1,450
2,139	1,814	3,200	6070	EDUCATION AND TRAINING	2,100	2,100	2,100
0	0	3,500	6080	ELECTION COST	3,000	3,000	3,000
364	110	600	6085	EVENTS	500	500	500
5,804	2,618	6,500	6090	INSURANCE	6,500	6,500	6,500
1,826	1,730	1,875	6100	LICENSE	1,875	1,875	1,875
28,196	27,119	35,000	6110	MAINTENANCE/BUILDING	34,000	34,000	34,000
8,871	3,500	3,500	6120	MAINTENANCE/EQUIPMENT	2,500	2,500	2,500
229	640	2,000	6130	MEETINGS AND CONFERENCES	1,000	1,000	1,000
860	1,141	500	6140	PRINT SERVICES	450	450	450
550	483	550	6150	POSTAGE	500	500	500
0	0	0	6160	REFUNDS	0	0	0
1,000	1,500	1,000	6165	SCHOLARSHIPS/GRANTS	3,000	3,000	3,000
37,101	25,587	36,350	6170	SUPPLIES	37,500	37,500	37,500
462	492	525	6180	TRAVEL	625	625	625
27,145	31,085	31,000	6190	UTILITIES	29,500	29,500	29,500
141,465	119,003	156,650		MATERIALS AND SERVICES	154,050	154,050	154,050
27,583	34,180	44,000	7010	BUILDING	124,600	124,600	124,600
32,392	13,813	11,000	7020	OTHER EQUIPMENT	5,000	5,000	5,000
59,975	47,993	55,000		CAPITAL	129,600	129,600	129,600
0	0	31,511		CONTINGENCIES	34,920	34,920	34,920
0	0	0	9300	LOAN PRINCIPLE-CAPITAL	0	0	0
0	0	0	9400	LOAN INTEREST & FEES	0	0	0
1	1	1	9500	LEASE LCSD	1	1	1
43,227	43,429	43,428	9600	LOAN PAYMENT SELP	43,428	43,428	43,428
43,428	43,429	43,429		DEBT SERVICE	43,429	43,429	43,429
		90,600		Unappropriated Fund Balance	90,600	90,600	90,600
0	0	10,000		TRANSFER TO RESERVE FUND	10,000	10,000	10,000
10,000	10,000	10,000		TRANSFER TO SPECIAL FUND	10,000	10,000	10,000
558,545	537,546	771,225		TOTAL REQUIREMENTS	873,409	873,409	873,409

LEBANON AQUATIC DISTRICT

FY 2018/19

PERSONNEL SERVICES

Line Item	Description	Sub-Line Item	Line Total
5100	Salaries		
	Administrator	68,500	
	Administrative Programs Coordinator	41,600	
	Custodian	23,500	
	Part Time Temp.	181,500	315,100
5200	Fringe Benefits		
	PERS	38,500	
	Social	25,000	
	Worker's Comp/WBF Assesment	8,300	
	Employees Insurance	13,910	85,710
TOTAL PERSONNEL SERVICES BUDGET			<u>\$400,810</u>



LEBANON AQUATIC DISTRICT

FY 2018/19

MATERIALS AND SERVICES

Line Item	Description	Sub-Line Item	Line Total
6010	Advertising		
	Legal Notice & Print Media	1,000	
	Radio	225	
	Publicity & Marketing	850	2,075
6030	Communications		
	Phone & Fax	3,400	3,400
6040	Technology Expenses		
	Software	200	
	Equipment	1,500	1,700
6050	Contract Services		
	Payroll & Accounting	7,500	
	Audit	5,050	
	Secy/Min	150	
	HVAC Routine Service	3,800	
	Legal Counsel	2,500	
	Security & Fire System	1,000	
	Laundry	575	
	Web Page	250	
	Storage Rental	450	
	Other Contract Services	1,100	22,375
6060	Dues & Subscriptions		
	SDAO	325	
	ASCA & Other	150	
	Chamber	175	
	Rotary	800	1,450
6070	Education & Training		
	Staff Development	1,200	
	Training Materials	500	
	Staff Certifications	400	2,100
6080	Election Cost		
	Director Position	3,000	3,000
6085	Events		
	Community	500	500
6090	Insurance		
	SDIS	6,500	6,500

6100	License		
	Linn CO. E.H.D. Main Pool	320	
	Warm Pool	250	
	Oregon Audit Division	225	
	Oregon Government Ethics	350	
	igo Figure	730	1,875
6110	Maintenance/Building		
	Maint, Building	34,000	34,000
6120	Maintenance/Equipment		
	Maint, Equipment	2,500	2,500
6130	Meetings & Conferences	1,000	1,000
6140	Printing Services	450	450
6150	Postage		
	Office Postage	500	500
6160	Refunds	0	0
6165	Scholarships/Grants	1,000	3,000
6170	Supplies		
	Pool Chemicals	12,600	
	Janitorial	5,200	
	Office	3,650	
	First Aid	225	
	Retail Inventory	4,500	
	Uniforms	350	
	Instructional/Rescue Equipment	5,000	
	Bank Charges & Fees	5,000	
	Lobby Supplies	125	
	Key Tags	850	37,500
6180	Travel		
		625	625
6190	Utilities		
	Water/Sewage	1,000	
	Electricity	14,600	
	Natural Gas	13,900	29,500
TOTAL MATERIALS AND SERVICES			<u>\$154,050</u>

LEBANON AQUATIC DISTRICT

FY 2018/19

CAPITAL

Line Item	Description	Sub-Line Item	Line Total
7100	Building		
	UV System & VFD Upgrade:		
	Lap Pool		\$69,500
	Warm Pool		\$46,600
	HVAC Controller Programming		\$4,500
	Valve Replacement in Lap Pool Surge Tank		\$4,000
	Total		\$124,600
7020	Other Equipment		
	unspecified and as needed		5,000
TOTAL CAPITAL			<u>\$129,600</u>



LEBANON AQUATIC DISTRICT

FY 2018/19

DEBT SERVICE

Line Item	Description	Sub-Line Item	Line Total
9500	Lease Lease LCSD	\$1.00	\$1.00
9600	Loan Payment SELP	\$43,428.00	\$43,428.00
TOTAL DEBT SERVICE			<u>\$43,429.00</u>

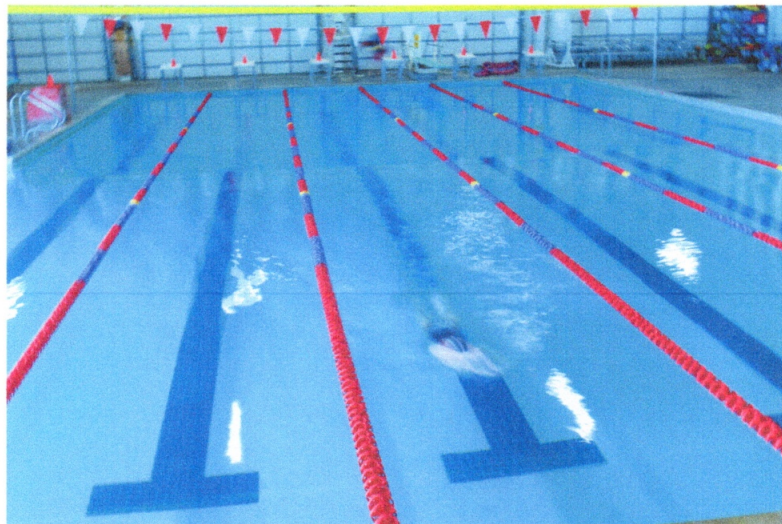


LEBANON AQUATIC DISTRICT

FY 2018/19

GENERAL FUND REVENUES

HISTORY			FISCAL YEAR 18/19				
FY 15/16 ACTUAL	FY 16/17 ACTUAL	FY17/18 ADOPTED	LINE ITEM	DESCRIPTION	PROPOSED BUDGET	APPROVED BUDGET	ADOPTED BUDGET
406,031	424,491	418,998	4300	CURRENT PROPERTY TAXES	452,409	452,409	452,409
10,555	11,556	10,027	4400	DELINQUENT PROPERTY TAXES	10,000	10,000	10,000
150,348	159,538	160,000	4500	TOTAL PROGRAMS	162,000	162,000	162,000
10,000	-	1,000	4550	GRANTS	1,000	1,000	1,000
-	-	-	4560	DONATIONS	-	-	-
-	-	-	4600	LOAN PRINCIPLE-CAPITAL	-	-	-
1,500	3,244	1,200	4700	INVESTMENT INCOME	3,000	3,000	3,000
160,996	202,167	180,000	4800	BEGINNING FUND BALANCE	200,000	200,000	200,000
283	222	-		MISC INCOME	45,000	45,000	45,000
739,713	801,218	771,225		TOTAL FUND REVENUE	\$ 873,409.00	\$ 873,409.00	\$ 873,409.00



DISTRICT PROFILE

History

The Lebanon Aquatic District was created with the sole intent of ensuring that Lebanon area residents could always enjoy the unique opportunities that only a year round indoor aquatic facility can provide.

The Lebanon Community Pool was the first public indoor aquatic facility in the Mid-Willamette Valley when it officially opened in April 1967 at a cost of \$300,000.

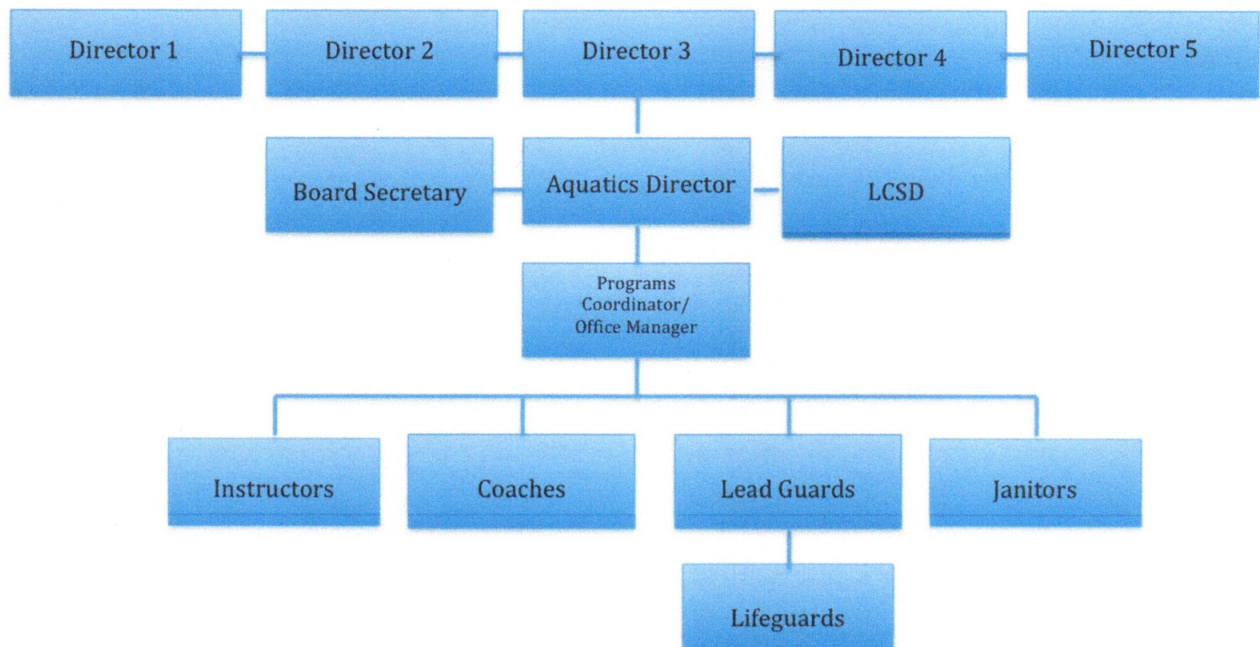
The districts 245 square mile boundary has a collective population of 26,620. This includes the towns of Sodaville, Waterloo and Lebanon. Lebanon makes up roughly half the population with 13,150.

Legal Authority

The Lebanon Aquatic District is a special purpose park and recreation district, established by the vote of the people on November 7th, 2000, under Oregon Statute Chapters 198-Special General, and 266-Park and Recreation Districts. The district is funded through property taxes, fees and charges, and alternative revenue such as local grants.

Structure

The district is governed by a policy-making board of directors and administered by a professional park and recreation administrator. The board is composed of five lay members elected by the registered voters of the District. Each volunteer serves a staggered four-year term. The member represents the District at large rather than serving separate precincts.



LEBANON AQUATIC DISTRICT

FY 2018/19

ANALYSIS OF TAX RATE AND COLLECTION

ESTIMATED ASSESSED VALUATION

2017-18 Assessed Valuation	\$2,174,530,093	
Less Urban Renewal District	(\$177,561,396)	
Estimated Measure 5 Loss	(1072)	
	\$1,996,967,625	
Value Growth from Annual Increase ¹	\$ 29,954,514	
Estimated Exception Based Value Growth ²	\$	0.0%
Estimated Assessed valuation	\$2,026,922,139	
% Increase in Estimated Assessed Valuation		<u>1.5%</u>

ESTIMATED TAX LEVY

	Tax Rate per \$1,000 valuation
Amount	
General Fund	
Permanent Tax Rate for District	.24
General Fund Operating Levy:	
Estimated Assessed Valuation Multiplied by	
Permanent Rate	<u>\$486,461</u>
Estimated Tax Levy Totals	<u>\$486,461</u>

ESTIMATED TAX COLLECTIONS

Amount	
Based on Estimated Collection Rate:	93.00 %
General Fund Current Year Collections	<u>\$452,409</u>
Estimated Tax Revenue Total	<u>\$452,409</u>

1 Measure 5 allows for an annual 3% increase on maximum valuation.

2 Measure 50 allows increase in maximum assessed value due to change in property including new construction, land partitions, re-zoning

EXHIBIT GG

GREATER ST. HELENS AQUATIC DISTRICT PROPOSED BUDGET FOR 2018-19

Resources:

2016-17 Actuals	2017-18 Actuals	Budget Code	General Fund Resource Description	2018-19 Current Adopted Budget	2018-19 received as of 6/17/19
249,709	231,926		Beg. Fund Balance	150,000	
5,127	5,185	4001	Sales/Merchandise	5,000	3,687
68,274	70,571	4002	Admissions	67,000	64,911
43,645	43,618	4003	Memberships	41,000	37,711
75,257	84,460	4004	Swim Lessons	70,000	65,590
5,229	4,162	4005	School Lessons	4,000	4,730
7,636	7,612	4007	Concessions	7,500	7,149
76	621	4008	Pop Machine	500	828
8,986	9,857	4009	Special Events	8,000	6,676
13,387	12,737	4010	Rental of Facility	11,000	10,424
0	0	4013	Restricted Donations	20	4,500
1,165	342	4014	Donations	100	696
-29	-23	4018	Over/Under Receipts	100	-8
228,753	239,142		Total (Except Taxes & Interest)	214,220	206,894
400,321	415,117	4101	Taxes	415,000	420,945
2,821	4,038	4104	Interest on Investments	2,500	5,787
403,142	419,155		Total Taxes & Interest	417,500	426,730
631,895	658,297		TOTAL RESOURCES	631,720	

2018-19 Total Resources+Beg. Balance: **781,720**

Requirements:

PERSONAL SERVICES

2016-17 Actuals	2017-18 Actuals	Budget Code	General Fund Resource Description	2018-19 Current Adopted Budget	2018-19 spent as of 6/17/19
65,720	67,720	5001	General Manager	69,000	63,250
28,620	29,820	5002	Lead Staff	33,000	30,250
3,838	4,651	5003	New Trainee	5,000	729
46,320	48,320	5004	Admin./Fin. Mgrn.	51,000	46,750

29,129	37,363
18,827	20,347
77,676	87,678
399	937
6,975	9,546
216	291
904	1,776
4,331	9,672

5005	Instructors	38,000	33,437
5006	Head Lifeguards	21,000	21,338
5007	Lifeguards	88,000	81,268
5008	Cashier/SICK TIME/Other	2,000	802
5009	Fitness Instructors	12,000	9,847
5010	Overtime	700	45
5012	Contracted Labor	2,000	1,149
5018	Staff Meetings/In-Service	9,000	4,692

21,395	32,232
17,541	19,757
4,102	5,321
6,558	9,072
2,974	2,896
23,090	25,591
358,615	412,990

5101	PERS Employer	32,000	30,932
5103	FICA (social security)	19,000	18,201
5104	Medicare	4,600	4,257
5105	Worker's Comp	10,000	7,335
5106	Unemployment Comp.	5,000	2,287
5107	Health & Dental Ins.	30,000	21,169
	TOTAL PERSONAL SVCS.	431,300	377,738

Requirements cont.

MATERIALS & SERVICES

2016-17 Actuals	2017-18 Actuals
3,044	3,081
730	944
7,500	7,500
84	101
117	5
10,518	14,704
0	1,700
4,179	4,547
4,172	4,971
15,000	16,209
3,631	0
0	0
1,039	1,075
1,011	1,135
0	0
70,086	60,114

Budget Code	General Fund Resource Description	2018-19 Current Adopeted Budget	2018-19 spent as of 6/17/19
6001	Acct. & Payroll Serv.	3,200	2,898
6002	Advertising	500	737
6004	Audit	7,500	7,500
6005	Bank Service Chg.	200	43
6006	LGIP Service Fee	150	2
6008	Bldg. Supply/Materials/Janitorial	14,500	11,580
6009	Landscaping	1000	249
6010	Concessions	5,000	4,398
6011	Dues, Fees & Permits	5,000	6,404
6012	Electricity	17,000	14,125
6013	Election Fee	3000	0
6015	Exp. of Restricted Don.	20	3,234
6017	Garbage	1,100	1,147
6019	Copy Machine	1,500	1,269
6020	Legal & Prof. Services	500	0
6022	Natural Gas	67,000	57,581

0	0
2,805	2,292
196	198
572	758
23,743	24,802
1,698	2,064
626	1,052
980	1,051
2,141	3,212
3,560	4,132
14	538

6023	City Water	26,000	1,089
6024	Office Supplies	5,000	2,850
6026	Postage	400	302
6027	Printing	1,200	534
6030	Repairs & Maintenance	30,000	18,750
6032	Special Events Payout	2,200	1,180
6033	Staff Motivation Fund	1,500	2,130
6034	Bottled Water	1,000	928
6035	Staff Training & Education	2,500	2,314
6037	Telephone/Internet	4,000	4,507
6038	Travel/Lodging/etc.	600	480

Requirements cont.

MATERIALS & SVC. CONT.

2016-17 Actuals	2017-18 Actuals
20,806	18,963
2,906	3,530
2,875	2,465
1,187	3,045
287	577
13,910	13,729
5,556	5,514
564	524
4,666	4,126
210,203	208,658

Budget Code	General Fund Resource Description	2018-19 Current Adopeted Budget	2018-19 spent as of 6/17/19
6200	Aquatic Chemicals	21,000	13,245
6201	Aquatic Supplies/First Aid	5,000	4,433
6202	Aqua. Merchandise and Sales	4,000	3,055
6203	Aqua. Supp.-Mechanical	3,500	616
6204	Aqua. Supp.-Spec. Event/KNO	800	408
6302	Liability Insurance	15,000	13,711
6303	Property Insurance	6,500	5,676
6304	Fidelity Insurance	700	529
6313	Credit Card Machine fee	5,000	4,427
	TOTAL MAT. & SVCS.	263,070	192,331

CAPITAL OUTLAY

9,625	14,448
19,168	40,518
28,793	54,966

7001	Initial Equipment	38,000	33,164
7002	Replacement Equip	25,000	20,985
	TOTAL CAPITAL OUTLAY	63,000	54,149

DEBT SERVICE

0	0
0	0

6310	Interest Short-Term	500	0
	TOTAL DEBT SERVICE	500	0

CONTINGENCY

0	0
0	0

8000	Contingency	23,850	0
	TOTAL CONTINGENCY	23,850	0

597,611	677,184
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2018-19 Total Expenditures:

781,720

OR 2019-2020 (Revised 6/17/19)

2018-19 remaining	2019-20 Proposed by Budget Officer	2019-20 Approved by Budget Committee	2019-20 Adopted by Governing Body
	160,000	160,000	160,000

1,313	5,000	5,000	5,000
2,089	70,000	70,000	70,000
3,289	42,000	42,000	42,000
4,410	75,000	75,000	75,000
(730)	4,000	4,000	4,000
351	7,500	7,500	7,500
(328)	600	600	600
1,324	8,000	8,000	8,000
576	10,000	10,000	10,000
(4,480)	200	200	200
(596)	200	200	200
108	100	100	100
	222,600	222,600	222,600

(5,945)	420,000	420,000	420,000
(3,287)	4,000	4,000	4,000
	424,000	424,000	424,000

646,600	646,600	646,600
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2019-20 Total Resources+Beg. Balance: **806,600**

2018-19 remaining	2019-20 Proposed by Budget Officer	2019-20 Approved by Budget Committee	2019-20 Adopted by Governing Body
5,750	71,000	71,000	71,000
2,750	35,000	35,000	35,000
4,271	5,000	5,000	5,000
4,250	53,000	53,000	53,000

4,563	40,000	40,000	40,000
(338)	22,000	22,000	22,000
6,732	90,000	90,000	90,000
1,198	2,000	2,000	2,000
2,153	12,000	12,000	12,000
655	700	700	700
851	2,000	2,000	2,000
4,308	10,000	10,000	10,000

1,068	40,000	40,000	40,000
799	19,000	19,000	19,000
343	5,000	5,000	5,000
2,665	12,500	12,500	12,500
2,713	5,000	5,000	5,000
8,831	30,000	30,000	30,000
454,200	454,200	454,200	454,200

2018-19 remaining	2019-20 Proposed by Budget Officer	2019-20 Approved by Budget Committee	2019-20 Adopted by Governing Body
302	3,500	3,500	3,500
(237)	800	800	800
0	7,500	7,500	7,500
158	200	200	200
148	200	200	200
2,920	15,000	15,000	15,000
751	500	500	500
602	5,000	5,000	5,000
(1,404)	5,000	5,000	5,000
2,875	16,000	16,000	16,000
3,000	0	0	0
(3,214)	200	200	200
(47)	1,200	1,200	1,200
231	1,500	1,500	1,500
500	500	500	500
9,419	65,000	65,000	65,000

24,911	5,000	5,000	5,000
2,150	5,000	5,000	5,000
98	400	400	400
666	1,200	1,200	1,200
11,250	25,000	25,000	25,000
1,020	2,000	2,000	2,000
(630)	2,000	2,000	2,000
72	1,000	1,000	1,000
186	3,000	3,000	3,000
(507)	4,500	4,500	4,500
120	600	600	600

2018-19 remaining	2019-20 Proposed by Budget Officer	2019-20 Approved by Budget Committee	2019-20 Adopted by Governing Body
7,755	21,000	21,000	21,000
567	5,000	5,000	5,000
945	4,000	4,000	4,000
2,884	3,500	3,500	3,500
392	800	800	800
1,289	16,000	16,000	16,000
824	7,000	7,000	7,000
172	800	800	800
573	5,000	5,000	5,000
	234,900	234,900	234,900

4,836	80,000	80,000	80,000
4,015	20,000	20,000	20,000
	100,000	100,000	100,000

500	500	500	500
	500	500	500

23,850	17,000	17,000	17,000
	17,000	17,000	17,000

2019-20 Total Expenditures: **806,600**



City of Silverton Parks and Recreation Task Force Committee

Listening & Work Session

April 16, 2019

Conducted by

Kelly Sherbo
Christian Smith
Kent Robinson

Center for Public Service
Hatfield School of Government
Portland State University

Pre-Decisional, Deliberative Work

• Declare:

- This presentation and dialogue session is pre-decisional.
- We are gathering information and ideas for the Task Group, and to advise the City Council, citizens, the City Manager and the staff.
- In this evening's discussions, we may talk about or develop hypothetical ideas for changing existing programs, raising new revenues, or establishing new special districts, hiring new staff, and starting new programs.
- These are all creative ideas.
- The intent here is to openly build a factual base of understanding on the situation and on issues.

Agenda



• Listening:

- What issues and concerns about City parks, facilities, programs?
- What works/ works well?
- What changes to City programs and facilities?
- What does "recreation" mean to you?

• Share a menu of options and tools:

- What options appear?
- What reasonable/ comparable examples?
- Summarize the special district election process.

• Issues to Ponder and Think About

Issues and Concerns

• Structured discussion:

• What issues and concerns about:

- City parks and facilities
- City management and maintenance of parks and facilities
- Revenues, taxes, use charges
- Programs

• Dot exercise: rate by importance

What works well?

- **Structured discussion:**
 - What works with the City parks, pool, facilities?
 - What works with the City maintenance and programs?
 - What works really well?

What changes?

- **Structured discussion:**
 - What changes would you like to see to the parks?
 - What new programs and services might the City offer?
- **Dot exercise: rate by importance or preference**

Current Parks and Facilities

- **Parks:** Coolidge-McClaine, Lincoln, Pioneer, Town Square, Old Mill, Marine Park & Reservoir
- **Facilities:**
 - Community Swimming Pool
 - Silverton Community Center
 - Senior Center
 - Dog Park/ Skate Park
 - Sports Fields (school district)

“Recreation” means??

- **Structured discussion:**
- **What does word “recreation” mean to you?**
 - Organized athletic leagues (softball, soccer, volleyball...)
 - Classes—hobbies, arts and drama, computers, foreign languages
 - Drop-in Sports
 - Special events—concerts, movies in the park, youth dances
 - After school programs
 - Youth summer programs
 - Teen part-time/ summer jobs
 - Senior center classes and drop-in

Share a Menu of Options & Tools

- **Again: Pre-decisional discussion for ideas and preferences.**
- **Based on:**
 - Options allowed under Oregon law
 - Economic principles
 - Our experiences with other cities
 - Examples from other similar-sized cities and districts
- **What might be possible, and discarded.**

1. City + Recreation Programming

- City parks and facility ownership as current
- Add an increment of recreation programming
- +1.0 to 1.5 FTE, could have several part-time
- Need about \$130,000 new revenue
- (\$90,000 total cost full-time position and \$40,000 program expenses & equipment)

0) No Change: Stabilize and Carry On

- **Features**
 - City ownership and maintenance of parks and facilities
 - YMCA contract to operate pool
 - IGA with Silver Falls School District for athletic fields
 - Minimal recreation programming
 - Combined budget about \$695,000
 - General Fund
 - Continue pool operations local option levy (property tax) (\$0.3313/\$1,000K)
 - Continue parks fee by utility unit
 - Parks & Rec Improvement SDC (new & capacity)
 - FTEs = 2.44
- **Ongoing concern:** revenue stability and revenue growth
- **Options to increase revenue:** sell memberships to outside users
- Expand pool local option levy to add another increment of revenue

2. City + Rec Program by IGA

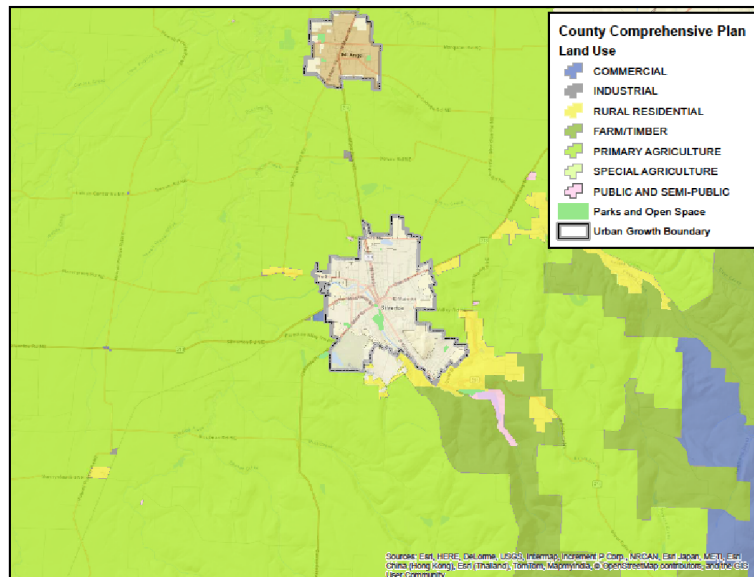
- IGA = inter-governmental agreement, e.g. a service contract government to government
- You basically have one: YMCA nonprofit
- Keep the current City parks & facilities
- Add an increment of recreational program services
- +0 FTE
- \$120--140,000 contract for services
- IGA contract with another local government with delivery capacity: Salem

3. Joint Government Entity

- ORS 190.010(5): governments may join together to form a district to provide services
 - Joint entity: city councilors as board of directors
- **Scenario:**
 - Cities of Silverton, Stayton, Mt Angel and Marion County
 - Form a joint entity to provide recreational programming
 - Governing board 2 councilors/ commissioners from each
 - Revenue from each contributed; one does the admin.
 - Hire staff, deliver program
 - Add an increment of recreation programming \$120,000--\$250,000
 - Share capacity over the area, capture unincorporated fee rider
 - Revenue from charges/ fees, possible property tax LOL
 - “Southeast Marion Recreation District”
- **Example:** Cities of Fairview & Wood Village—East County Recreation Fund (very small, rec programming)

4. Independent Special Service District Only Recreation Services

- ORS 198 (special district) & 266 (Parks districts).
- Defines district boundaries, sets budget and property tax permanent rate.
- Voters agree to establish, and agree to property tax rate.
- Own board of directors, responsible for own internal administration.
- Sets its own fees for services.
- At what point not cost effective, too small for admin costs.
- Scenario: special district for recreation/ programming services.
- IGA/ MOA between City and new district to use City facilities, share fee revenues.
- District would cover an area of surrounding unincorporated—some free rider coverage.
- Example: Sisters P&R District started as a rec programming nonprofit.

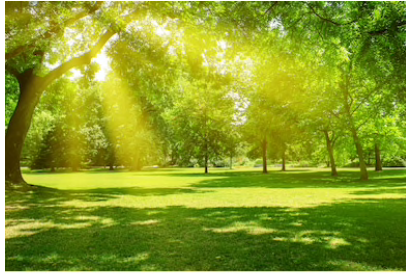


5. Independent Service District Facilities & Recreation Programming

- ORS 198 (special districts generally) & 266 (Parks & Rec districts)
- Defines district boundaries, sets preliminary budget and property tax permanent rate.
- Voters agree to establish and agree to property tax rate.
- Own board of directors, responsible for own internal administration, hires own staff.
- City has no authority over but must consent.
- Sets its own fees for services.
- Transfer of agreed upon City parks, pool, facilities, equipment, staff.
- Own bonds for capital purchases
- Examples:
 - Sisters Park & Recreation: \$950,500
 - Hood River P&R: \$1.17 million
 - Northern Wasco P&R: \$1.52 million
 - North County Recreation: \$1.59 million (Tillamook)

Parks & Rec. Special District Basics

- **Financial Tools:** Permanent tax rate; GO Bonds; Revenue Bonds; Sinking funds (restricted)
- **Governance:** 3 to 5 member Board is elected by voters; 4-year staggered terms. Can be at-large or zoned

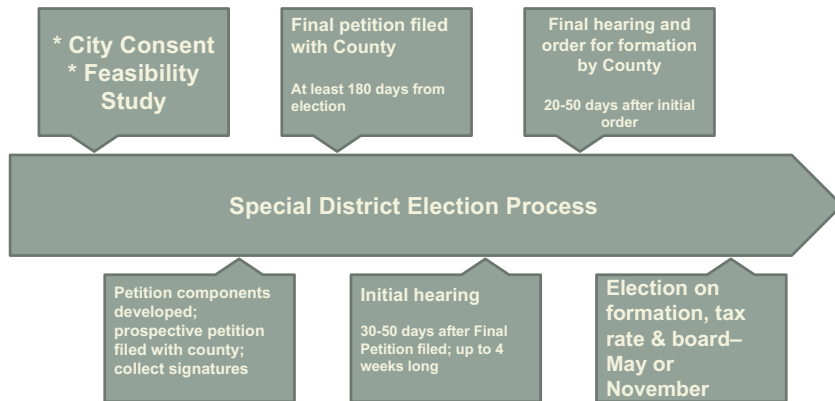


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Special District Might Look Like...

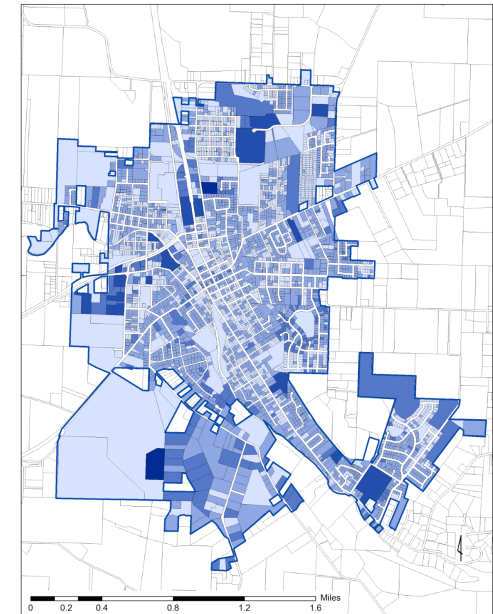
- A variety of options for special district coverage.
- With your guidance, we can develop alternative(s) and forecast the revenues and budget.

Parks & Rec. Special District Timeline



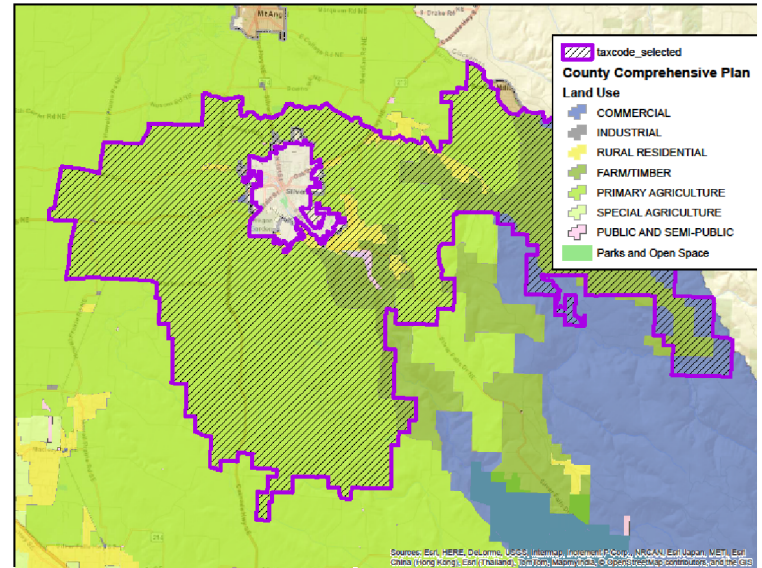
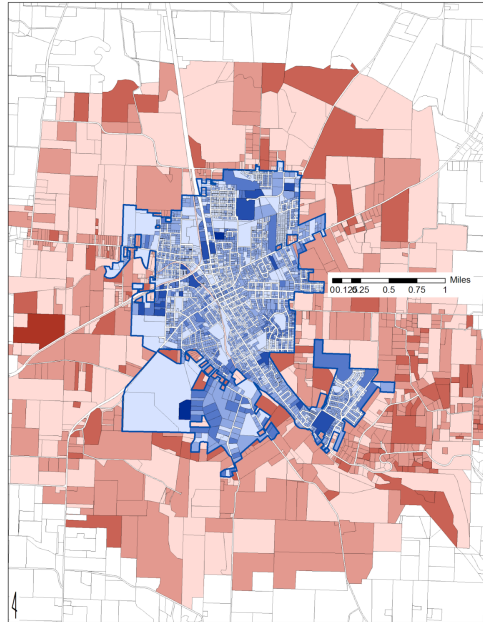
City Boundary 2014

Option 5A Special District to City Boundary



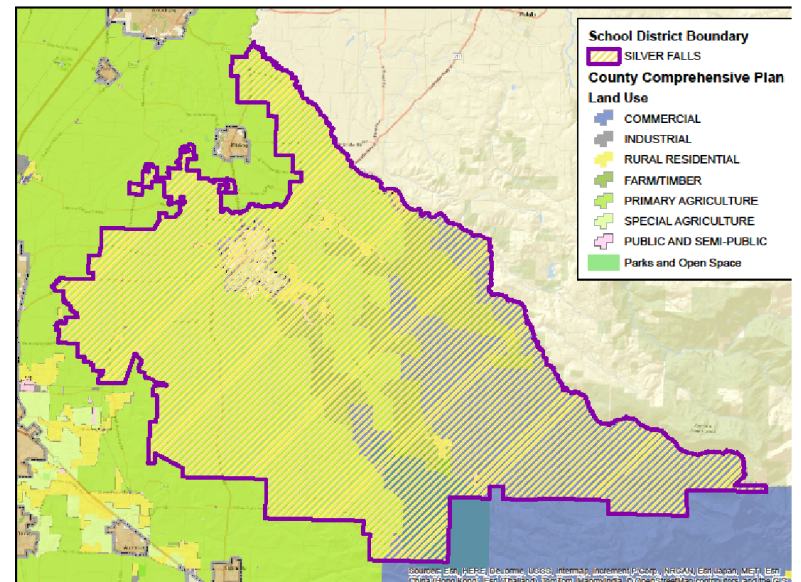
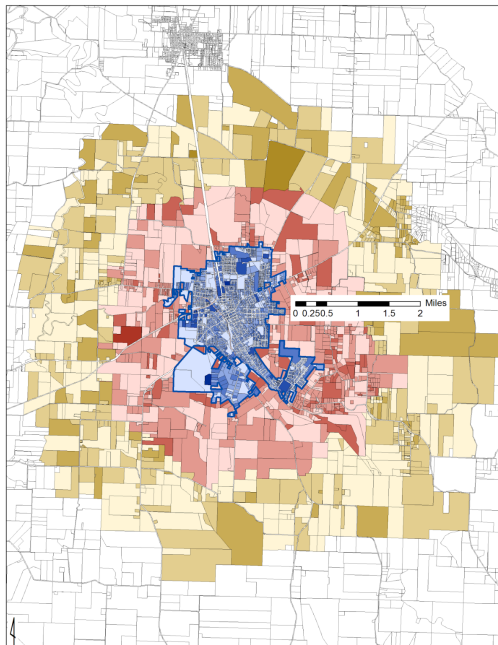
**City with
1 Mile
Surrounding
2014**

**Option 5B
Special District to
City Boundary
with 1 mile radius
surrounding**

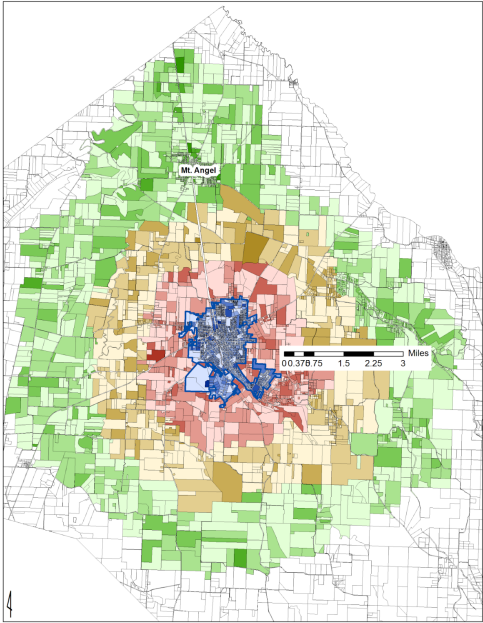


**City with
2 Mile
Surrounding
2014**

**Option 5C
Special District
with 2 mile radius
surrounding
boundary**



Silverton –
Mt. Angel
Area



City of Silverton
Parks and Recreation Task Force Committee

Survey and Outreach Results

May 29, 2019

Conducted by
Paul Manson

Center for Public Service
Hatfield School of Government
Portland State University

Issues to Ponder
Over the Next Weeks...

- We listed issues and concerns, and high performing areas
- **Name the one or two issues to fix**

- What does “recreation” programming mean to you?
- **Recreation programming: Name the three most important**

- **Which would you envision as best for the community?**
 - A. “City Plus”: A smaller, increment of recreational programming
 - B. A special district matching City boundaries with recreational programming only (supplementing)
 - C. A comprehensive special district taking over and adding to the current City program.
 - D. Prefer other arrangement (which)?

Agenda

- **Survey Results:**
 - Key Findings
 - Validity and Demographics
 - Implications

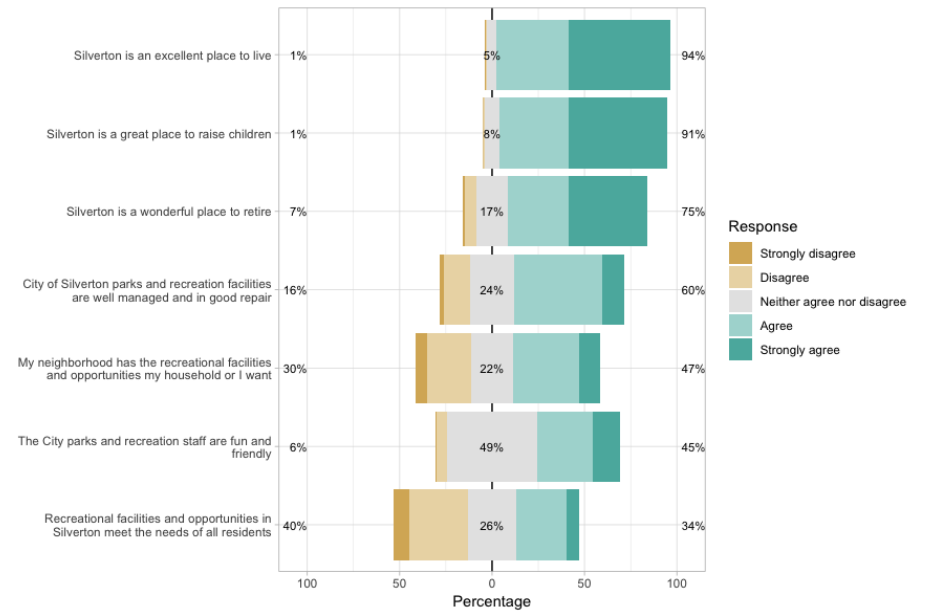
- **Outreach Efforts:**
 - Stakeholder Messages

- **What we Heard (Conclusions)**

Survey Design and Responses

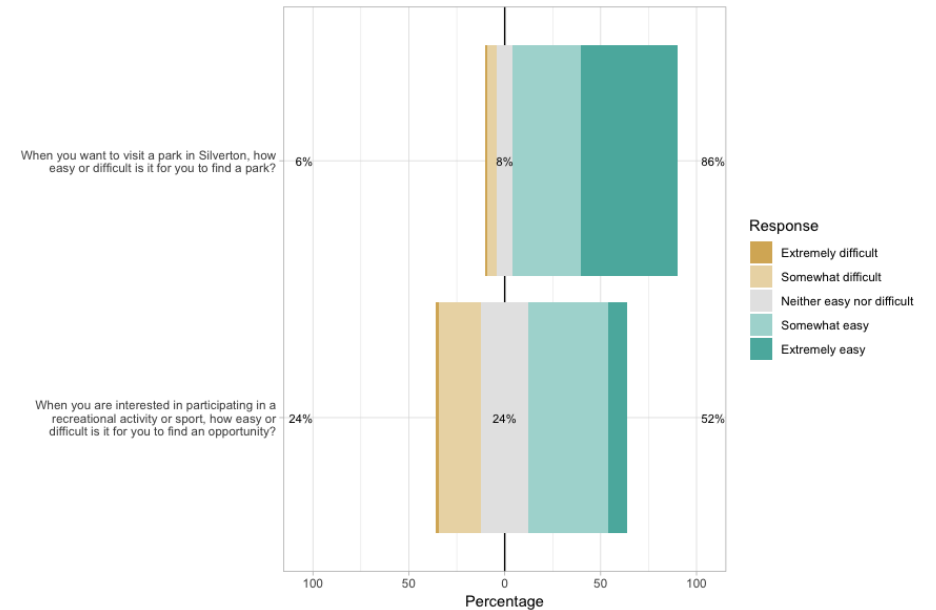
- Web-based survey tested with City Council and Task Force
- Cross-walked with Oregon State Parks and Recreation Activities

Response Type	n
Overall	968
City Utility Customers	284 (27%)
Shared Link	684
Vote Question	739
Tax Question	724
Percent City Residents	74%



Overall Responses

- Perspectives on City and Parks
- Activities and Facilities
- Ease of Access
- Tax District Support
- Tax Support

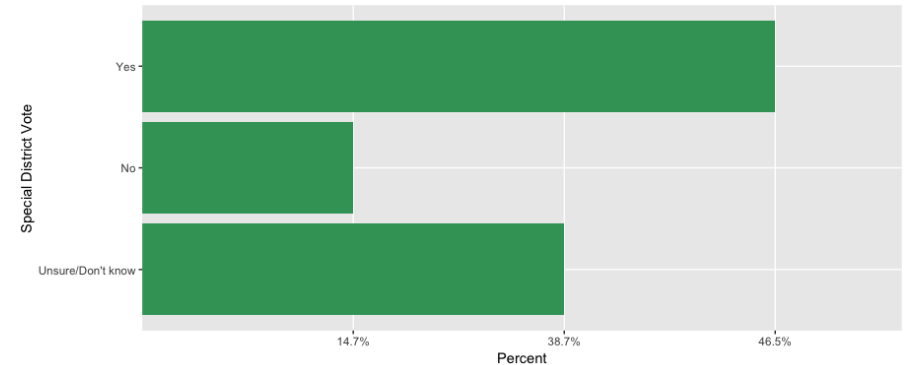


Top Facilities

Park	Mean Ranking (1=top, 10=bottom)
Coolidge McClaine	2.3 (Top ranking)
Community Pool	3.6
Marine Park and Reservoir	4.0
Town Square	4.9
Community Center and Gym	5.5*
Pioneer Park	6.3*
Dog Park	6.5*
Old Mill Park	6.9
Skate Park	7.4
Lincoln Street Park	7.5 (Bottom ranking)

Strong Support for Petit Natural Area Development: 85% Support

Vote on District Formation



Vote	Overall
Yes	46.5%
No	14.7%
Unsure/Don't Know	38.7%

Top Activities (Overall Times)

Park	Total Choices
General Recreation	777
Concerts/Organized Events	628
Picnicking – Family & Friends	561
Playground Visits	539
Biking	486
Swimming	480
Picnicking – Groups	452
Dog Walking/Park Visit	424
Bird and Wildlife Viewing	422
Fishing	384

Biking, boating, and organized sports **have most concern** about adequate service options.

45% believe trails are **not or only slightly well** serving community.

Location and Gender

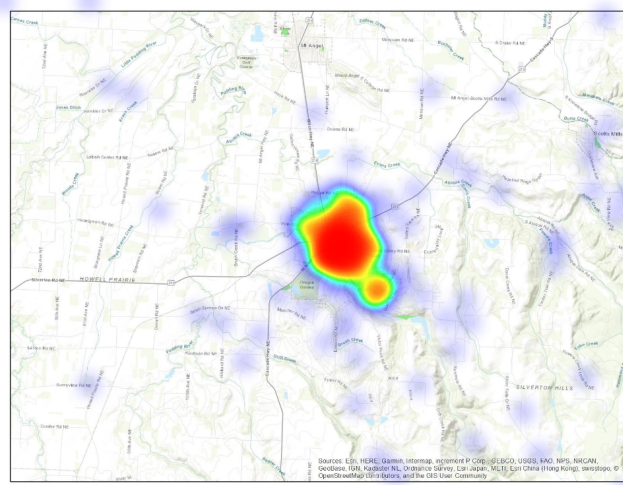
• Resident Location

Vote	Silverton	Outside	Overall
Yes	48.4%	43%	46.5%
No	12.4%	22.5%	14.7%
Unsure/Don't Know	39.2%	34.4%	38.7%

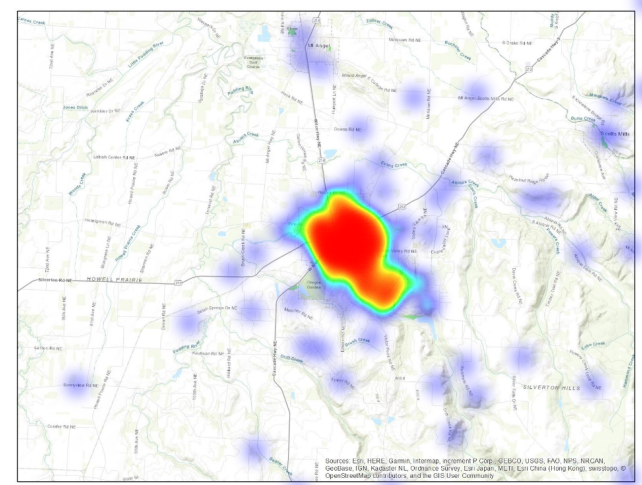
• Gender

Vote	Male	Female	Overall
Yes	51.2%	47.7%	46.5%
No	17.7%	11.6%	14.7%
Unsure/Don't Know	31.2%	40.7%	38.7%

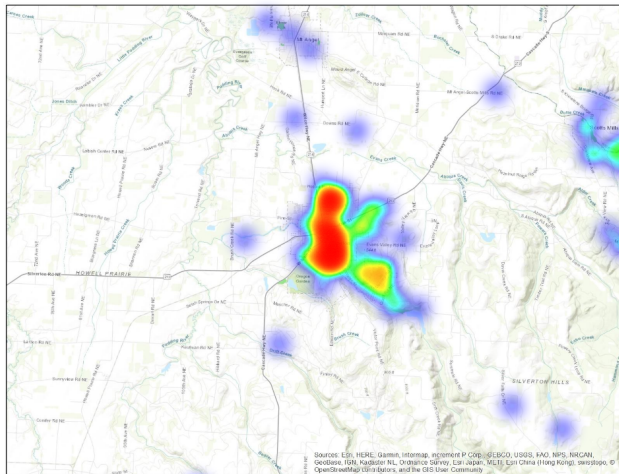
Where are Supporters?



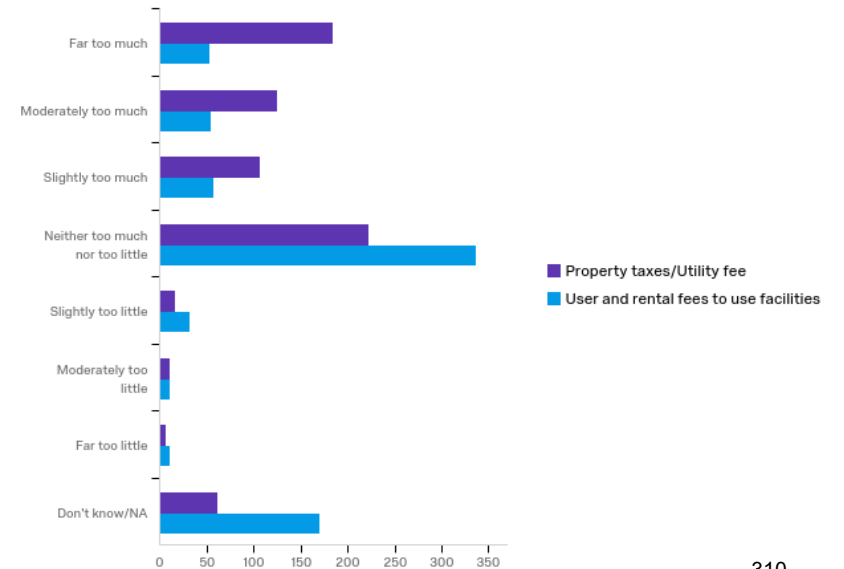
Where are the Unsure?



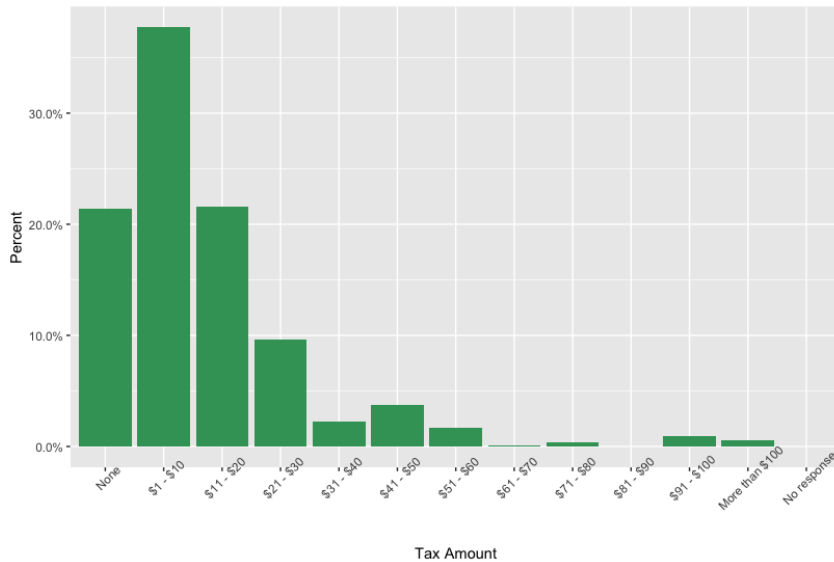
Where are Opponents?



General Tax and Fee Concerns



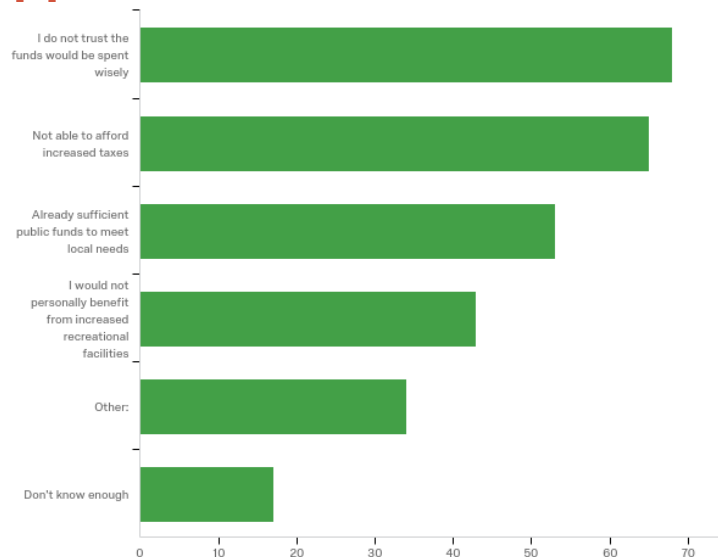
Increase Taxes for Parks (\$ per month)



Is the Survey Representative?

- High Gender Imbalance
 - Survey: 66% Female
 - City: 54% Female
- Hispanic Voices not Present
 - Survey: 3% Hispanic
 - City: 10% Hispanic
- Age – Mixed Responses
 - Survey: Ages 35-44 – 32%
 - City: Ages 35-44 – 21%
 - Another small increase at 55-74 years of age

Opposition to Taxes



Stakeholder Messages

- **Partnership with School District Good, but ...**
At capacity and no room to grow, or barriers in growing
- **Programs are Spending Time and Energy on Distributed Facilities** – need for centralized options
- **Need to Make the Benefits to Community Known** – district idea and progress needs proper messaging

Understanding what we Heard

- **Interest is Real in Expanding Options**
 - Residents and neighbors share high marks for region, want more options. Stakeholders agree its time for a new system.
- **Support is at a Tipping Point**
 - Outreach and messaging will key. In a vote – Unsure survey responses will be No votes.
 - Develop trust and the benefit broadly for having a new arrangement.
 - Need for a group or entity to represent the effort.
- **Responses Concentrated around city, female, and largely with children in home**
 - Outreach will need to be aware of these dynamics.

City of Silverton Parks and Recreation Task Force Committee Recap and Presentation of Alternatives

Task Force Meeting
May 29, 2019

Kelly Sherbo
Center for Public Service
Hatfield School of Government
Portland State University

Questions

Contact:

Paul Manson
Center for Public Service
Sr. Research Assistant

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Agenda

- **Recap from April 16 Meeting:**
 - Results of dot exercise
 - Summary findings
- **Presentation of “Straw Man” Alternatives:**
 - Recreation Programming (only)
 - Recreation and Pool
 - Recreation, Pool and Covered Facility
 - Full Service Parks and Recreation District
 - Potential associated Permanent Rates
- **Next Steps**

Top Issues from April 16 Meeting

- Need for additional facilities (particularly fields & indoor/covered multi-use space);
- Equity between who uses and who pays;
- Multi-agency coordination issues
- Trail development
- Need for sustainable funding
- Need for additional staffing/capacity - City is becoming maxed and School District should not have to provide recreation for the community
- None of the non-district options seem viable

Do These Capture It?

- We pulled this list from our notes and the tear sheets.
- Are there any other issues the people recall that should be on the list?

Current City Revenues for P&R

- Available Revenues
 - General Fund: \$282,201 (match expenditures)
 - Pool Levy: \$265,210
 - Parks Fee Fund (utility billing): \$86,824
- Total Revenues: \$634,235
- Beginning fund balances for Pool Fund and Parks Fund are substantial and able to cover the expenditure level.

Current City P&R Staffing and Budget

- Staffing (City)
 - 2.44 FTE (including seasonal) (1.96+0.48)
- Current Programming, Operations, & Maintenance Budget FY 2018-19
 - General Fund: \$282,201
 - Pool Operations Levy: \$202,550 (M&S and Capital Outlay)
 - Parks Fee Fund: \$22,875 (PS, M&S)
 - **TOTAL O&M: \$507,626 (CURRENT SERVICE LEVEL)**
- Current Capital Expenditure Budget for P&R
 - Pool Levy: \$20,000
 - Parks Fee Fund: \$125,000
 - **TOTAL CAPITAL: \$145,000**
- Does not include staffing from school district for scheduling/youth athletics coordination (.5 FTE estimate?)

Unrecognized Costs

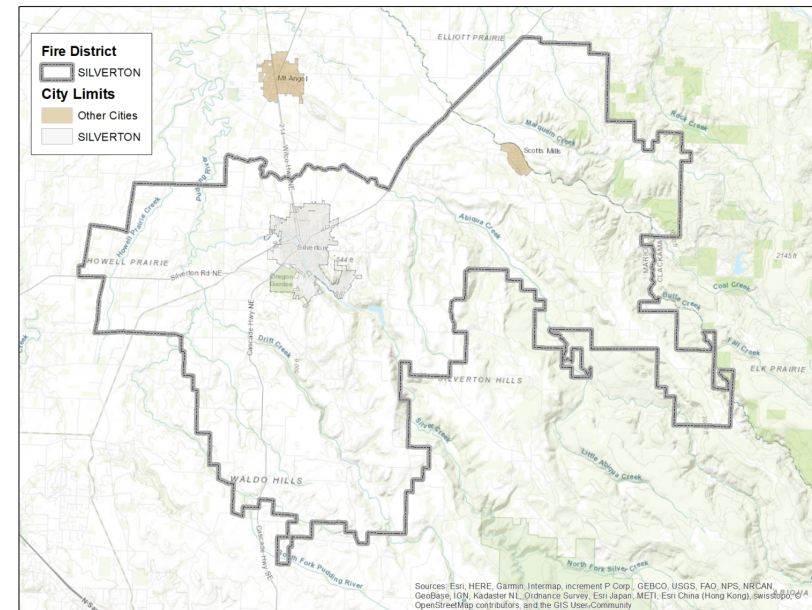
- Budget Recognized Expenditure:
 - Intergovernmental—School Field \$20,000
- Unrecognized Costs:
 - Field use scheduling (0.5 FTE?)
 - Heavy use degradation of fields and facilities?

Silverton Fire District as Hypothetical

- The Silverton Fire Protection District presents an available boundary template.
- The Marion Co. Assessor has published real market values (RMV) and maximum assessed values (MAV) for this area.
- Provided a template for revenue computations.

Pre-Decisional Work Disclaimer

- CPS presents the following materials as pre-decisional work product.
- The intent in these slides is to present full and comprehensive information to the City of Silverton and its Parks & Recreation Task Force.
- The following options are creative, hypothetical models of governance structures, financing mechanism, budgets and service levels, and programs and service delivery.



Range of Revenues on SFPD

Hypothetical Revenue Rates & Revenues			
Hypothetical Permanent Rate Operating Revenues with Gross District-Level Values			
		Hypothetical District Revenues	Property Owner \$275,000 House w/ Land
\$0.25 / \$1,000	\$ 0.2500	\$ 338,637	\$ 68.75
\$0.50 / \$1,000	\$ 0.5000	\$ 677,274	\$ 137.50
\$0.75 / \$1,000	\$ 0.7500	\$ 1,015,912	\$ 206.25
\$1.00 / \$1,000	\$ 1.0000	\$ 1,354,549	\$ 275.00
\$1.25 / \$1,000	\$ 1.2500	\$ 1,693,186	\$ 343.75
\$1.50 / \$1,000	\$ 1.5000	\$ 2,031,823	\$ 412.50
\$2.00 / \$1,000	\$ 2.0000	\$ 2,709,098	\$ 550.00
Tax Code Areas Total Rates			
Tax Code Area	Number	Government Total Rate	
00100020	315	4,2388	
00400020	315	4,2388	
00400028	315	4,8136	
00402028	315	9,1037	Includes City of Silverton
00402928	315	9,1037	Includes City of Silverton
00417028	315	5,2428	Includes City of Scotts Mill
02400020	315	4,2388	
09100020	315	4,2388	

Option 1: Recreation District

- Recreation Programming and Administration District
- Focus on programming
- No asset ownership/maintenance
- Staffing: provide programming in the District (except pool)
 - .5 FTE general manager
 - 1.0 FTE facilities coordinator (youth athletics programming scheduling and support, and program delivery)
 - 1.0 FTE administrative assistant (or, purchase business services from City)
 - .5 FTE to support programming at Senior Center
 - Total FTE = 3.0
- Annual O&M Budget: \$350,000
- Capital: vehicle
- Capital: Office facility, IT and software

Option 1: Cont.

- Lease recreation properties from the school and City who remain in charge of maintenance and capital replacement
- Financing
 - No district bond - City would invest in new facilities via bond, City still responsible for Senior Center
 - Leaves additional facilities acquisition/investment and maintenance to City/school district
 - Funded via permanent rate and fees (limited)
- Pool remains as-is (programming by YMCA) -
 - City keeps Pool Levy for O&M

Option 1: cont.

- Programming: efforts of school district for youth athletics scheduling and support goes to district; continuing and new classes; increase current programming; and support senior center.
- Examples: Troutdale/Wood Village

Option 2: Recreation & Aquatics District

- Recreation & Aquatics District
- Provides recreation programming services and operates the pool facility and programming
- District would take over responsibilities of YMCA for pool programming
- City and School District retain ownership of their recreational properties and are responsible for operations and maintenance costs (not programming).
- Retire the Pool Levy

Option 2: Cont.

- Staffing: provide programming in the District (except pool)
 - 1.0 FTE general manager
 - 1.0 FTE facilities coordinator (youth athletics programming scheduling and support, and program delivery)
 - 1.0 FTE administrative assistant (or, purchase business services from City)
 - .5 FTE to support programming at Senior Center
- 0.5 FTE Aquatics Program Manager
- 1.0 FTE Aquatics Programmer
- 1.0 FTE Senior Lifeguard Swimming Instructor
- 1.0 FTE Lifeguard (could do .5 permanent position + .5 seasonal)
- Total FTE = 7.0
- Annual O&M Personnel Services: \$700,000
- Annual O&M M&S:
- Capital: vehicle
- Capital: Office facility, IT and software

Option 2: cont.

- Option 2 includes taking on the pool function as well (operations and programming; maintenance stays with city and ownership) –
- Retire Pool Levy Directly to additional permanent rate (0.3313/\$1000) - pay back to city for maintenance through MOA and use remaining for pool operations

Option 3: Recreation & Aquatics w/ Facility

- Recreation & Aquatics District
- Provides recreation programming services and operates the pool facility and programming
- Identifies site and builds multi-use, indoor court facility with covered play area.
- Operates indoor court facility
- District would take over responsibilities of YMCA for pool programming
- City and School District retain ownership of their recreational properties and are responsible for operations and maintenance costs, but not programming.
- Retire the Pool Levy
- Capital levy to fund multi-use facility

Option 3: Cont.

- Staffing:
 - 1.0 FTE general manager
 - 1.0 FTE facilities coordinator (youth athletics programming scheduling and support, and program delivery)
 - 1.0 FTE administrative assistant (or, purchase business services from City)
 - .5 FTE to support programming at Senior Center

 - 0.5 FTE Aquatics Program Manager
 - 1.0 FTE Aquatics Programmer
 - 1.0 FTE Senior Lifeguard Swimming Instructor
 - 1.0 FTE Lifeguard (could do .5 permanent position + .5 seasonal)

 - 1.0 FTE Recreation Program Supervisor
 - 1.0 FTE Program Assistant
 - 1.0 FTE Utility Worker/ Custodian

 - Total FTE = 10.0

Option 3: Cont.

- Annual Operating Budget
 - Annual O&M Personnel Services: \$1,000,000
 - Annual O&M M&S:
 - Capital: vehicle
 - Capital: Office facility, IT and software

Option 4: Full Service Parks & Rec District

- Option 4 takes over all functions of the parks and recreation services in Silverton and surrounding area
- Option 3B includes purchase or donation of assets from City (e.g. parks)
- Staffing: Staffed for Programming, Operations and Maintenance
- Funding: Permanent Rate, Fees, Bond; Retire Pool Levy and move directly into the permanent rate

Permanent Rate Examples

- Option A: Funded at ~\$677,000 → PR: \$0.50/\$1000 (approx. \$137/year for a \$275,000 property)
- Option B: Funded at ~\$1,000,000 → PR: \$0.75/\$1000 (approx. \$200/year)
- Option C: Funded at ~\$1.35m → PR: \$1.00/\$1000 (approx. \$343/year)
- Compression: Some properties in Silverton would become “compressed” if the permanent rate is more than about .89 per \$1000.

Discussion

City of Silverton Parks and Recreation Task Force Committee Alternative Scenario: Special District

Task Force Meeting
June 10, 2019

Kent Robinson
Kelly Sherbo
Center for Public Service
Hatfield School of Government
Portland State University

Questions

Contact:

Kelly Sherbo
Center for Public Service
Ph.D. Candidate

Sherbo@pdx.edu

Pre-Decisional Materials and Discussion

- To perform due diligence
- To provide comprehensive information
- To consider all possible options
- The materials presented in this package are
- Pre-decisional work products
- Presented governance structures, programs, taxing areas and values, budgets, and staffing
- Are all hypothetical

Paul Sends Voter Location Information

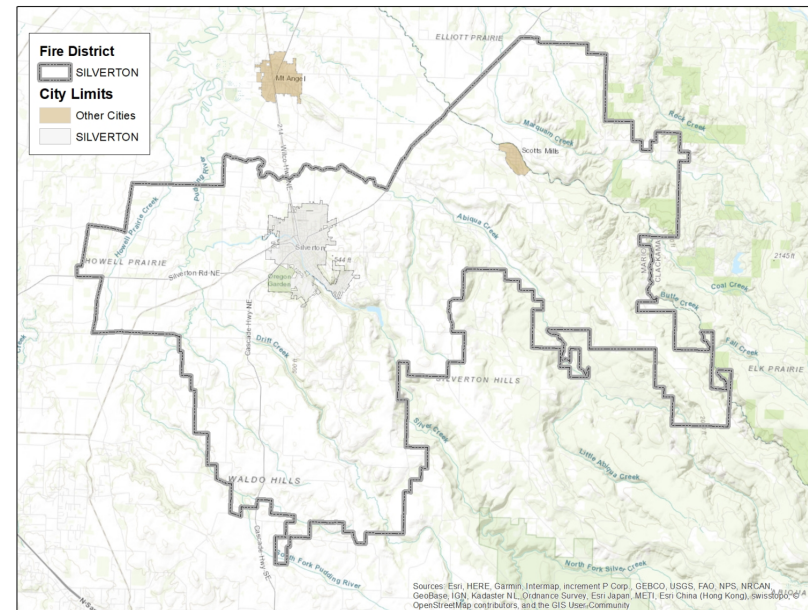
- There are 11,147 registered voters in the proposed district boundary
- 6,786 registered voters in the City of Silverton.
- 60%-40% split between the city and the unincorporated/Scotts Mills areas.

Silverton Fire District as Hypothetical

- The Silverton Fire Protection District presents an available boundary template.
- The Marion Co. Assessor has published real market values (RMV) and maximum assessed values (MAV) for this area.
- Provided a template for revenue computations.
- Any proposed district would have refined boundaries and assessed values.

Recap from Last Meeting

- **Recap from May 29 Meeting:**
 - Retire the pool levy.
 - Development of new outdoor facilities (fields) is more important than an indoor multi-use complex.
 - District boundary: include more of Waldo Hills area, more toward the north, and less toward the east.
 - City to retain existing facilities and develop new facilities and lease to the district (school district also retains its existing facilities).
 - Scenario 1 (Recreation-only district) was not enough; Scenario 4 (Full Service, owns all assets) was too much. Land between Scenario 2 and 3.
 - Potential for diversifying revenue sources away from just a permanent rate.
 - Services: Programming (pool, fields, other); Reservoir development (including concessions?); Trail development



Develop Scenario 2+ with Pool

- After review of City's 2019-2020 Approved Budget
 - Pool is needing substantial, continuing reconstruction (\$280,000 annually)
 - Consider: Special District purchases pool
 - Provides:
 - Aquatics programming and instruction
 - Pool operations
 - Pool facility & water quality operations & maintenance
 - Pool capital reconstruction
 - Staffing includes 1.0 FTE Pool Operator
 - Propose to impose: Pool levy of \$0.3313/ \$1,000
 - Any proposal hinges on citizen levy acceptance

Special District Alternative: Phase I – Start-up

- 4-5 year start-up period
 - Front office:
 - Director & Admin Asst.
 - Facilities Coordinator
 - Assistant Director/ Capital Facilities Development Mgr.
 - Senior Center Assistant (0.5)
 - Business Mgr.
 - Aquatics Staff (5 FTE)—immediate operations
 - Pool Operator (1 FTE)
 - Recreation Supervisor
 - Utility /Custodian
 - 13.5 FTE for \$937,078

Special District Alternative: Phase I – Start-up

- Lease fields from School District and support scheduling
- Lease access to City facilities—City continues parks ownership & maintenance
- District provides immediate aquatics programming and custodial
- District begins transition to pool facility operations, water quality maintenance
- District begins steps to pool reconstruction
- District and City negotiate on pool ownership transfer
- District builds field complex

Special District Alternative: Phase II

- Steady state, operational focus, construction slowing to completion
- Anticipated revenues were modeled to be approximately
 - \$1,690,000 total
 - \$206,500 coming from program fees,
 - \$1,500 coming from concessions
 - \$1.057,000 coming from property tax revenues (\$0.85/\$1,000)
 - \$412,000 from a continuing pool levy of 0.3313

Special District Alternative: Phase II

Title	FTE	Estimated Total Employer Compensation Expense (e.g. with benefits)
Director/General Manager	1.0	\$124,473
Admin Asst II	1.0	\$63,641
Facilities Coordinator I/Partner Liaison	1.0	\$63,641
Admin Services Supervisor/Business Mgr	1.0	\$86,948
Program Asst I (Senior Center)	5	\$29,634
POOL: Aquatics Program Mgr/Programmer	1.0	\$86,948
POOL: Senior Lifeguard/Instructor II	1.0	\$58,868
POOL: Lifeguard I (multiple positions - PT/seasonal) salary only, no benefits	1.0	\$28,911
POOL: Lifeguard I	2.0	\$39,844
POOL: Pool Operator/Maintenance	1.0	\$63,641
Recreation Program Supervisor	1.0	\$86,948
Program Assistant I	1.0	\$58,868
Utility Worker/Custodian	1.0	\$48,457
Utility Worker/ Field Maintenance (seasonal)	0.5	\$24,429
Utility Worker II/Field Maintenance	1.0	\$71,537

Phase II Cont.

- Total Personnel Services Costs: \$976,630
- Likely retire the Asst. Director/ Capital Projects
- Derived from City of Canby, North Wasco P&R, City of Hillsboro, City of Salem

Special District Alternative: Phase I I

- Leases fields from School District, but integrated with others; SD access to District fields
- District completes field complex, turf maintenance, operations
- Scheduling function continues
- Lease access to City facilities—City continues parks ownership & maintenance
- District provides immediate aquatics programming and custodial
- District performs pool facility operations, water quality maintenance
- District begins steps to pool reconstruction
- District and City negotiate on pool ownership transfer

Discussion



City of Silverton Parks and Recreation Task Force Committee

Information and Alternatives Package

Paul Manson
Kelly Sherbo
Christian Smith
Kent Robinson

June 27, 2019 to support
July 8 Task Force meeting

Center for Public Service
Hatfield School of Government
Portland State University

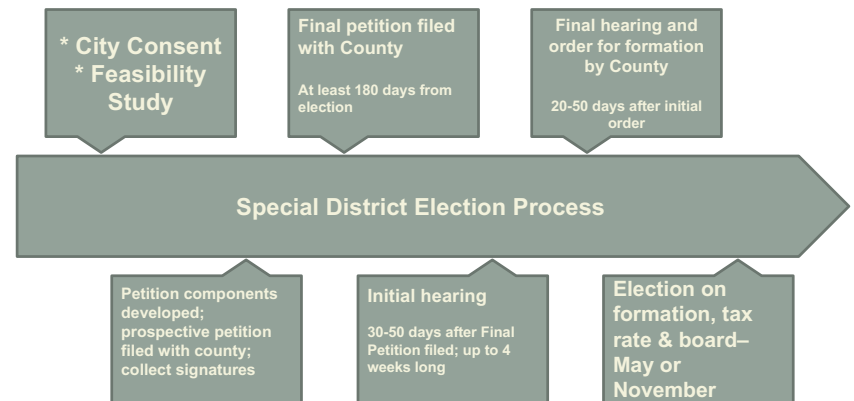
Purpose

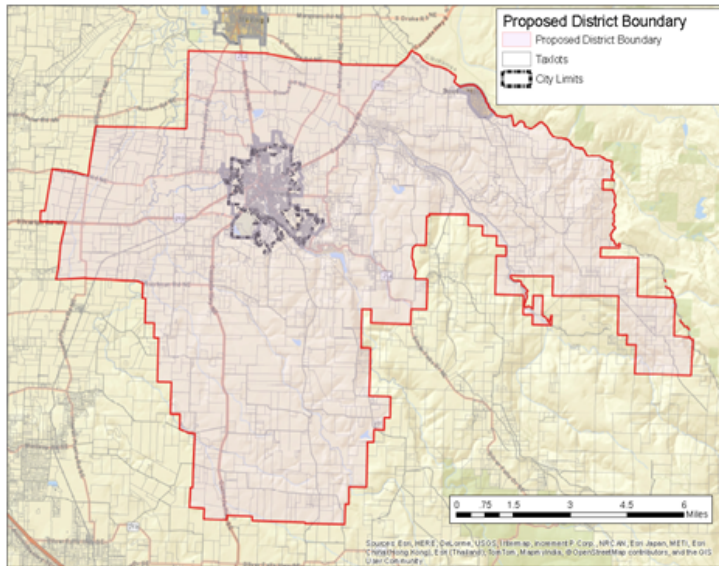
- **Provide Task Group:**
 - Initiative process flow diagram
 - Hypothetical district map and boundaries
 - Summary of June 10 meeting findings
 - Three alternatives summaries

Pre-Decisional Work

- All materials presented in this slide file and in the accompanying documents and analysis are pre-decisional.
- The purpose in these documents is to gather information and ideas for the Task Force to consider, and to advise the City Council, citizens, the City Manager and the staff.
- To ensure a full and comprehensive presentation of information, this material performs budget and financial analysis, and develops hypothetical ideas for changing existing programs, raising new revenues, or establishing new special districts, hiring new staff, and starting new programs.
- These are all creative ideas.
- The intent here is to openly build a factual base of understanding on the situation and on issues.

Parks & Rec. Special District Timeline





Range of Revenues on Hypothetical Special District

- *Tax Revenue Calculations:*
- Based on the above map of a hypothetical special district, approximate assessed values total:
- Total Measure 50 Assessed Value: \$1,326,737,970
- Less Urban Renewal Excess Value: \$44,186,219
- **Total Available Assessed Value: \$1,282,551,751**
-
- **At 0.00085 (0.85/1000): \$1,057,464**
- At 0.0009 (.90/1000): \$1,154,297
- At 0.00075 (.75/1000): \$961,914
- **At 0.00072 (.72/1000): \$923,437**

Key Findings from June 10 Meeting

- Please refer to the Concepts & Strategies document.
- Contains a more detailed list of findings.
- Key points:
 - Immediate motivating condition is to develop a package acceptable to today's voters inside and outside the City.
 - Task force members wish to retire the local option pool levy and find a more permanent funding solution.
 - The presented 15-FTE model was way too big and government-centric.
 - Include contracted services (YMCA) in alternatives.

Key Findings from June 10 Meeting

- More key points:
 - The City faces capital costs for pool replacement and reconstruction. Faced with these annual costs (about \$280,000), the Pool fund will go negative in a few years.
 - Any proposal must respond to more than athletic field development; develop City park and School District sites.
 - Bring in creative use of citizen volunteers and community organizations instead of government.

Governance Principles

- Based on our understanding of the Task Force members' concerns and of the issues,
- CPS developed a set of **Governance Principles**
- CPS developed a set of **Pool Specific Governance Principles**
- Please find the list of principles on pages 2-5 of the Concepts & Strategies document.

Three Alternatives Developed

- The three alternatives:
 - 6-FTE Aquatic and Recreation Special District
 - 4-FTE Recreation Special District
 - Parks and Recreation Foundation with Enhanced Local Option Levy
- The attached Excel workbook provides detailed
 - Position staffing, position descriptions, personnel costs
 - Detailed budgets for the 6-FTE and 4-FTE
 - Detailed capital plan and debt analysis for the 6-FTE and 4-FTE

6-FTE Aquatic & Recreation District

- Please refer to the Concepts & Strategies document, 6-8
- Please refer to the Excel worksheet detail
- Key features:
 - Staffed with 6 or fewer FTEs
 - Convening and coordination role, support School District field scheduling
 - Permanent property tax rate of \$0.85/1000, provides protection from compression
 - Retire the City pool local option levy
 - Based on District's permanent tax rate and revenue flow, City would transfer ownership of the pool facility to the District
 - On funds available basis, District would make grants to the City and School District to develop and maintain sites
 - District would not develop new athletic fields until pool is rebuilt.

6-FTE Aquatic & Recreation District

- Please refer to the Concepts & Strategies document, 6-8
- Please refer to the Excel worksheet detail
 - **Important Unknown:** We are not clear on the needs and cost of pool replacement and reconstruction projects. The City's FY 2019-20 budget requests \$280,000, and forecasts that amount for each of the next 5 years. We used this as the total amount of a replacement project, \$1,680,000.
 - **Important Unknown:** Current model assumes that the pool user fees are returned to the District by pool contractor. This is uncertain and important. If not, finances would need reworking.

4-FTE Recreation Special District

- Please refer to the Concepts & Strategies document, 8-9
- Please refer to the Excel worksheet detail
- Key features:
 - Initially staffed with 4.11 FTE
 - Community facilitation and convening role, support School District scheduling
 - Provide governmental revenues: permanent tax rate, SDCs
 - Financial grants to partners on funds available basis—City and School District could develop sites
 - Invest in land and build athletic field complex
 - Perform maintenance and turf management
 - Have no role in the pool.
 - Assess \$0.72/1000 permanent property tax rate
 - Establish a “Friends of” nonprofit organization to support

City Enhanced LOL and Foundation

- Least change from current situation
- City-centric to pay for pool replacement and reconstruction
- At end of current local option levy, ask voters for an increased levy of \$0.68/\$1,000 (+.35) for the defined period of the levy.
- Establish a “Friends of” foundation for fundraising, organizing volunteers, planning & design, marketing, and programming

CPS Recommendation

- **The CPS team recommends the 6-FTE alternative**
- Because:
 - Addresses the in-City—out-City and School District free-rider issue
 - Taxing area would match the service area population
 - Would provide an increase in revenues over the current local option levy (\$0.85/\$1,000)
 - Permanent property tax rate that better protects revenue during compression
 - Authorized to generate governmental revenues: service development charges (SDC) and capital bond levy
 - Would directly respond to the pool replacement and reconstruction needs
 - Provides grants to the City, School District to develop other sites and resources
 - Convenes and coordinates citizens and community groups

Silverton Parks & Recreation Project
Scenario Alternatives Staffing and Costing Workbook
Final Report Appendix I

Community Aquatics & Recreation Special District Scenarios
Alternatives: 3.0, 5-6.1FTE, 4FTE, 6FTE and 15FTE for Special District Under ORS 198.000

Fully Developed 6 YR Budget Forecast/ Rolling Forecast for 5-6.1 FTE Pool First

Fully Developed 6 YR Budget Forecast/ Rolling Forecast for 3.51FTE Fields First

Partially Developed 4FTE Fields First

Partially Developed 6FTE Pool First

Partially Developed 15FTE Governmental Staffing

Started: June 22, 2109: KR

Updated: June 24, 2019: KR

Updated and Capital Budgets added to 6 & 4: June 26, 2019: KR

Updated: 5.0 6-YR Rolling Forecast Budget

Updates: July 13 to revise pool revenues and develop 3FTE scenario

Updates: July 15, 2019

Staffing Model for Hypothetical Parks & Recreation Special District

3+ FTE Staffing Base Model; Facilities Investment and Field Development; Pool Operations and Maintenance

Spreadsheet Date: July 13, 2019

Strategic Purpose & Features:

Provide stable governmental revenue generation (permanent property tax rate and systems development charges)

Property tax revenues set at \$0.85/1,000 permanent rate over a special district area reflecting the full user community.

Provide governmental leadership and support, partner coordination and agreements, and business administration on parks, recreation and aquatics programs.

Athletic field complex savings fund, athletic field development.

Owns pool; saves for future facilities replacement and reconstruction, contracts for aquatics program.

Trail and general recreation facility development; community grants.

Establishes and supports a nonprofit 501c(3) Friends of District foundation, which can receive take deductible gifts, advocate, fund raise, coordinate volunteers.

Operational Features:

Strategic purpose: provide government property tax and SDC based revenues for land acquisition and athletic field development.

Provides field use and schedule coordination with District and SD, and District and City (e.g. Facilities Coordinator position in front office).

Provides machinery and supplies, but assumes volunteer field and turf maintenance on field complex.

District leases specific parks and facilities from City of Silverton; City retains ownership of existing parks and continues maintenance.

District leases fields as needed from Silver Falls SD; school district retains ownership of existing parks and continues maintenance.

Takes ownership of pool from City. Contracts for pool operations and programming, and water quality, custodial and light maintenance.

Establishes pool facility savings fund.

District imposes systems development charges, establishes separate SDC budget fund for land purchase and capital development.

District works with City, School District, and Foundation to obtain sufficient land for field complex (e.g. a baseball/ softball, and three soccer fields).

District consistently offers multi-year facilities and program development grants to City and School District.

District builds contractual relationships with nonprofit and for-profit organizations to implement program.

District provides its own administrative functions: HR, Budget & Finance, Procurement, Planning, Executive and Board

District purchases or leases vehicles and equipment to meet needs.

District leases office space for headquarters office.

Assumptions:

8.725 percent of gross salary for FICA / Medicare withholding

Retirement Defined Contribution at 8.43%

Health insurance at 27.86%

Health Reimbursement/ Flex Savings @ 4.61

Pos: Director/ GM	Pos: Admin Assistant I/ Online Communications	Pos: Admin Service Supervisor/ Business Mgr.	Pos: Program & Facilities Manager
Position Responsibilities & Tasks	Position Responsibilities & Tasks	Position Responsibilities & Tasks	Position Responsibilities & Tasks
>Executive leadership to district; contextual judgment, decision-making, visioning and motivation	>Administrative support to executive and board	>Acts as designated Budget Officer to ensure budget process compliance; annual budget preparation & adoption	>Field scheduling and coordination with City, SD and nonprofit partners
>Executive relations with City and School District as primary partners in strategy, service and program design, and revenue identification.	>Administrative support to community resources mgr	>Ledger, accounting systems, financial management and internal controls; annual financial reporting and compliance.	>Manage field and facility construction contracts; land acquisition.
>Executive leadership to community. Represents the District in the community, county, state, professional associations	>Supports Business Mgr.	>HR, personnel services	>Recreation programming in addition to athletics
>Liaison to any allied parks foundation; works to establish and recruit volunteers for foundation; trains and initial establishment of foundation member roles; attends board meetings	> Establishes and maintains online presence; manages online dialogues	>Procurement support; contracting officer; grants officer.	> All other district operations and program implementation
>Strategic planning: conducts strategic visioning and planning for the District board and community	>Supports athletic field scheduling	>Audits: financial, donor compliance and reporting (e.g. single audit).	> Project level coordination and delivery by volunteers, nonprofits and other partners.
> Supports and coordinates preparation and adoption of annual budget; budget process compliance; budget committee.		>Risk management	> When and where necessary, maintenance and janitorial, field and turf maintenance.
> Capital investment plan development		>Cash management & investments	
>Executive for internal organization procedures, position coordination, tasking and decision-making.		> Coordinates with contracted legal services.	
> Executive relations with elected district board; staffs board.			

Pos: Director/ GM	Pos: Admin Assistant I/ Online Communications	Pos: Admin Service Supervisor/ Business Mgr.	Pos: Program & Facilities Manager	District Total
FTE: 1.0	FTE: 0.51	FTE: 1.0	FTE: 1.0	3.51
At will to the District Board	1.0 FTE Salary Gross			
Salary Gross \$ 80,916	Salary Gross \$ 17,442	Salary Gross \$ 46,350	Salary Gross \$ 46,350	\$191,058
Overtime/ Standby/ Differential	Overtime/ Standby/ Differential	Overtime/ Standby/ Differential	Overtime/ Standby/ Differential	\$0
Temporary \$ -	Temporary \$ -	Temporary \$ -	Temporary \$ -	\$0
FICA & MEDICARE \$ 7,060	FICA & MEDICARE \$ 1,522	FICA & MEDICARE \$ 4,044	FICA & MEDICARE \$ 4,044	\$16,670
Workers Comp Ins Premium \$ 931	Workers Comp Ins Premium \$ 201	Workers Comp Ins Premium \$ 533	Workers Comp Ins Premium \$ 533	\$2,197
Workers Comp State Assmt	Workers Comp State Assmt	Workers Comp State Assmt	Workers Comp State Assmt	\$0
Unemployment Ins Prens \$ 1,942	Unemployment Ins Prens \$ 419	Unemployment Ins Prens \$ 1,112	Unemployment Ins Prens \$ 1,112	\$4,585
Retirement \$ 6,821	Retirement \$ 1,470	Retirement \$ 3,907	Retirement \$ 3,907	\$16,106
Health Reimburse/ Flex Spend \$ 3,730	Health Reimburse/ Flex Spend \$ 804	Health Reimburse/ Flex Spend \$ 2,137	Health Reimburse/ Flex Spend \$ 2,137	\$8,808
Health Insurance \$ 22,543	Health Insurance \$ 4,859	Health Insurance \$ 12,913	Health Insurance \$ 12,913	\$53,229
Life Insurance \$ 90	Life Insurance \$ 90	Life Insurance \$ 90	Life Insurance \$ 90	\$360
Long-term Disability \$ 311	Long-term Disability \$ 311	Long-term Disability \$ 311	Long-term Disability \$ 311	\$1,244
Phone Allowance	Phone Allowance	Phone Allowance	Phone Allowance	\$0
Car Allowance	Car Allowance	Car Allowance	Car Allowance	\$0
Other \$ -	Other \$ -	Other \$ -	Other \$ -	\$0
Total Employer Cost \$ 124,344	Total Employer Cost \$ 27,118	Total Employer Cost \$ 71,398	Total Employer Cost \$ 71,398	\$294,257

I

II

IV

VI

Budget and Forecast Model for Hypothetical Aquatics & Recreation Special District

3.51-Staffing Model with Immediate Pool Ownership and Operations with Field Development

Spreadsheet Update Date: July 15, 2019

Assumptions:

Inflation rate assumed to 3.0% for general goods and personnel services (PERS 2017 and BLS 2019); health care cost increase assumed 5.9% (PERS 2017).

FICA Medicare rate assumed at initial 8.725%

No PERS, 403(b)/401(k) defined contribution retirement package @ 8.43%

Combined Health Savings/ Flex Spending Child Care 4.61%

Medical insurance: 27.86% of gross salary

Estimated Budget

Current City Fund	Hypothetical District Fund Number	Hypthetical Account Number (Object Code)	Description	Estimates FY0	Adj FY1 Discnt	Estimates to Balance FY1	Adj FY 2 Discnt	Budget Forecast FY2	Adj FY3 Discnt	Budget Forecast FY3	Adj FY 4 Discnt	Budget Forecast FY4	Adj FY 5 Discnt	Budget Forecast FY5	Accumulated Balance
			REVENUES												
			Parks & Recreation: General Fund (#100) REVENUES												
			Taxes Received												
			N.B: Assumed special district TAV:	1,245,195,875		1,282,551,751		1,321,028,304		1,360,659,153		1,401,478,927		1,443,523,295	
100	42105		Property Taxes Received -- Current Year (0.85 / \$1,000)	\$1,026,664	0.03	\$1,057,464	0.03	\$1,089,188	0.03	\$1,121,863	0.03	\$1,155,519	0.03	\$1,190,185	
100	42110		Property Tax Capital Bond	\$0		\$0		\$0		\$0		\$0		\$0	
100	41215		Delinquent property taxes received	\$15,000	0.00	\$15,000	0.00	\$15,000	0.00	\$15,000	0.00	\$15,000	0.00	\$15,000	
			Taxes Total	\$1,041,664		\$1,072,464		\$1,104,188		\$1,136,863		\$1,170,519		\$1,205,185	
			Intergovernmental Revenues												
100	43341		Grant funds received - federal	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	
100	43342		Grant funds received - local School District	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	
100	43343		Grant funds received - local City	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	
100	43344		Gifts and donation funds received - government	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	
100	43347		Other grant, gift, and donation funds received	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	
			Intergovernmental Revenues Total	\$0		\$0		\$0		\$0		\$0		\$0	
			Charges For Services												
100	44426		Program fees collected	\$202,451	0.02	\$206,500	0.00	\$206,500	0.00	\$206,500	0.00	\$206,500	0.00	\$206,500	
100	44430		Park equipment rental charges collected	\$0.00	0.02	\$0	0.02	\$0	0.02	\$0	0.02	\$0	0.02	\$0	
100	44435		Facility rental fees collected	\$0.00	0.02	\$0	0.02	\$0	0.02	\$0	0.02	\$0	0.02	\$0	
			Charges For Services Total	\$202,451		\$206,500		\$206,500		\$206,500		\$206,500		\$206,500	
			Transfers In												
100	49200		Systems Development Fund (SDC charges)	\$0.00	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	
			Transfers In Total	\$0		\$0		\$0		\$0		\$0		\$0	
			Miscellaneous Revenues												
100	48205		Concessions fees collected	\$1,470.59	0.02	\$1,500	0.02	\$1,530	0.02	\$1,561	0.02	\$1,592	0.02	\$1,624	
100	48225		Other miscellaneous operating revenues	\$0.00	0.02	\$0	0.02	\$0	0.02	\$0	0.02	\$0	0.02	\$0	
100	48245		Resale revenues collected	\$0.00	0.02	\$0	0.02	\$0	0.02	\$0	0.02	\$0	0.02	\$0	
100	48250		Miscellaneous income	\$0.00	0.02	\$0	0.02	\$0	0.02	\$0	0.02	\$0	0.02	\$0	
			Miscellaneous Revenues Total	\$1,470.59		\$1,500		\$1,530		\$1,561		\$1,592		\$1,624	
			Parks & Recreation: Total REVENUES	\$1,245,586		\$1,280,464		\$1,312,218		\$1,344,924		\$1,378,611		\$1,413,309	

EXPENDITURES

Parks & Recreation: General Fund (#100) EXPENDITURES

			Personnel Services	3.51FTE		3.51FTE		3.51FTE		3.51FTE		3.51FTE		3.51FTE
100	51105		Wages and salaries	\$185,493	0.03	\$191,058	0.03	\$196,790	0.03	\$202,693	0.03	\$208,774	0.03	\$215,037
100	51106		Overtime and other pay	\$0	0.03	\$0	0.03	\$0	0.03	\$0	0.03	\$0	0.03	\$0
100	51110		Temporary and part-time salaries	\$0	0.03	\$0	0.03	\$0	0.03	\$0	0.03	\$0	0.03	\$0
100	51125		Federal Insurance Contributions Act (FICA) contributions	\$16,184	0.03	\$16,670	0.03	\$17,170	0.03	\$17,685	0.03	\$18,216	0.03	\$18,762
100	51130		Workers compensation insurance premiums	\$2,133	0.03	\$2,197	0.03	\$2,263	0.03	\$2,331	0.03	\$2,401	0.03	\$2,473
				\$0	0.03	\$0	0.03	\$0	0.03	\$0	0.03	\$0	0.03	\$0
100	51165		Unemployment Ins Premiums	\$4,451	0.03	\$4,585	0.03	\$4,723	0.03	\$4,864	0.03	\$5,010	0.03	\$5,160
100	51140		Retirement	\$15,637	0.03	\$16,106	0.03	\$16,589	0.03	\$17,087	0.03	\$17,599	0.03	\$18,127
100	51150		Health Reimburse/ Flex Spend	\$8,551	0.03	\$8,808	0.03	\$9,072	0.03	\$9,344	0.03	\$9,625	0.03	\$9,913
100	51155		Health Insurance	\$50,263	0.06	\$53,229	0.06	\$56,370	0.06	\$59,695	0.06	\$63,217	0.06	\$66,947
100	51156		Life insurance premiums expenditures	\$350	0.03	\$360	0.03	\$371	0.03	\$382	0.03	\$393	0.03	\$405
100	51157		Long term disability insurance premiums expenditures	\$1,208	0.03	\$1,244	0.03	\$1,281	0.03	\$1,320	0.03	\$1,359	0.03	\$1,400
100	51179		Cell phone allowance expenditures	\$0	0.03	\$0	0.03	\$0	0.03	\$0	0.03	\$0	0.03	\$0
100	51180		Other employee allowances	\$0	0.03	\$0	0.03	\$0	0.03	\$0	0.03	\$0	0.03	\$0
100	51185		Accrued Vacation Expense	\$0	0.03	\$0	0.03	\$0	0.03	\$0	0.03	\$0	0.03	\$0
			Personnel Services Total	\$284,271		\$294,257		\$304,628		\$315,402		\$326,595		\$338,226
			Materials And Services											
100	51205		Supplies - office, general	\$490	0.02	\$500	0.03	\$515	0.03	\$530	0.03	\$546	0.03	\$563
100	51210		Supplies - general	\$980	0.02	\$1,000	0.03	\$1,030	0.03	\$1,061	0.03	\$1,093	0.03	\$1,126
100	51225		Supplies - gas, oil, and lubrication	\$294	0.02	\$300	0.03	\$309	0.03	\$318	0.03	\$328	0.03	\$338
100	51250		Supplies - clothing, uniforms	\$196	0.02	\$200	0.03	\$206	0.03	\$212	0.03	\$219	0.03	\$225
100	51060		Minor Equipment	\$980	0.02	\$1,000	0.03	\$1,030	0.03	\$1,061	0.03	\$1,093	0.03	\$1,126
100	51265		Supplies - safety equipment	\$784	0.02	\$800	0.03	\$824	0.03	\$849	0.03	\$874	0.03	\$900
100	51268		Supplies - program	\$2,941	0.02	\$3,000	0.03	\$3,090	0.03	\$3,183	0.03	\$3,278	0.03	\$3,377
100	51269		Supplies - maintenance	\$980	0.02	\$1,000	0.03	\$1,030	0.03	\$1,061	0.03	\$1,093	0.03	\$1,126
100	51270		Supplies - field maintenance	\$0	0.02	\$0	0.03	\$0	0.03	\$50,000	0.03	\$51,500	0.03	\$53,045
100	51271		Supplies - field irrigation water	\$0	0.02	\$0	0.03	\$0	0.03	\$1,000	0.03	\$1,030	0.03	\$1,061
100	51275		Postage and freight	\$294	0.02	\$300	0.03	\$309	0.03	\$318	0.03	\$328	0.03	\$338
100	51277		Insurance - general property, liability and vehicle	\$21,569	0.02	\$22,000	0.03	\$22,660	0.03	\$23,340	0.03	\$24,040	0.03	\$24,761
100	51278		Licenses, Permits & Fees - Co. Health, Audit Div , Ethics	\$2,451	0.02	\$2,500	0.03	\$2,575	0.03	\$2,652	0.03	\$2,732	0.03	\$2,814
100	51279		Election Fee (Director Position)	\$2,941	0.02	\$3,000	0.03	\$3,090	0.03	\$3,183	0.03	\$3,278	0.03	\$3,377
100	51280		Services - contract, government, other	\$0	0.02	\$0	0.03	\$0	0.03	\$0	0.03	\$0	0.03	\$0
100	51285		Services - professional services	\$19,608	0.02	\$20,000	0.03	\$20,600	0.03	\$21,218	0.03	\$21,855	0.03	\$22,510
100	51286		Services - audit services	\$9,804	0.02	\$10,000	0.03	\$10,300	0.03	\$10,609	0.03	\$10,927	0.03	\$11,255
100	51287		Services - legal services	\$39,216	0.02	\$40,000	0.03	\$41,200	0.03	\$42,436	0.03	\$43,709	0.03	\$45,020
				\$0	0.02	\$0	0.03	\$0	0.03	\$0	0.03	\$0	0.03	\$0
100	51288		Services - field lease School District	\$19,608	0.02	\$20,000	0.03	\$20,600	0.03	\$21,218	0.03	\$21,855	0.03	\$22,510
100	51289		Services - parks facilities/ fields lease City	\$9,804	0.02	\$10,000	0.03	\$10,300	0.03	\$10,609	0.03	\$10,927	0.03	\$11,255
100	51290		Services - bank card online processing fees	\$490	0.02	\$500	0.03	\$515	0.03	\$530	0.03	\$546	0.03	\$563
100	51292		Services - Bank service charge/ LGIP fee	\$294	0.02	\$300	0.03	\$309	0.03	\$318	0.03	\$328	0.03	\$338
100	51293		Services - Bank loan original fees	\$0	0	\$10,000	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0
100	51295		Advertising and public notices	\$2,157	0.02	\$2,200	0.03	\$2,266	0.03	\$2,334	0.03	\$2,404	0.03	\$2,476
100	51300		Printing and duplicating	\$980	0.02	\$1,000	0.03	\$1,030	0.03	\$1,061	0.03	\$1,093	0.03	\$1,126
100	51305		Computer - hardware	\$980	0.02	\$1,000	0.03	\$1,030	0.03	\$1,061	0.03	\$1,093	0.03	\$1,126
100	51310		Computer - software	\$1,961	0.02	\$2,000	0.03	\$2,060	0.03	\$2,122	0.03	\$2,185	0.03	\$2,251
100	51305		Communications - services	\$3,922	0.02	\$4,000	0.03	\$4,120	0.03	\$4,244	0.03	\$4,371	0.03	\$4,502
100	51310		Utilities -- Non Pool--Offices	\$3,922	0.02	\$4,000	0.03	\$4,120	0.03	\$4,244	0.03	\$4,371	0.03	\$4,502
100	51314		Personal Vehicle Reimbursement (\$0.58/ mile)	\$4,902	0.02	\$5,000	0.03	\$5,150	0.03	\$5,305	0.03	\$5,464	0.03	\$5,628
100	51320		Repair and maintenance services - general	\$490	0.02	\$500	0.03	\$515	0.03	\$530	0.03	\$546	0.03	\$563
100	51349		Travel, training, and memberships dues	\$2,941	0.02	\$3,000	0.03	\$3,090	0.03	\$3,183	0.03	\$3,278	0.03	\$3,377
100	51355		Training and education	\$1,471	0.02	\$1,500	0.03	\$1,545	0.03	\$1,591	0.03	\$1,639	0.03	\$1,688
100	51466		Facilities charges - Office Building Lease	\$19,608	0.02	\$20,000	0.03	\$20,600	0.03	\$21,218	0.03	\$21,855	0.03	\$22,510
100	51522		Equipment Depreciation	\$490	0.02	\$500	0.03	\$515	0.03	\$530	0.03	\$546	0.03	\$563
100	51550		Other materials and services	\$0	0.02	\$0	0.03	\$0	0.03	\$0	0.03	\$0	0.03	\$0
			Materials and Services Total	\$177,549		\$191,100		\$186,533		\$243,129		\$250,423		\$257,936

			Materials and Service Pool												
	100	51006	Utilities Pool Gas/ Electric	\$73,529	0.02	\$75,000	0.03	\$77,250	0.03	\$79,568	0.03	\$81,955	0.03	\$84,413	
16	100	51068	Services -- Building & Grounds Maintenance	\$8,824	0.02	\$9,000	0.03	\$9,270	0.03	\$9,548	0.03	\$9,835	0.03	\$10,130	
16	100	51009	Permit Fees	\$980	0.02	\$1,000	0.03	\$1,030	0.03	\$1,061	0.03	\$1,093	0.03	\$1,126	
16	100	51022	Equipment Maintenance	\$9,804	0.02	\$10,000	0.03	\$10,300	0.03	\$10,609	0.03	\$10,927	0.03	\$11,255	
16	100	51032	Supplies -- Janitorial Supplies	\$1,667	0.02	\$1,700	0.03	\$1,751	0.03	\$1,804	0.03	\$1,858	0.03	\$1,913	
16	100	51042	Supplies -- Safety Equ/ Protective Clothing	\$588	0.02	\$600	0.03	\$618	0.03	\$637	0.03	\$656	0.03	\$675	
16	100	51045	Services -- Equipment Rental	\$1,765	0.02	\$1,800	0.03	\$1,854	0.03	\$1,910	0.03	\$1,967	0.03	\$2,026	
16	100	51047	Supplies -- Pool Chemicals	\$9,314	0.02	\$9,500	0.03	\$9,785	0.03	\$10,079	0.03	\$10,381	0.03	\$10,692	
16	100	51060	Services -- Pool Contracted Servs Ops & Program	\$53,922	0.02	\$55,000	0.03	\$56,650	0.03	\$58,350	0.03	\$60,100	0.03	\$61,903	
16	100	51065	Services -- Contractor user charges and generated revs	\$202,451	0.02	\$206,500	0.00	\$206,500	0.00	\$206,500	0.00	\$206,500	0.00	\$206,500	
	100	51066	Services -- Contract Water Quality / Custodial	\$19,608	0.02	\$20,000	0.03	\$20,600	0.03	\$21,218	0.03	\$21,855	0.03	\$22,510	
16	100	51061	Minor Equipment -- Pool	\$980	0.02	\$1,000	0.03	\$1,030	0.03	\$1,061	0.03	\$1,093	0.03	\$1,126	
			Materials and Services Pool Total	\$383,431		\$391,100		\$396,638		\$402,342		\$408,217		\$414,269	
			Interfund Expenditures												
	100	53055	Interdepartmental charges - general	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	
	100	53060	Loan Service Payment: City Ownership Transfer	\$10,000	0.00	\$10,000	0.00	\$10,000	0.00	\$10,000	0.00	\$32,000	0.00	\$32,000	
	100	53065	Debt Service Payment: Pool Replacement	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	
	100	53070	Debt Service Payment: Field Complex Construction	\$0	0.00	\$0	0.00	\$149,629	0.00	\$149,629	0.00	\$149,629	0.00	\$149,629	
			Interfund Expenditures Total	\$10,000		\$10,000		\$159,629		\$159,629		\$181,629		\$181,629	
			Transfers Out												
	100	54450	Transfers to Capital Facilities Savings Fund	\$190,000		\$190,000		\$0		\$34,400		\$40,000		\$45,000	
			Transfers Out Total	\$190,000		\$190,000		\$0		\$34,400		\$40,000		\$45,000	
			Capital Outlay												
	100	57120	Vehicle Purchase Replacement	\$0		\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	
	100	57121	Tractor: Field Equipment Purchase/ Replacement	\$0		\$0	0.00	\$0	0.00	\$25,000	0.00	\$1,500	0.00	\$1,500	
	100	57125	Computer - Facility network	\$4,000		\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	
	100	57165	Facilities And Improvements	\$25,000		\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	
			Capital Outlay Total	\$29,000		\$0		\$0		\$25,000		\$1,500		\$1,500	
			Community Grants												
		51610	Grants -- Intergovernmental : City	\$0		\$0	0.00	\$10,000	0.00	\$15,000	0.00	\$5,000	0.00	\$7,400	
		51620	Grants -- Intergovernmental : School District	\$0		\$0	0.00	\$12,500	0.00	\$30,000	0.00	\$30,000	0.00	\$26,000	
		51630	Grants -- Intergovernmental General	\$0		\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	
		51640	Grants -- Foundation & Community Organizations	\$0		\$0	0.00	\$20,000	0.00	\$20,000	0.00	\$20,000	0.00	\$20,000	
			Community Grants Total	\$0		\$0		\$42,500		\$65,000		\$55,000		\$53,400	
			Contingency & Reserve												
			Contingency	\$101,000		\$30,000		\$35,000		\$60,000		\$65,000		\$80,000	\$371,000
			Fund reserve	\$40,000		\$25,000		\$0		\$40,000		\$49,000		\$40,000	\$194,000
			Debt specific reserve/ Debt assurance	\$30,000		\$149,000		\$187,000		\$0		\$0		\$0	\$366,000
			Contingency & Reserve Total	\$171,000		\$204,000		\$222,000		\$100,000		\$114,000		\$120,000	\$931,000
			General Fund: Total EXPENDITURES	\$1,245,252		\$1,280,457		\$1,311,928		\$1,344,902		\$1,377,364		\$1,411,960	
			General Fund: NET BALANCE	\$334		\$7		\$289		\$22		\$1,247		\$1,349	

Order of Expense

- 1) Hire 3.51 FTE permanently
- 2) FY0 - FY2: Maximize Capital Facilities Savings immediately. Use in FY2 to reduce field complex debt principle and payment.
- 3) FY0 --FY2: Fill specific debt reserve fund to 2.5X to meet any requirements; fill Contingency at 1.5 months expenditures.
- 4) FY2 begin field complex debt payments; begin complex construction. FY3 begin field maintenance expenditures.
- 5) Negotiate with City on pool ownership transfer. Assume \$10,000 annual payment FY0-FY3, increase to \$33,300 in FY4 for annual "loan" payments.
- 5) FY2 to FY4 begin Grants to governmental, foundation and community partners as funds available.
- 6) Throughout period, hold pool user revenues flat and match to pool contractor reimbursement. Settle details and any escalator in contract.

Property Tax & Revenue Notes & Explanations		
Total M50 Assessed Value: \$1,326,737,970		
Less UR Excess Value: \$44,186,219		
Total Available AV: \$1,282,551,751		Assume 3% Delinquency
At 0.00085 (.85/1000):	\$1,090,169	\$1,057,463.92
At 0.0009 (.90/1000): \$1,154,297	\$1,154,297	\$1,119,668.09
At 0.00075 (.75/1000): \$961,914	\$961,914	\$933,056.58
Total levy less 3% delinquency; +3% normal non-compressed maximum growth		
Assume pool levy stays same rate, applied across District		
Current pool levy 0.3313/1000 * \$785663021	785663021	\$260,290
To get same revenue 0.205/ 1000	1282551751	\$262,923
At current City rate: 0.3313	1282551751	\$424,909.40
3% reduction delinquency =		\$412,162.11

Pool Facility Transfer and Capital Replacement Plan

Pool Facility Capital Replacement / Reconstruction

1) Assume: inflation rate 3%; Assume City has made all necessary scheduled replacement and reconstruction improvements before transfer.

This amount **spent out** over the next six years.

FORIX Oregon tax free bond fund, large government coupon rate: 5.00% as of May 31, 2019

Capital Investment/ Facility	Current Year Sunk Costs		FY1	FY2	FY3	FY4	FY5	FY6	Total Project Cost
	(City) FY-1	FY0							
Pool Facility Replacement/ Reconstruct	\$609,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Pool Fac. Replace: Current Dollars		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2) Assume:									
Principle Amount: \$0.00			\$ -						
15 Year period, equal payment									
interest (i) = 5.00									
n= 15									
Annual payment =			\$ -						
n=20									
Annual payment =			\$ -						
n = 30									
Annual payment =			\$ -						
Ownership Transfer Loan									
	\$0	\$10,000	\$10,000	\$10,000	\$10,000				\$1,000,000
									\$960,000
n = 30 @ 0.0% discount rate									
Annual payment =	\$ 32,000								

Field Complex Capital Improvement Plan & Budget

1) Assume: inflation rate 3%, LGIP return rate 2%; land purchase and construction costs in current FY 2019-20 Dollars = \$1,470,676
 Loan originates in FY 1, mostly spent in FY2, land purchase in year FY0.
 FORIX Oregon tax free bond fund, large government coupon rate: 5.50% as of May 31, 2019

Capital Investment/ Facility	Current Year	FY0	FY1	FY2	FY3	FY4	FY5	Total Project Cost
Capital Facilities Purchase Savings Fund		-\$190,000	-\$190,000	\$0				-\$380,000
Athletic Facility Land/ Site about 6.5 acres @ \$20,000 per acre	\$	130,000						\$ 130,000
Baseball 60' Little League dedicated field with backstop and dugouts			\$	350,000	\$	-		\$ 350,000
Softball 60' no grass infield/ outfield U10 small soccer shared			\$	250,000				\$ 250,000
Softball 60' no grass infield/ outfield U10 small soccer shared			\$	250,000				\$ 250,000
Field Soccer: full sized adult 360ft X 240 ft divides into 2 U11/12 youth fields			\$	259,200				\$ 259,200
Field Complex -- Bleachers Stands			\$	75,000				\$ 75,000
Field Complex -- Parking Lot			\$	100,000				\$ 100,000
Field Complex -- Restroom & Concession Stand w/ kitchen, janitorial closet,			\$	400,000				\$ 200,000
Field Complex -- Equipment Shed/ Barn			\$	100,000				\$ 100,000
Total Expense	\$	(60,000)	\$	1,784,200	\$	-	\$	-
								\$ 1,714,200
Value Deflated Current Dollars as of FY0		FY0	FY1	FY2	FY3	FY4	FY5	
Capital Facilities Purchase Savings Fund	\$	(190,000)	\$ (383,800)	\$0				
Athletic Facility Land/ Site about 6.5 acres @ \$20,000 per acre	\$	130,000	\$ 136,500					
Baseball 60' Little League dedicated field with backstop and dugouts			\$ 343,137	\$ 350,000	\$	-		
Softball 60' no grass infield/ outfield U10 small soccer shared			\$ 245,098	\$ 250,000				
Softball 60' no grass infield/ outfield U10 small soccer shared			\$ 245,098	\$ 250,000				
Field Soccer: full sized adult 360ft X 240 ft divides into 2 U11/12 youth fields			\$ 254,118	\$ 259,200				
Field Complex -- Bleachers Stands			\$ 73,529	\$ 75,000				
Field Complex -- Parking Lot			\$ 98,039	\$ 100,000				
Field Complex -- Restroom & Concession Stand w/ kitchen, janitorial closet			\$ 392,157	\$ 400,000				
Field Complex -- Equipment Shed/ Barn			\$ 98,039	\$ 100,000				
Total Expense			\$ 1,501,916	\$1,784,200	\$	-	\$	-

2) Assume:	
Principle Amount:	\$ 1,501,916
Discount rate 5.50	
n= 15	
Annual payment =	\$ 149,629
n=20	
Annual payment =	\$ 125,679
n = 30	
Annual payment =	\$ 103,340

Transfer Table Budget Values to Final Report Text Table

	FY0	FY1	FY2	FY3	FY4	FY5
Total Revenues	\$1,245,586	\$1,280,464	\$1,312,218	\$1,344,924	\$1,378,611	\$1,413,309
Expenditures						
Personnel Services	\$284,271	\$294,257	\$304,628	\$315,402	\$326,595	\$338,226
Materials & Services	\$177,549	\$191,100	\$186,533	\$243,129	\$250,423	\$257,936
Materials & Services Pool	\$383,431	\$391,100	\$396,638	\$402,342	\$408,217	\$414,269
Interfund (Debt Payment)	\$10,000	\$10,000	\$159,629	\$159,629	\$181,629	\$181,629
Transfers Out Capital Savings	\$190,000	\$190,000	\$0	\$34,400	\$40,000	\$45,000
Capital Outlay	\$29,000	\$0	\$0	\$25,000	\$1,500	\$1,500
Community Grants	\$0	\$0	\$42,500	\$65,000	\$55,000	\$53,400
Contingency & Reserve	\$171,000	\$204,000	\$222,000	\$100,000	\$114,000	\$120,000
Total Expenditures	\$1,245,251	\$1,280,457	\$1,311,928	\$1,344,902	\$1,377,364	\$1,411,960
Net Balance	\$335	\$7	\$290	\$22	\$1,247	\$1,349

Transfer Athletic field Facilities to Final Report

Baseball 60' Little League dedicated field with backstop and dugouts	\$	350,000
Softball 60' no grass infield/ outfield U10 small soccer shared	\$	250,000
Softball 60' no grass infield/ outfield U10 small soccer shared	\$	250,000
Field Soccer: full sized adult 360ft X 240 ft divides into 2 U11/12 youth fields	\$	259,200
Field Complex -- Bleachers Stands	\$	75,000
Field Complex -- Parking Lot	\$	100,000
Field Complex -- Restroom & Concession Stand w/ kitchen, janitorial closet	\$	400,000
Field Complex -- Equipment Shed/ Barn	\$	100,000
		\$1,784,200

Staffing Model for Hypothetical Aquatics & Recreation Special District

5-Person Staffing Base Model with Pool Ownership and Operations; Delayed hires

Spreadsheet Date: July 15, 2019

Purpose & Features:

Hypothetical special district would provide: 1) field use programming and scheduling, and community engagement; 2) YMCA contracted aquatics programming, and pool operations and reconstruction; and 3) with remaining funds meter investment in capital projects. Property tax revenues capped at \$0.85/1,000 rate, which includes equivalent local option pool levy (0.3313) and additional allocation for pool capital costs. Fees for service assumed at 15% of property tax revenue.

Operational Features:

Strategic purpose: government district capacity to generate property tax for O&M and for CI for pool reconstruction and fields; SDC based revenues land acquisition, and athletic field development.

Provides field use and schedule coordination with District and SD, and District and City (e.g. Facilities Coordinator position in front office).

District leases specific parks and facilities from City of Silverton; City retains ownership of existing parks and continues maintenance.

District leases fields from Silver Falls SD; school district retains ownership of existing parks and continues maintenance.

Relies heavily on non-government partners and volunteer in-kind contributions.

District uses contracted services to provide aquatics programming, instructional and operational services.

District establishes pool fee schedule and imposes user fees.

District negotiates with City for purchase of pool facility. District buys pool facility from City; district responsible for all replacement and reconstruction of pool facility.

District assumes liability for the pool facility.

District provides custodial service to aquatic facility and surrounding.

District hires a Program & Facilities Managers, who would administer YMCA contract to ensure performance.

Community Resources Mgr for community outreach, foundation relations and grant package development.

District places first priority on reconstruction of pool facility.

From available resources, District develops consistent, multi-year facilities development grants to City and School District.

District builds contractual relationships with nonprofit and for-profit organizations to implement program.

District provides its own administrative functions: HR, Budget & Finance, Procurement, Planning, Executive and Board

District purchases or leases vehicles and equipment to meet needs.

District leases office space for headquarters office.

District could contract for any administrative services, e.g. accounting & payroll.

Assumptions:

8.725 percent of gross salary for FICA / Medicare withholding

Retirement Defined Contribution at 8.43%

Health insurance at 27.86%

Health Reimbursement/ Flex Savings @ 4.61

Pos: Director/ GM	Pos: Admin Assistant I/ Online Communications	Pos:Community Resources Mgr/ Project Development	Pos: Admin Service Supervisor/ Business Mgr.	Pos: Program & Facilities Manager	Pos: Pool Operator/ Facility Maintenance/ Grounds
Position Responsibilities & Tasks	Position Responsibilities & Tasks	Position Responsibilities & Tasks	Position Responsibilities & Tasks	Position Responsibilities & Tasks	Position Responsibilities & Tasks
>Executive leadership to district; contextual judgment, decision-making, visioning and motivation	>Administrative support to executive and board	>District coordination and leadership to programing services nonprofits and for-profits.	>Acts as designated Budget Officer to ensure budget process compliance; annual budget preparation & adoption	>Contract administration aquatics services contract (e.g. YMCA).	> Operates pool facility equipment to maintain water quality. Performs, records and monitors water quality tests; ensures compliance with health and sanitation requirements.
>Executive relations with City and School District as primary partners in strategy, service and program design, and revenue identification.	>Administrative support to community resources mgr	>Contract, IGA, grants operational development of capital construction and improvement projects	>Ledger, accounting systems, financial management and internal controls; annual financial reporting and compliance.	>Manage pool contract maintenance and capital construction program	> Performs building and facility maintenance to ensure equipment and systems operations.
>Executive leadership to community. Represents the District in the community, county, state, professional associations	>Supports Business Mgr.	>Operational liaison to foundation for capital project development	>HR, personnel services	>Pool reconstruction contracts	> Performs custorial tasks on all pool and district facilities.
>Liaison to any allied parks foundation; works to establish and recruit volunteers for foundation; trains and initial establishment of foundation member roles; attends board meetings	> Establishes and maintains online presence; manages online dialogues	>Operational liaison to foundation for project operations	>Procurement support; contracting officer; grants officer.	>Pool scheduling between construction and use scheduling	> As facilities and athletic fields are added, provides facility and field maintenance services.
>Stategic planning: conducts strategic visioning and planning for the District board and community	>Supports athletic field scheduling		>Audits: financial, donor compliance and reporting (e.g. single audit).	>Field scheduling and coordination with SD and nonprofit partners	
> Supports and coordinates preparation and adoption of annual budget; budget process compliance; budget committee.			>Risk management	>Recreation programming in addition to athletics	
> Capital investment plan development			>Cash management & investments	> All other district operations and program implementation	
>Executive for internal organization procedures, position coordination, tasking and decision-making.					
> Executive relations with elected district board; staffs board.					

FTE 5.0 for FY0-FY4

Pos: Director/ GM	Pos: Admin Assistant I	Pos:Community Resources Mgr/ Project Development	Pos: Admin Service Supervisor/ Business Mgr.	Pos: Program & Facilities Manager	Pos: Pool Operator/ Facility Maintenance/ Grounds	District Total
FTE: 1.0	FTE: 1.0	FTE 0.0	FTE: 1.0	FTE: 1.0	FTE: 1.0	5.00
At will to the District Board						
Salary Gross \$ 80,916	Salary Gross \$ 34,200	Salary Gross \$ 46,350	Salary Gross \$ 46,350	Salary Gross \$ 46,350	Salary Gross \$ 34,200	\$242,016
Overtime/ Standby/ Differential	Overtime/ Standby/ Differential	Overtime/ Standby/ Differential	Overtime/ Standby/ Differential	Overtime/ Standby/ Differential	Overtime/ Standby/ Differential	\$0
Temporary \$ -	Temporary \$ -	Temporary \$ -	Temporary \$ -	Temporary \$ -	Temporary \$ -	\$0
FICA & MEDICARE \$ 7,060	FICA & MEDICARE \$ 2,984	FICA & MEDICARE \$ -	FICA & MEDICARE \$ 4,044	FICA & MEDICARE \$ 4,044	FICA & MEDICARE \$ 2,984	\$21,116
Workers Comp Ins Premium \$ 931	Workers Comp Ins Premium \$ 393	Workers Comp Ins Premium \$ -	Workers Comp Ins Premium \$ 533	Workers Comp Ins Premium \$ 533	Workers Comp Ins Premium \$ 393	\$2,783
Workers Comp State Assmt	Workers Comp State Assmt	Workers Comp State Assmt	Workers Comp State Assmt	Workers Comp State Assmt	Workers Comp State Assmt	\$0
Unemployment Ins Prens \$ 1,942	Unemployment Ins Prens \$ 821	Unemployment Ins Prens \$ -	Unemployment Ins Prens \$ 1,112	Unemployment Ins Prens \$ 1,112	Unemployment Ins Prens \$ 821	\$5,808
Retirement \$ 6,821	Retirement \$ 2,883	Retirement \$ -	Retirement \$ 3,907	Retirement \$ 3,907	Retirement \$ 2,883	\$20,402
Health Reimburse/ Flex Spend \$ 3,730	Health Reimburse/ Flex Spend \$ 1,577	Health Reimburse/ Flex Spend \$ -	Health Reimburse/ Flex Spend \$ 2,137	Health Reimburse/ Flex Spend \$ 2,137	Health Reimburse/ Flex Spend \$ 1,577	\$11,157
Health Insurance \$ 22,543	Health Insurance \$ 9,528	Health Insurance \$ -	Health Insurance \$ 12,913	Health Insurance \$ 12,913	Health Insurance \$ 9,528	\$67,426
Life Insurance \$ 90	Life Insurance \$ 90	Life Insurance \$ -	Life Insurance \$ 90	Life Insurance \$ 90	Life Insurance \$ 90	\$450
Long-term Disability \$ 311	Long-term Disability \$ 311	Long-term Disability \$ -	Long-term Disability \$ 311	Long-term Disability \$ 311	Long-term Disability \$ 311	\$1,555
Phone Allowance	Phone Allowance	Phone Allowance	Phone Allowance	Phone Allowance	Phone Allowance	\$0
Car Allowance	Car Allowance	Car Allowance	Car Allowance	Car Allowance	Car Allowance	\$0
Other \$ -	Other \$ -	Other \$ -	Other \$ -	Other \$ -	Other \$ -	\$0
Total Employer Cost \$ 124,344	Total Employer Cost \$ 52,787	Total Employer Cost \$ -	Total Employer Cost \$ 71,398	Total Employer Cost \$ 71,398	Total Employer Cost \$ 52,787	\$372,713

I

II

III

IV

VI

XI

FTE 6.0 for FY5 and Beyond

Pos: Director/ GM	Pos: Admin Assistant I	Pos:Community Resources Mgr/ Project Development	Pos: Admin Service Supervisor/ Business Mgr.	Pos: Program & Facilities Manager	Pos: Pool Operator/ Facility Maintenance/ Grounds	Pos: Seasonal Ground/ Turf Maintenance Tech	District Total
FTE: 1.0	FTE: 1.0	FTE: 0.5	FTE: 1.0	FTE: 1.0	FTE: 1.0	FTE: 0.6	6.10
At will to the District Board							
Salary Gross \$ 80,916	Salary Gross \$ 34,200	Salary Gross \$ 46,350	Salary Gross \$ 46,350	Salary Gross \$ 46,350	Salary Gross \$ 34,200	1.0 FTE Salary Gross = 34,200	\$ 265,191
Overtime/ Standby/ Differential	Overtime/ Standby/ Differential	Overtime/ Standby/ Differential	Overtime/ Standby/ Differential	Overtime/ Standby/ Differential	Overtime/ Standby/ Differential	Overtime/ Standby/ Differential	\$ -
Temporary \$ -	Temporary \$ -	Temporary \$ -	Temporary \$ -	Temporary \$ -	Temporary \$ -	Temporary \$ 20,520	\$ 20,520
FICA & MEDICARE \$ 7,060	FICA & MEDICARE \$ 2,984	FICA & MEDICARE \$ 2,022	FICA & MEDICARE \$ 4,044	FICA & MEDICARE \$ 4,044	FICA & MEDICARE \$ 2,984	FICA & MEDICARE \$ 1,790	\$ 24,928
Workers Comp Ins Premium \$ 931	Workers Comp Ins Premium \$ 393	Workers Comp Ins Premium \$ 267	Workers Comp Ins Premium \$ 533	Workers Comp Ins Premium \$ 533	Workers Comp Ins Premium \$ 393	Workers Comp Ins Premium \$ 236	\$ 3,286
Workers Comp State Assmt	Workers Comp State Assmt	Workers Comp State Assmt	Workers Comp State Assmt	Workers Comp State Assmt	Workers Comp State Assmt	Workers Comp State Assmt	\$ -
Unemployment Ins Prems \$ 1,942	Unemployment Ins Prems \$ 821	Unemployment Ins Prems \$ 556	Unemployment Ins Prems \$ 1,112	Unemployment Ins Prems \$ 1,112	Unemployment Ins Prems \$ 821	Unemployment Ins Prems \$ 492	\$ 6,857
Retirement \$ 6,821	Retirement \$ 2,883	Retirement \$ 1,954	Retirement \$ 3,907	Retirement \$ 3,907	Retirement \$ 2,883	Retirement \$ 1,730	\$ 24,085
Health Reimburse/ Flex Spend \$ 3,730	Health Reimburse/ Flex Spend \$ 1,577	Health Reimburse/ Flex Spend \$ 1,068	Health Reimburse/ Flex Spend \$ 2,137	Health Reimburse/ Flex Spend \$ 2,137	Health Reimburse/ Flex Spend \$ 1,577	Health Reimburse/ Flex Spend \$ 946	\$ 13,171
Health Insurance \$ 22,543	Health Insurance \$ 9,528	Health Insurance \$ 6,457	Health Insurance \$ 12,913	Health Insurance \$ 12,913	Health Insurance \$ 9,528	Health Insurance \$ 5,717	\$ 79,599
Life Insurance \$ 90	Life Insurance \$ 90	Life Insurance \$ 90	Life Insurance \$ 90	Life Insurance \$ 90	Life Insurance \$ 90	Life Insurance \$ 90	\$ 630
Long-term Disability \$ 311	Long-term Disability \$ 311	Long-term Disability \$ 311	Long-term Disability \$ 311	Long-term Disability \$ 311	Long-term Disability \$ 311	Long-term Disability \$ 311	\$ 2,177
Phone Allowance	Phone Allowance	Phone Allowance	Phone Allowance	Phone Allowance	Phone Allowance	Phone Allowance	\$ -
Car Allowance	Car Allowance	Car Allowance	Car Allowance	Car Allowance	Car Allowance	Car Allowance	\$ -
Other \$ -	Other \$ -	Other \$ -	Other \$ -	Other \$ -	Other \$ -	Other \$ -	\$ -
Total Employer Cost \$ 124,344	Total Employer Cost \$ 52,787	Total Employer Cost \$ 35,899	Total Employer Cost \$ 71,398	Total Employer Cost \$ 71,398	Total Employer Cost \$ 52,787	Total Employer Cost \$ 31,833	\$ 440,445

FY 5 Personnel Additions

Pos:Community Resources Mgr/ Project Development	Pos: Seasonal Ground/ Turf Maintenance Tech	Sum Added Positions	Capitalized to FY5
FTE: 0.5	FTE: 0.6	1.10	
Salary Gross \$ 46,350	1.0 FTE Salary Gross = 34,200	\$ 23,175	\$26,084
Overtime/ Standby/ Differential	Overtime/ Standby/ Differential	\$ -	\$0
Temporary \$ -	Temporary \$ 20,520	\$ 20,520	\$23,095
FICA & MEDICARE \$ 2,022	FICA & MEDICARE \$ 1,790	\$ 3,812	\$4,291
Workers Comp Ins Premium \$ 267	Workers Comp Ins Premium \$ 236	\$ 502	\$566
Workers Comp State Assmt	Workers Comp State Assmt	\$ -	\$0
Unemployment Ins Prems \$ 556	Unemployment Ins Prems \$ 492	\$ 1,049	\$1,180
Retirement \$ 1,954	Retirement \$ 1,730	\$ 3,683	\$4,146
Health Reimburse/ Flex Spend \$ 1,068	Health Reimburse/ Flex Spend \$ 946	\$ 2,014	\$2,267
Health Insurance \$ 6,457	Health Insurance \$ 5,717	\$ 12,173	\$13,701
Life Insurance \$ 90	Life Insurance \$ 90	\$ 180	\$203
Long-term Disability \$ 311	Long-term Disability \$ 311	\$ 622	\$700
Phone Allowance	Phone Allowance	\$ -	\$0
Car Allowance	Car Allowance	\$ -	\$0
Other \$ -	Other \$ -	\$ -	\$0
Total Employer Cost \$ 35,899	Total Employer Cost \$ 31,833	\$ 67,732	\$76,233

Staffing Model for Hypothetical Southwest Marion Aquatics & Recreation Special District

5.0 to 6.10-Staffing Scenario with Immediate Pool Ownership and Operations; Delayed Hiring of 1.1FTE; Delayed Land Purchases
Spreadsheet Update Date: July 15, 2019

Assumptions:

Inflation rate assumed to 3.0% for general goods and personnel services (PERS 2017 and BLS 2019); health care cost increase assumed 5.9% (PERS 2017).
 FICA Medicare rate assumed at initial 8.725%
 No PERS, 403(b)/401(k) defined contribution retirement package @ 8.43%
 Combined Health Savings/ Flex Spending Child Care 4.61%
 Medical insurance: 27.86% of gross salary

Estimated Budget

Current City Fund	Hypothetical District Fund Code	Hypothetical Account Number (Object Code)	Description	Estimates FY0	Adj FY1 Discnt	Estimates to Balance FY1	Adj FY2 Discnt	Budget Forecast FY2	Adj FY3 Discnt	Budget Forecast FY3	Adj FY4 Discnt	Budget Forecast FY4	Adj FY5 Discnt	Budget Forecast FY5	Accumulated Balance
			REVENUES												
			Parks & Recreation: General Fund (#100) REVENUES												
			Taxes Received												
			N.B: Assumed special district TAV:	1,245,195,875		1,282,551,751		1,321,028,304		1,360,659,153		1,401,478,927		1,443,523,295	
	100	42105	Property Taxes Received -- Current Year (0.85 / \$1,000)	\$1,026,664	0.03	\$1,057,464	0.03	\$1,089,188	0.03	\$1,121,863	0.03	\$1,155,519	0.03	\$1,190,185	
	100	42106		\$0		\$0		\$0		\$0		\$0		\$0	
	100	42108	Property Tax Capital Bond	\$0		\$0		\$0		\$0		\$0		\$0	
	100	41210	Delinquent property taxes received	\$15,000	0.00	\$15,000	0.00	\$15,000	0.00	\$15,000	0.00	\$15,000	0.00	\$15,000	
			Taxes Total	\$1,041,664		\$1,072,464		\$1,104,188		\$1,136,863		\$1,170,519		\$1,205,185	
			Intergovernmental Revenues												
	100	43341	Grant funds received - federal	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	
	100	43342	Grant funds received - local School District	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	
	100	43343	Grant funds received - local City	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	
	100	43344	Gifts and donation funds received - government	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	
	100	43347	Other grant, gift, and donation funds received	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	
			Intergovernmental Revenues Total	\$0		\$0		\$0		\$0		\$0		\$0	
			Charges For Services												
	100	44426	Program fees collected	\$202,450.98	0.02	\$227,150	0.00	\$227,150	0.00	\$227,150	0.00	\$227,150	0.00	\$227,150	
	100	44430	Park equipment rental charges collected	\$0.00	0.02	\$0	0.02	\$0	0.02	\$0	0.02	\$0	0.02	\$0	
	100	44435	Facility rental fees collected	\$0.00	0.02	\$0	0.02	\$0	0.02	\$0	0.02	\$0	0.02	\$0	
			Charges For Services Total	\$202,450.98		\$227,150		\$227,150		\$227,150		\$227,150		\$227,150	
			Transfers In												
	100	49200	Systems Development Fund (SDC charges)	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	
			Transfers In Total	\$0		\$0		\$0		\$0		\$0		\$0	
			Miscellaneous Revenues												
	100	48205	Concessions fees collected	\$1,470.59	0.02	\$1,500	0.02	\$1,530	0.02	\$1,561	0.02	\$1,592	0.02	\$1,624	
	100	48225	Other miscellaneous operating revenues	\$0.00	0.02	\$0	0.02	\$0	0.02	\$0	0.02	\$0	0.02	\$0	
	100	48245	Resale revenues collected	\$0.00	0.02	\$0	0.02	\$0	0.02	\$0	0.02	\$0	0.02	\$0	
	100	48250	Miscellaneous income	\$0.00	0.02	\$0	0.02	\$0	0.02	\$0	0.02	\$0	0.02	\$0	
			Miscellaneous Revenues Total	\$1,470.59		\$1,500		\$1,530		\$1,561		\$1,592		\$1,624	
			Parks & Recreation: Total REVENUES	\$1,245,586		\$1,301,114		\$1,332,868		\$1,365,574		\$1,399,261		\$1,433,959	
			EXPENDITURES												

Parks & Recreation: General Fund (#100) EXPENDITURES

		Personnel Services	5-FTE	5-FTE	5-FTE	5-FTE	5-FTE	5-FTE	5-FTE	6.10-FTE			
100	51105	Wages and salaries	\$234,967	0.03	\$242,016	0.03	\$249,276	0.03	\$256,755	0.03	\$264,457	0.03	\$298,475
100	51106	Overtime and other pay	\$0	0.03	\$0	0.03	\$0	0.03	\$0	0.03	\$0	0.03	\$0
100	51110	Temporary and part-time salaries	\$0	0.03	\$0	0.03	\$0	0.03	\$0	0.03	\$0	0.03	\$23,095
100	51125	Federal Insurance Contributions Act (FICA) contributions	\$20,501	0.03	\$21,116	0.03	\$21,749	0.03	\$22,402	0.03	\$23,074	0.03	\$28,057
100	51130	Workers compensation insurance premiums	\$2,702	0.03	\$2,783	0.03	\$2,867	0.03	\$2,953	0.03	\$3,041	0.03	\$3,698
			\$0	0.03	\$0	0.03	\$0	0.03	\$0	0.03	\$0	0.03	\$0
100	51165	Unemployment Ins Premiums	\$5,639	0.03	\$5,808	0.03	\$5,983	0.03	\$6,162	0.03	\$6,347	0.03	\$7,718
100	51140	Retirement	\$19,808	0.03	\$20,402	0.03	\$21,014	0.03	\$21,644	0.03	\$22,294	0.03	\$27,108
100	51150	Health Reimburse/ Flex Spend	\$10,832	0.03	\$11,157	0.03	\$11,492	0.03	\$11,836	0.03	\$12,191	0.03	\$14,824
100	51155	Health Insurance	\$63,669	0.06	\$67,426	0.06	\$71,404	0.06	\$75,617	0.06	\$80,078	0.06	\$95,658
100	51156	Life insurance premiums expenditures	\$437	0.03	\$450	0.03	\$464	0.03	\$477	0.03	\$492	0.03	\$709
100	51157	Long term disability insurance premiums expenditures	\$1,510	0.03	\$1,555	0.03	\$1,602	0.03	\$1,650	0.03	\$1,699	0.03	\$2,450
100	51179	Cell phone allowance expenditures	\$0	0.03	\$0	0.03	\$0	0.03	\$0	0.03	\$0	0.03	\$0
100	51180	Other employee allowances	\$0	0.03	\$0	0.03	\$0	0.03	\$0	0.03	\$0	0.03	\$0
100	51185	Accrued Vacation Expense	\$0	0.03	\$0	0.03	\$0	0.03	\$0	0.03	\$0	0.03	\$0
		Personnel Services Total	\$360,065		\$372,713		\$385,850		\$399,496		\$413,674		\$501,793
		Materials And Services											
100	51205	Supplies - office, general	\$980	0.02	\$1,000	0.03	\$1,030	0.03	\$1,061	0.03	\$1,093	0.03	\$1,126
100	51210	Supplies - general	\$980	0.02	\$1,000	0.03	\$1,030	0.03	\$1,061	0.03	\$1,093	0.03	\$1,126
100	51225	Supplies - gas, oil, and lubrication	\$5,882	0.02	\$6,000	0.03	\$6,180	0.03	\$6,365	0.03	\$6,556	0.03	\$6,753
100	51250	Supplies - clothing, uniforms	\$294	0.02	\$300	0.03	\$309	0.03	\$318	0.03	\$328	0.03	\$338
100	51060	Minor Equipment	\$980	0.02	\$1,000	0.03	\$1,030	0.03	\$1,061	0.03	\$1,093	0.03	\$1,126
100	51265	Supplies - safety equipment	\$784	0.02	\$800	0.03	\$824	0.03	\$849	0.03	\$874	0.03	\$900
100	51268	Supplies - program	\$2,941	0.02	\$3,000	0.03	\$3,090	0.03	\$3,183	0.03	\$3,278	0.03	\$3,377
100	51269	Supplies - maintenance	\$980	0.02	\$1,000	0.03	\$1,030	0.03	\$1,061	0.03	\$1,093	0.03	\$1,126
100	51270	Supplies - field maintenance	\$0	0.02	\$0	0.03	\$0	0.03	\$0	0.03	\$0	0.03	\$0
100	51275	Postage and freight	\$294	0.02	\$300	0.03	\$309	0.03	\$318	0.03	\$328	0.03	\$338
100	51277	Insurance - general property, liability and vehicle	\$21,569	0.02	\$22,000	0.03	\$22,660	0.03	\$23,340	0.03	\$24,040	0.03	\$24,761
100	51278	Licenses, Permits & Fees - Co. Health, Audit Div , Ethics	\$2,451	0.02	\$2,500	0.03	\$2,575	0.03	\$2,652	0.03	\$2,732	0.03	\$2,814
100	51279	Election Fee (Director Position)	\$2,941	0.02	\$3,000	0.03	\$3,090	0.03	\$3,183	0.03	\$3,278	0.03	\$3,377
100	51280	Services - contract, government, other	\$0	0.02	\$0	0.03	\$0	0.03	\$0	0.03	\$0	0.03	\$0
100	51285	Services - professional services	\$0	0.02	\$0	0.03	\$0	0.03	\$0	0.03	\$0	0.03	\$0
100	51286	Services - audit services	\$9,804	0.02	\$10,000	0.03	\$10,300	0.03	\$10,609	0.03	\$10,927	0.03	\$11,255
100	51287	Services - legal services	\$39,216	0.02	\$40,000	0.03	\$41,200	0.03	\$42,436	0.03	\$43,709	0.03	\$45,020
			\$0	0.02	\$0	0.03	\$0	0.03	\$0	0.03	\$0	0.03	\$0
100	51288	Services - field lease School District	\$19,608	0.02	\$20,000	0.03	\$20,600	0.03	\$21,218	0.03	\$21,855	0.03	\$22,510
100	51289	Services - parks facilities/ fields lease City	\$9,804	0.02	\$10,000	0.03	\$10,300	0.03	\$10,609	0.03	\$10,927	0.03	\$11,255
100	51290	Services - bank card online processing fees	\$490	0.02	\$500	0.03	\$515	0.03	\$530	0.03	\$546	0.03	\$563
100	51292	Services - Bank service charge/ LGIP fee	\$294	0.02	\$300	0.03	\$309	0.03	\$318	0.03	\$328	0.03	\$338
100	51293	Services - Bank loan original fees	\$10,000	0.02	\$0	0.03	\$0	0.03	\$0	0.03	\$0	0.03	\$0
100	51295	Advertising and public notices	\$2,157	0.02	\$2,200	0.03	\$2,266	0.03	\$2,334	0.03	\$2,404	0.03	\$2,476
100	51300	Printing and duplicating	\$980	0.02	\$1,000	0.03	\$1,030	0.03	\$1,061	0.03	\$1,093	0.03	\$1,126
100	51305	Computer - hardware	\$980	0.02	\$1,000	0.03	\$1,030	0.03	\$1,061	0.03	\$1,093	0.03	\$1,126
100	51310	Computer - software	\$1,961	0.02	\$2,000	0.03	\$2,060	0.03	\$2,122	0.03	\$2,185	0.03	\$2,251
100	51305	Communications - services	\$3,922	0.02	\$4,000	0.03	\$4,120	0.03	\$4,244	0.03	\$4,371	0.03	\$4,502
100	51310	Utilities -- Non Pool--Offices	\$3,922	0.02	\$4,000	0.03	\$4,120	0.03	\$4,244	0.03	\$4,371	0.03	\$4,502
100	51314	Fleet maintenance	\$1,961	0.02	\$2,000	0.03	\$2,060	0.03	\$2,122	0.03	\$2,185	0.03	\$2,251
100	51320	Repair and maintenance services - general	\$490	0.02	\$500	0.03	\$515	0.03	\$530	0.03	\$546	0.03	\$563
100	51349	Travel, training, and memberships dues	\$2,941	0.02	\$3,000	0.03	\$3,090	0.03	\$3,183	0.03	\$3,278	0.03	\$3,377
100	51355	Training and education	\$1,471	0.02	\$1,500	0.03	\$1,545	0.03	\$1,591	0.03	\$1,639	0.03	\$1,688
100	51466	Facilities charges - Office Building Lease	\$37,647	0.02	\$38,400	0.03	\$39,552	0.03	\$40,739	0.03	\$41,961	0.03	\$43,220
100	51522	Equipment Depreciation	\$490	0.02	\$500	0.03	\$515	0.03	\$530	0.03	\$546	0.03	\$563
100	51550	Other materials and services	\$0	0.02	\$0	0.03	\$0	0.03	\$0	0.03	\$0	0.03	\$0
		Materials and Services Total	\$189,216		\$182,800		\$188,284		\$193,933		\$199,750		\$205,743

			Materials and Service Pool											
16	100	51006	Utilities Pool Gas/ Electric	\$73,529	0.02	\$75,000	0.03	\$77,250	0.03	\$79,568	0.03	\$81,955	0.03	\$84,413
16	100	51008	Building & Grounds Maintenance	\$8,824	0.02	\$9,000	0.03	\$9,270	0.03	\$9,548	0.03	\$9,835	0.03	\$10,130
16	100	51009	Permit Fees	\$980	0.02	\$1,000	0.03	\$1,030	0.03	\$1,061	0.03	\$1,093	0.03	\$1,126
16	100	51022	Equipment Maintenance	\$9,804	0.02	\$10,000	0.03	\$10,300	0.03	\$10,609	0.03	\$10,927	0.03	\$11,255
16	100	51032	Supplies -- Janitorial Supplies	\$1,667	0.02	\$1,700	0.03	\$1,751	0.03	\$1,804	0.03	\$1,858	0.03	\$1,913
16	100	51042	Supplies -- Safety Equ/ Protective Clothing	\$588	0.02	\$600	0.03	\$618	0.03	\$637	0.03	\$656	0.03	\$675
16	100	51045	Services -- Equipment Rental	\$1,765	0.02	\$1,800	0.03	\$1,854	0.03	\$1,910	0.03	\$1,967	0.03	\$2,026
16	100	51047	Supplies -- Pool Chemicals	\$9,314	0.02	\$9,500	0.03	\$9,785	0.03	\$10,079	0.03	\$10,381	0.03	\$10,692
16	100	51060	Services -- Pool Contracted Services	\$53,922	0.02	\$55,000	0.03	\$56,650	0.03	\$58,350	0.03	\$60,100	0.03	\$61,903
	100	51065	Services -- YMCA User charges and generated revs	\$202,451	0.02	\$206,500	0.03	\$212,695	0.03	\$219,076	0.03	\$225,648	0.03	\$232,418
	100	51067	Services -- YMCA Contract payment	\$49,020	0.02	\$50,000	0.03	\$51,500	0.03	\$53,045	0.03	\$54,636	0.03	\$56,275
16	100	51061	Minor Equipment -- Pool	\$980	0.02	\$1,000	0.03	\$1,030	0.03	\$1,061	0.03	\$1,093	0.03	\$1,126
			Materials and Services Pool Total	\$412,843		\$421,100		\$433,733		\$446,745		\$460,147		\$473,952
			Interfund Expenditures											
	100	53055	Interdepartmental charges - general	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0
	100	53060	Debt Service Payment	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0
			Interfund Expenditures Total	\$0		\$0		\$0		\$0		\$0		\$0
			Transfers Out											
	100	54450	Transfers to Fund	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0
			Transfers Out Total	\$0		\$0		\$0		\$0		\$0		\$0
			Capital Outlay											
	100	57120	Vehicle Purchase Replacement	\$70,000		\$10,000	0.00	\$10,000	0.00	\$10,000	0.00	\$10,000	0.00	\$10,000
	100	57125	Computer - Facility network	\$4,000		\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0
	100	57165	Facilities And Improvements	\$25,000		\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0
	100	57175	Facilities Reconstruction & Improvements Pool	\$0	20YR	\$104,603	0.00	\$104,603	0.00	\$104,603	0.00	\$104,603	0.00	\$104,603
			Capital Outlay Total	\$99,000		\$114,603		\$114,603		\$114,603		\$114,603		\$114,603
			Community Grants											
		51610	Grants -- City	\$0		\$0	0.00	\$10,000	0.00	\$35,000	0.00	\$35,000	0.00	\$23,000
		51620	Grants -- School District	\$0		\$0	0.00	\$20,000	0.00	\$55,000	0.00	\$53,000	0.00	\$25,000
		51630	Grants -- Intergovernmental	\$0		\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0
		51640	Grants -- Foundation & Community Organizations	\$0		\$0	0.00	\$25,000	0.00	\$29,000	0.00	\$25,000	0.00	\$20,000
			Community Grants Total	\$0		\$0		\$55,000		\$119,000		\$113,000		\$68,000
			Contingency & Reserve											
			Contingency	\$131,458		\$35,000		\$30,000		\$30,000		\$30,000		\$25,000
			Fund reserve	\$40,000		\$50,000		\$0		\$20,000		\$20,000		\$20,000
			Debt specific reserve	\$12,500		\$125,000		\$125,000		\$0		\$0		\$0
			Capital Facilities Purchase Savings Fund	\$0		\$0		\$0		\$42,000		\$48,000		\$25,000
			Contingency & Reserve Total	\$183,958		\$210,000		\$155,000		\$92,000		\$98,000		\$70,000
			General Fund: Total EXPENDITURES	\$1,245,081		\$1,301,216		\$1,332,469		\$1,365,776		\$1,399,174		\$1,434,090
			General Fund: NET BALANCE	\$504		(\$102)		\$398		(\$202)		\$87		(\$132)

Order of Expense

- 1) Hire to 5 FTE for years FY0-FY4
- 2) FY0 and FY1: Continue pool replacement & reconstruction
- 3) FY0 --FY3: Fill Contingency reserve fund, debt reserve fund
- 4) FY2 to FY4 Granting to partners increasing to steady level
- 5) FY4 and FY 5 Begin savings for land purchase for athletic complex
- 6) FY5 Hire 1.0 FTE/ total of 6.1: 0.5 Community Coordinator/ 0.6 Field & Turf Maintenance

Notes & Explanations

Total M50 Assessed Value: \$1,326,737,970		
Less UR Excess Value: \$44,186,219		
Total Available AV: \$1,282,551,751		3% Delinquency Rate
At 0.00085 (.85/1000):	\$1,090,169	\$1,057,463.92
At 0.0009 (.90/1000): \$1,154,297	\$1,154,297	\$1,119,668.09
At 0.00075 (.75/1000): \$961,914	\$961,914	\$933,056.58
Total levy less 3% delinquency; +3% normal non-compressed maximum growth		
Assume pool levy stays same rate, applied across District		
Current pool levy 0.3313/1000 * \$785663021	785663021	\$260,290
To get same revenue 0.205/ 1000	1282551751	\$262,923
At current City rate: 0.3313	1282551751	\$424,909.40
3% reduction delinquency =		\$412,162.11

Capital Improvement Plan & Budget

1) Assume: inflation rate 3%; total cost of pool facility replacement and reconstruction in current FY 2019-20 Dollars = \$1,607,998
 This amount **spent out** over the next six years.
 FORIX Oregon tax free bond fund, large government coupon rate: 5.00% as of May 31, 2019

Capital Investment/ Facility	FY1	FY2	FY3	FY4	FY5	FY6	Total Project Cost
Pool Facility Replacement/ Reconstruct	\$ 268,000	\$ 276,040	\$284,321	\$292,850	\$301,636	\$310,685	
Pool Fac. Replace: Current Dollars	\$ 268,000	\$268,000	\$268,000	\$267,999	\$268,000	\$268,000	\$ 1,607,998
2) Assume:							
Principle Amount: \$1,608,000	\$ 1,608,000						
15 Year period, equal payment							
interest (i) = 5.00							
n= 15							
Annual payment =	\$ 154,918						
n=20							
Annual payment =	\$ 129,030						
n = 30							
Annual payment =	\$ 104,603						

	FY0	FY1	FY2	FY3	FY4	FY5
Total Revenues	\$1,245,586	\$1,301,114	\$1,332,868	\$1,365,574	\$1,399,261	\$1,433,959
Expenditures						
Personnel Services	\$360,065	\$372,713	\$385,850	\$399,496	\$413,674	\$501,793
Materials & Services	\$189,216	\$182,800	\$188,284	\$193,933	\$199,750	\$205,743
Materials & Services Pool	\$412,843	\$421,100	\$433,733	\$446,745	\$460,147	\$473,952
Interfund	\$0	\$0	\$0	\$0	\$0	\$0
Transfers Out	\$0	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$99,000	\$114,603	\$114,603	\$114,603	\$114,603	\$114,603
Community Grants	\$0	\$0	\$55,000	\$119,000	\$113,000	\$68,000
Contingency & Reserve	\$183,958	\$210,000	\$155,000	\$92,000	\$98,000	\$70,000
Total Expenditures	\$1,245,081	\$1,301,216	\$1,332,469	\$1,365,776	\$1,399,174	\$1,434,090
Net Balance	\$504	(\$102)	\$398	(\$202)	\$87	(\$132)

Staffing Model for Hypothetical Aquatics & Recreation Special District

5.0-Person Staffing Base Model with Pool Ownership and Operations; No Fields
 Spreadsheet Update Date: July 1, 2019

Assumptions:

FICA Medicare rate assumed at initial 8.725%
 No PERS, 403(b)/401(k) defined contribution retirement package @ 8.43%
 Combined Health Savings/ Flex Spending Child Care 4.61%
 Medical insurance: 27.86% of gross salary

Learning:

- 1) For the first five years, this district is an aquatics district; pool reconstruction consumes everything.
- 2) Size of the pool reconstruction determines payments: 20 YR, 30 YR loan.
- 3) District must assert bounds on YMCA; \$261,000 is likely in ballpark of peer costs.
- 4) A special district incurs fixed costs of a small governmental organization.
- 5) With debt the district must ensure reserves and sustainable balance.
- 6) District budget can be balanced.

Estimated Operating & Maintenance Budget

City Fund	Fund Number	Account Number (Object Code)	Description	Estimates	Estimates to Balance	Notes & Explanations		
			REVENUES			Total M50 Assessed Value: \$1,326,737,970		
						Less UR Excess Value: \$44,186,219		
			Parks & Recreation: General Fund (#100) REVENUES			Total Available AV: \$1,282,551,751		
			Taxes Received			At 0.00085 (.85/1000):	\$1,090,169	\$1,057,463.92
						At 0.0009 (.90/1000): \$1,154,297	\$1,154,297	\$1,119,668.09
						At 0.00075 (.75/1000): \$961,914	\$961,914	\$933,056.58
100	42105		Property Taxes Received -- Current Year (0.85 / \$1,000)	\$1,057,464	\$1,057,464	Total levy less 3% delinquency; +3% normal non-compressed maximum growth		
100	42106					Assume pool levy stays same rate, applied across District		
100	42108		Property Tax Capital Bond	\$0	\$0			
100	41210		Delinquent property taxes received	\$15,000	\$15,000			
						Current pool levy 0.3313/1000 * \$785663021	785663021	\$260,290
			Taxes Total	\$1,072,464	\$1,072,464	To get same revenue 0.205/ 1000	1282551751	\$262,923
						At current City rate: 0.3313	1282551751	\$424,909.40
			Intergovernmental Revenues			3% reduction delinquency =		\$412,162.11
100	43341		Grant funds received - federal	\$0	\$0			
100	43342		Grant funds received - local School District	\$0	\$0			
100	43343		Grant funds received - local City	\$0	\$0			
100	43344		Gifts and donation funds received - government	\$0	\$0			
100	43347		Other grant, gift, and donation funds received	\$0	\$0			
			Intergovernmental Revenues Total	\$0	\$0			
			Charges For Services					
						Assumption: Special District collects (receives) all user fees, facility rental fees, lesson fees, and any generated revenues.		
100	44426		Program fees collected	\$206,500	\$227,150	Program fees and charges set at about 15% based on peer district revenue proportions.		
100	44430		Park equipment rental charges collected	\$0	\$0	Increase user charges and generated revenues by 10%.		
100	44435		Facility rental fees collected	\$0	\$0	Comparison: Lebanon Aquatics generated about 207,000 in charges & fees in 2018-19.		
						Comparison: St. Helens Aquatics generated about \$215,000 in charges & fees in 2018-19		
			Charges For Services Total	\$206,500	\$227,150		\$227,150.0	
			Miscellaneous Revenues					
100	48205		Concessions fees collected	\$1,500	\$1,500			
100	48225		Other miscellaneous operating revenues	\$0	\$0			
100	48245		Resale revenues collected	\$0	\$0			
100	48250		Miscellaneous income	\$0	\$0	No transient/ lodging taxes		
			Miscellaneous Revenues Total	\$1,500	\$1,500			
			Parks & Recreation: Total REVENUES	\$1,280,464	\$1,301,114			

EXPENDITURES						
Parks & Recreation: General Fund (#100) EXPENDITURES						
Personnel Services						
						5.5 FTE with Community Resources/ Grants Mgr and Maintenance/ Pool Op.
100	51105	Wages and salaries	\$265,191	\$242,016		Trimmed to
100	51106	Overtime and other pay	\$0	\$0		5.0 FTE No Community Resources/ Grants Mgr
100	51110	Temporary and part-time salaries	\$0	\$0		
100	51125	Federal Insurance Contributions Act (FICA) contributions	\$23,138	\$21,116		
100	51130	Workers compensation insurance premiums	\$3,050	\$2,783		
			\$0	\$0		
100	51165	Unemployment Ins Premiums	\$6,365	\$5,808		
100	51140	Retirement	\$22,355	\$20,402		
100	51150	Health Reimburse/ Flex Spend	\$12,225	\$11,157		
100	51155	Health Insurance	\$73,882	\$67,426		
100	51156	Life insurance premiums expenditures	\$540	\$450		
100	51157	Long term disability insurance premiums expenditures	\$1,866	\$1,555		
100	51179	Cell phone allowance expenditures	\$0	\$0		
100	51180	Other employee allowances	\$0	\$0		
100	51185	Accrued Vacation Expense	\$0	\$0		
Personnel Services Total			\$ 408,612	\$ 372,713		
Materials And Services						
100	51205	Supplies - office, general	\$1,000	\$1,000		
100	51210	Supplies - general	\$1,000	\$1,000		
100	51225	Supplies - gas, oil, and lubrication	\$6,000	\$6,000		
100	51250	Supplies - clothing, uniforms	\$300	\$300		2 Polo shirts for 6
100	51060	Minor Equipment	\$1,000	\$1,000		Hand tools,
100	51265	Supplies - safety equipment	\$800	\$800		Ear muffs, gloves, eye protection
100	51268	Supplies - program	\$3,000	\$3,000		Community and volunteer events, pool
100	51269	Supplies - maintenance	\$1,000	\$1,000		Cleaning Supplies to screws to lightbulbs to mops
100	51270	Supplies - field maintenance	\$0	\$0		No field maintenance
100	51275	Postage and freight	\$300	\$300		
100	51277	Insurance - general property, liability and vehicle	\$22,000	\$22,000		pool, but no fields or police department
100	51278	Licenses, Permits & Fees - Co. Health, Audit Div , Ethics	\$2,500	\$2,500		
100	51279	Election Fee (Director Position)	\$3,000	\$3,000		
100	51280	Services - contract, government, other	\$0	\$0		
100	51285	Services - professional services				
100	51286	Services - audit services	\$10,000	\$10,000		Auditor
100	51287	Services - legal services	\$40,000	\$40,000		Legal
100	51288	Services - field lease School District	\$20,000	\$20,000		Per current SD to City
100	51289	Services - parks facilities/ fields lease City	\$10,000	\$10,000		Marker value
100	51290	Services - bank card online processing fees	\$500	\$500		Operations contractor covers aquatics portion (most) of this fee. Lebanon = \$5000
100	51292	Services - Bank service charge/ LGIP fee	\$300	\$300		0.80% + \$0.15 or 0.05% + \$0.21 need number of transactions
100	51295	Advertising and public notices	\$2,200	\$2,200		
100	51300	Printing and duplicating	\$1,000	\$1,000		
100	51305	Computer - hardware	\$1,000	\$1,000		
100	51310	Computer - software	\$2,000	\$2,000		
100	51305	Communications - services	\$4,000	\$4,000		Phone & internet
100	51310	Utilities -- Non Pool--Offices	\$4,000	\$4,000		Electric, water, natural gas
100	51314	Fleet maintenance	\$2,000	\$2,000		
100	51320	Repair and maintenance services - general	\$500	\$500		
100	51349	Travel, training, and memberships dues	\$3,000	\$3,000		Commercial Property Leasing Rates: 0.75-0.80 per/sq ft2/mo.
100	51355	Training and education	\$1,500	\$1,500		4000 sq ft
100	51466	Facilities charges - Office Building Lease	\$38,400	\$38,400		\$ 38,400
100	51522	Equipment Depreciation	\$500	\$500		Pre-pay replacement
100	51550	Other materials and services	\$0	\$0		
Materials and Services Total			\$182,800	\$182,800		

Capital Improvement Plan & Budget

1) Assume: inflation rate 3%; total cost of pool facility replacement and reconstruction in current FY 2019-20 Dollars = \$1,607,998							
This amount spent out over the next six years.							
FORIX Oregon tax free bond fund, large government coupon rate: 5.00% as of May 31, 2019							
Capital Investment/ Facility	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY2023-24	FY 20240-25	Total Project Cost
Pool Facility Replacement/ Reconstruct	\$ 268,000	\$ 276,040	\$284,321	\$292,850	\$301,636	\$310,685	
Pool Fac. Replace: Current Dollars	\$ 268,000	\$268,000	\$268,000	\$267,999	\$268,000	\$268,000	\$ 1,607,998
2) Assume:							
Principle Amount: \$1,608,000	\$ 1,608,000						
15 Year period, equal payment							
interest (i) = 5.00							
n= 15							
Annual payment =	\$ 154,918						
n=20							
Annual payment =	\$ 129,030						
n = 30							
Annual payment =	\$ 104,603						

Staffing Model for Hypothetical Parks & Recreation Special District

4 FTE Staffing Base Model; No Aquatics/ Pool--City Retains Pool Ownership and Operations; Field Coordination and Maintenance

Spreadsheet Date: June 24, 2019

Purpose & Features:

Hypothetical special distict would provide: 1) field use programming and scheduling, and community engagement; 2) No pool ownership, operations or reconstruction; and 3) with capital investment in land and eventually field facilities.

Property tax revenues capped at \$0.85/1,000 rate.

Has no linkage to the Pool, Aquatics program, or Pool local option levy. City retains the local option levy.

Operational Features:

Strategic purpose: provide government property tax and SDC based revenues for land acquisition and athletic field development, technical maintenance of field and turf, custodial maintenance of facilities.

Provides field use and schedule coordination with District and SD, and District and City (e.g. Facilities Coordinator position in front office).

District leases specific parks and facilities from City of Silverton; City retains ownership of existing parks and continues maintenance.

District leases fields from Silver Falls SD; school district retains ownership of existing parks and continues maintenance.

Establishes a nonprofit 501c(3) foundation to take monetary and in-kind donations, fund raise, coordinate volunteers.

City retains ownership of pool, City conducts replacement and reconstruction, and City contracts for aquatics programming and operations. City supports renewal of Local Option Levy.

Strategic Purpose: To facilitate community connections; fundraise generally and for specific goals; obtain in-kind resources; coordinate with any nonprofit allied P&R foundation.

District imposes systems development charges, establishes separate SDC budget fund for land purchase and capital development.

District works with City, School District, and Foundation to obtain sufficient land for field complex (e.g. a baseball/ softball, and three soccer fields).

District develops consistent, multi-year facilities development grants to City and School District.

District builds contractual relationships with nonprofit and for-profit organizations to implement program.

District provides field heavy maintenance services, e.g. mowing, fertilizing and irrigation throughout 6 month late spring to fall season.

District provides its own administrative functions: HR, Budget & Finance, Procurement, Planning, Executive and Board

District purchases or leases vehicles and equipment to meet needs.

District leases office space for headquarters office.

Assumptions:

8.725 percent of gross salary for FICA / Medicare withholding

Retirement Defined Contribution at 8.43%

Health insurance at 27.86%

Health Reimbursement/ Flex Savings @ 4.61

Pos: Director/ GM	Pos: Admin Assistant I/ Online Communications	Pos: Admin Service Supervisor/ Business Mgr.	Pos: Program & Facilities Manager	Pos: Seasonal Maintenance/ Turf Maintenance Tech
Position Responsibilities & Tasks	Position Responsibilities & Tasks	Position Responsibilities & Tasks	Position Responsibilities & Tasks	Position Responsibilities & Tasks
>Executive leadership to district; contextual judgment, decision-making, visioning and motivation	>Administrative support to executive and board	>Acts as designated Budget Officer to ensure budget process compliance; annual budget preparation & adoption	>Field scheduling and coordination with City, SD and nonprofit partners	> Seasonal 7 month appointment: April 1 to Oct 31 to match athletic league seasons.
>Executive relations with City and School District as primary partners in strategy, service and program design, and revenue identification.	>Administrative support to community resources mgr	>Ledger, accounting systems, financial management and internal controls; annual financial reporting and compliance.	>Manage field and facility construction contracts; land acquisition.	> Performs grounds maintenance; performs field and turf maintenance including mowing, fertilization, irrigation, drainage maintenance and turf replacment.
>Executive leadership to community. Represents the District in the community, county, state, professional associations	>Supports Business Mgr.	>HR, personnel services	>Recreation programming in addition to athletics	> Facility maintenance and janitorial.
>Liaison to any allied parks foundation; works to establish and recruit volunteers for foundation; trains and initial establishment of foundation member roles; attends board meetings	> Establishes and maintains online presence; manages online dialogues	>Procurement support; contracting officer; grants officer.	> All other district operations and program implementation	
>Stategic planning: conducts strategic visioning and planning for the District board and community	>Supports athletic field scheduling	>Audits: financial, donor compliance and reporting (e.g. single audit).	> Project level coordination and delivery by volunteers, nonprofits and other partners.	
> Supports and coordinates preparation and adoption of annual budget; budget process compliance; budget committee.		>Risk management	> When and where necessary, maintenance and janitorial, field and turf maintenance.	
> Capital investment plan development		>Cash management & investments		
>Executive for internal organization procedures, position coordination, tasking and decision-making.		> Coordinates with contracted legal services.		
> Executive relations with elected district board; staffs board.				

Pos: Director/ GM	Pos: Admin Assistant I/ Online Communications	Pos: Admin Service Supervisor/ Business Mgr.	Pos: Program & Facilities Manager	Pos: Seasonal Ground/ Turf Maintenance Tech	District Total
FTE: 1.0	FTE: 0.51	FTE: 1.0	FTE: 1.0	FTE: 0.6	4.11
At will to the District Board	1.0 FTE Salary Gross	1.0 FTE Salary Gross	1.0 FTE Salary Gross	1.0 FTE Salary Gross =	
Salary Gross \$ 80,916	Salary Gross \$ 17,442	Salary Gross \$ 46,350	Salary Gross \$ 46,350	Salary Gross 34,200	\$191,058
Overtime/ Standby/ Differential	Overtime/ Standby/ Differential	Overtime/ Standby/ Differential	Overtime/ Standby/ Differential	Overtime/ Standby/ Differential	\$0
Temporary \$ -	Temporary \$ -	Temporary \$ -	Temporary \$ -	Temporary \$ 20,520	\$20,520
FICA & MEDICARE \$ 7,060	FICA & MEDICARE \$ 1,522	FICA & MEDICARE \$ 4,044	FICA & MEDICARE \$ 4,044	FICA & MEDICARE \$ 1,790	\$18,460
Workers Comp Ins Premium \$ 931	Workers Comp Ins Premium \$ 201	Workers Comp Ins Premium \$ 533	Workers Comp Ins Premium \$ 533	Workers Comp Ins Premium \$ 236	\$2,433
Workers Comp State Assmt	Workers Comp State Assmt	Workers Comp State Assmt	Workers Comp State Assmt	Workers Comp State Assmt \$ -	\$0
Unemployment Ins Prems \$ 1,942	Unemployment Ins Prems \$ 419	Unemployment Ins Prems \$ 1,112	Unemployment Ins Prems \$ 1,112	Unemployment Ins Prems \$ 492	\$5,078
Retirement \$ 6,821	Retirement \$ 1,470	Retirement \$ 3,907	Retirement \$ 3,907	Retirement \$ 1,730	\$17,836
Health Reimburse/ Flex Spend \$ 3,730	Health Reimburse/ Flex Spend \$ 804	Health Reimburse/ Flex Spend \$ 2,137	Health Reimburse/ Flex Spend \$ 2,137	Health Reimburse/ Flex Spend \$ 946	\$9,754
Health Insurance \$ 22,543	Health Insurance \$ 4,859	Health Insurance \$ 12,913	Health Insurance \$ 12,913	Health Insurance \$ 5,717	\$58,946
Life Insurance \$ 90	Life Insurance \$ 90	Life Insurance \$ 90	Life Insurance \$ 90	Life Insurance \$ 90	\$450
Long-term Disability \$ 311	Long-term Disability \$ 311	Long-term Disability \$ 311	Long-term Disability \$ 311	Long-term Disability \$ 311	\$1,555
Phone Allowance	Phone Allowance	Phone Allowance	Phone Allowance	Phone Allowance	\$0
Car Allowance	Car Allowance	Car Allowance	Car Allowance	Car Allowance	\$0
Other \$ -	Other \$ -	Other \$ -	Other \$ -	Other \$ -	\$0
Total Employer Cost \$ 124,344	Total Employer Cost \$ 27,118	Total Employer Cost \$ 71,398	Total Employer Cost \$ 71,398	Total Employer Cost \$ 31,833	\$326,090
I	II	IV	VI	XI	

Staffing Model for Hypothetical Southwest Marion Aquatics & Recreation Special District

4 FTE Staffing Base Model; No Aquatics/ Pool--City Retains Pool Ownership and Operations; Field Coordination and Maintenance

Spreadsheet Update Date: June 26, 2019

Assumptions:

FICA Medicare rate assumed at initial 8.725%
 No PERS, 403(b)/401(k) defined contribution retirement package @ 8.43%
 Combined Health Savings/ Flex Spending Child Care 4.61%
 Medical insurance: 27.86% of gross salary

Estimated Operating Budget

City Fund	Fund Number	Account Number (Object Code)	Description	Estimates	Estimates Impacted by 5% Tax Revenue Reduction (Gross Compression Adjust.)	Notes & Explanations
			REVENUES			Property Tax: Determine Permanent Rate for Operations & Maint and Grants
						Total M50 Assessed Value: \$1,326,737,970
						Less UR Excess Value: \$44,186,219
			Parks & Recreation: General Fund (#100) REVENUES			Total Available AV: \$1,282,551,751
						\$ 1,282,551,751
			Taxes Received			At 0.00085 (.85/1000): \$0 \$0.00
						At 0.0009 (.90/1000): \$1,154,297 \$1,119,668.09
						At 0.00075 (.75/1000): \$961,914 \$933,056.58
						At 0.00070 (.70/1000): \$897,786 \$870,852.64
	100	42105	Property Taxes Received -- Current Year (0.72 / \$1,000)	\$895,734	\$850,947	At 0.00072 (.72/1000): \$923,437 \$895,734.14
	100	42106	Systems Development Charges (Park SDCs)	\$0	\$0	Total levy less 3% delinquency; +3% normal non-compressed maximum growth
	100	42108	Property Tax Capital Bond	\$0	\$0	
	100	41210	Delinquent property taxes received	\$15,000	\$15,000	
			Taxes Total	\$910,734	\$865,947	
			Intergovernmental Revenues			
	100	43341	Grant funds received - federal	\$0	\$0	
	100	43342	Grant funds received - local School District	\$0	\$0	
	100	43343	Grant funds received - local City	\$0	\$0	
	100	43344	Gifts and donation funds received - government	\$0	\$0	
	100	43347	Other grant, gift, and donation funds received	\$0	\$0	
			Intergovernmental Revenues Total	\$0	\$0	
			Charges For Services			
	100	44426	Program fees collected	\$45,537	\$43,297	Program fees and charges set at about 5% assume a league per player fee on fields.
	100	44430	Park equipment rental charges collected	\$0	\$0	
	100	44435	Facility rental fees collected	\$0	\$0	
			Charges For Services Total	\$45,537	\$43,297	
			Miscellaneous Revenues			
	100	48205	Concessions fees collected	\$1,500	\$1,500	
	100	48225	Other miscellaneous operating revenues	\$0	\$0	
	100	48245	Resale revenues collected	\$0	\$0	
	100	48250	Miscellaneous income	\$0	\$0	
			Miscellaneous Revenues Total	\$1,500	\$1,500	
			Parks & Recreation: Total REVENUES	\$957,771	\$910,745	

EXPENDITURES

Parks & Recreation: General Fund (#100) EXPENDITURES

Positions = 6 with 4.11 FTE

Personnel Services

100	51105	Wages and salaries	\$191,058	\$191,058
100	51106	Overtime and other pay	\$0	\$0
100	51110	Temporary and part-time salaries	\$20,520	\$20,520
100	51125	Federal Insurance Contributions Act (FICA) contributions	\$18,460	\$18,460
100	51130	Workers compensation insurance premiums	\$2,433	\$2,433
100	51165	Unemployment Ins Premiums	\$5,078	\$5,078
100	51140	Retirement	\$17,836	\$17,836
100	51150	Health Reimburse/ Flex Spend	\$9,754	\$9,754
100	51155	Health Insurance	\$58,946	\$58,946
100	51156	Life insurance premiums expenditures	\$450	\$450
100	51157	Long term disability insurance premiums expenditures	\$1,555	\$1,555
100	51179	Cell phone allowance expenditures	\$0	\$0
100	51180	Other employee allowances	\$0	\$0
100	51185	Accrued Vacation Expense	\$0	\$0
		Personnel Services Total	\$ 326,090	\$ 326,090
		Materials And Services		
100	51205	Supplies - office, general	\$500	\$500
100	51210	Supplies - general	\$1,000	\$1,000
100	51225	Supplies - gas, oil, and lubrication	\$4,000	\$4,000
100	51250	Supplies - clothing, uniforms	\$200	\$200
100	51060	Minor Equipment	\$1,000	\$1,000
100	51265	Supplies - safety equipment	\$800	\$800
100	51268	Supplies - program	\$3,000	\$3,000
100	51269	Supplies - maintenance	\$1,000	\$1,000
100	51270	Supplies - field maintenance	\$50,000	\$50,000
100	51271	Supplies - irrigation water	\$1,000	\$1,000
100	51275	Postage and freight	\$300	\$300
100	51277	Insurance - general property, liability and vehicle	\$22,000	\$22,000
100	51278	Licenses, permits & fees -- Co. health, OR Audit Div	\$400	\$400
100	51279	Election fee -- director position	\$3,000	\$3,000
100	51280	Services - contract, government, other	\$0	\$0
100	51285	Services - professional services	\$30,000	\$30,000
100	51286	Services - audit services	\$10,000	\$10,000
100	51287	Services - legal services	\$40,000	\$40,000
100	51288	Services - field lease School District	\$20,000	\$20,000
100	51289	Services - parks facilities/ fields lease City	\$10,000	\$10,000
100	51290	Services - bank card online processing fees	\$500	\$500
100	51292	Services -- bank service charge/ LGIP fee	\$300	\$300
100	51295	Advertising and public notices	\$2,200	\$2,200
100	51300	Printing and duplicating	\$1,000	\$1,000
100	51305	Computer - hardware	\$1,000	\$1,000
100	51310	Computer - software	\$2,000	\$2,000
100	51305	Communications - services	\$4,000	\$4,000
100	51310	Utilities	\$4,000	\$4,000
100	51314	Fleet maintenance	\$2,000	\$2,000
100	51320	Repair and maintenance services - general	\$500	\$500
100	51349	Travel, training, and memberships dues	\$3,000	\$3,000
100	51355	Training and education	\$1,500	\$1,500
100	51466	Facilities charges - Office Building Lease	\$20,000	\$20,000
100	51522	Equipment Depreciation	\$500	\$500
100	51550	Other materials and services	\$0	\$0
		Materials and Services Total	\$240,700	\$240,700

Interfund Expenditures

	100	53055	Interdepartmental charges - general	\$0		\$0	
	100	53060	Debt Service Payment -- Field Complex	\$ 135,059		\$ 135,059	Debt Service Field/ Athletic Facility land & construction: 20 Year term
			Interfund Expenditures Total	\$135,059		\$135,059	
			Transfers Out				
	100	54450	Transfers to Fund for Land Acquis and Capital Projects	\$0		\$0	Capital Fund: receives revenues including SDCs and Bond revenues
			Transfers Out Total	\$0		\$0	
			Operational Capital Outlay				
	100	57120	Vehicle Purchase Replacement	\$10,000		\$10,000	Savings for replacement or loan payments; assumed previous year lease or purchase; 2 vehicles on seven year cycle
	100	57121	Tractor: Field Equipment Purchase/ Replacement	\$3,575		\$3,575	Savings for replacement or loan payments Tractor/ mower deck attachments: \$25,000 @ one seventh years
	100	57125	Computer - Facility network	\$0		\$0	
	100	57165	Facilities And Improvements	\$0		\$0	
	100	57175	Facilities Reconstruction & Improvements No Pool	\$0		\$0	
			Operational Capital Outlay Total	\$13,575		\$13,575	
			Community Grants				Grants may be discontinued or reduced to provide resources for debt payments and additional staffing.
		51610	Grants -- City	\$15,000		\$10,000	Develop existing properties
		51620	Grants -- School District	\$10,000		\$0	Develop existing properties
		51630	Grants -- Intergovernmental	\$0		\$0	
		51640	Grants -- Community Organizations & Other	\$15,000		\$5,000	Service organization grants and support
		51641	Grants -- Foundation	\$25,000		\$5,000	Annual grant to Friends of SW Marion Parks Fdtn; provides about 1 FTE of staff
			Community Grants Total	\$65,000		\$20,000	
			Contingency & Reserve				
			Contingency	\$119,000		\$119,000	Less capital : (\$957,491 / 24)*3 = about \$119,000
			Fund reserve	\$58,000		\$55,000	
			Contingency & Reserve Total	\$177,000		\$174,000	
			General Fund: Total EXPENDITURES	\$ 957,424		\$ 909,424	
			General Fund: NET BALANCE	\$347		\$1,321	

On years with MILD tax compression, Community Grants go to zero, to remove negative net balance.

Transfer Table to Final Report Text

Capital Investment/ Facility	FY 2019-20	FY 2020-21
Athletic Facility Land/ Site about 6.5 acres @ \$20,000 per acre	\$ 130,000	
Baseball 60' Little League dedicated field with backstop and dugouts		\$ 350,000
Softball 60' no grass infield/ outfield U10 small soccer shared		\$ 250,000
Softball 60' no grass infield/ outfield U10 small soccer shared		\$ 250,000
Field Soccer: full sized adult 360ft X 240 ft divides into 2 U11/12 youth fields		\$ 259,200
Field Complex -- Bleachers Stands		\$ 75,000
Field Complex -- Parking Lot		\$ 100,000
Field Complex -- Restroom & Concession Stand w/ kitchen, janitorial closet,		\$ 200,000
Field Complex -- Equipment Shed/ Barn		\$ 100,000
Total Expense	\$ 130,000	\$ 1,584,200

	FY1
Total Revenues	\$957,771
Expenditures	
Personnel Services	\$ 326,090
Materials & Services	\$240,700
Interfund (Annual Debt Service)	\$135,059
Transfers Out	\$0
Capital Outlay	\$13,575
Community Grants	\$65,000
Contingency & Reserve	\$177,000
Total Expenditures	\$957,424
Net Balance	\$347

Capital Improvement Plan & Budget

1) Assume: inflation rate 2%; land purchase and construction costs in current FY 2019-20 Dollars = \$1,487,059
 This amount spent out over the next year.
 FORIX Oregon tax free bond fund, large government coupon rate: 5.00% as of May 31, 2019

Capital Investment/ Facility	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY2023-24	FY 20240-25	Total Project Cost
Athletic Facility Land/ Site about 6.5 acres @ \$20,000 per acre	\$ 130,000						\$ 130,000
Baseball 60' Little League dedicated field with backstop and dugouts		\$ 350,000	\$ -	\$ -			\$ 350,000
Softball 60' no grass infield/ outfield U10 small soccer shared		\$ 250,000					\$ 250,000
Softball 60' no grass infield/ outfield U10 small soccer shared		\$ 250,000					\$ 250,000
Field Soccer: full sized adult 360ft X 240 ft divides into 2 U11/12 youth fields		\$ 259,200					\$ 259,200
Field Complex -- Bleachers Stands		\$ 75,000					\$ 75,000
Field Complex -- Parking Lot		\$ 100,000					\$ 100,000
Field Complex -- Restroom & Concession Stand w/ kitchen, janitorial closet,		\$ 200,000					\$ 200,000
Field Complex -- Equipment Shed/ Barn		\$ 100,000					\$ 100,000
Total Expense	\$ 130,000	\$ 1,584,200	\$ -	\$ -	\$ -		\$ 1,714,200
Value Deflated Current Dollars as of FY 2019-20	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY2023-24	FY 20240-25	
Athletic Facility Land/ Site about 6.5 acres @ \$20,000 per acre	\$ 130,000						
Baseball 60' Little League dedicated field with backstop and dugouts	\$ 343,137	\$ 350,000	\$ -	\$ -			
Softball 60' no grass infield/ outfield U10 small soccer shared	\$ 245,098	\$ 250,000					
Softball 60' no grass infield/ outfield U10 small soccer shared	\$ 245,098	\$ 250,000					
Field Soccer: full sized adult 360ft X 240 ft divides into 2 U11/12 youth fields	\$ 254,118	\$ 259,200					
Field Complex -- Bleachers Stands	\$ 73,529	\$ 75,000					
Field Complex -- Parking Lot	\$ 98,039	\$ 100,000					
Field Complex -- Restroom & Concession Stand w/ kitchen, janitorial closet	\$ 196,078	\$ 200,000					
Field Complex -- Equipment Shed/ Barn	\$ 98,039	\$ 100,000					
Total Expense	\$ 1,683,137	\$ 1,584,200	\$ -	\$ -	\$ -		
2) Assume:							
Principle Amount: \$1,487,059	\$ 1,683,137						
15 Year period, equal payment							
interest (i) = 5.00							
n= 15							
Annual payment =	\$ 162,157						
n=20							
Annual payment =	\$ 135,059						
n = 30							
Annual payment =	\$ 109,490						

Staffing Model for Hypothetical Aquatics & Recreation Special District

6-Person Staffing Base Model with Pool Ownership and Operations; No Fields. This model is the working base for the previous 5.1-6.0 model

Spreadsheet Date: June 22, 2019

Purpose & Features:

Hypothetical special district would provide: 1) field use programming and scheduling, and community engagement; 2) YMCA contracted aquatics programming, and pool operations and reconstruction; and 3) with remaining funds meter investment in capital projects. Property tax revenues capped at \$0.85/1,000 rate, which **includes** equivalent local option pool levy (0.3313) and additional allocation for pool capital costs. Fees for service assumed at 15% of property tax revenue.

Operational Features:

Strategic purpose: government district capacity to generate property tax for O&M and for CI for pool reconstruction and fields; SDC based revenues land acquisition, and athletic field development.

Provides field use and schedule coordination with District and SD, and District and City (e.g. Facilities Coordinator position in front office).

District leases specific parks and facilities from City of Silverton; City retains ownership of existing parks and continues maintenance.

District leases fields from Silver Falls SD; school district retains ownership of existing parks and continues maintenance.

Relies heavily on non-government partners and volunteer in-kind contributions.

District uses contracted services to provide aquatics programming, instructional and operational services.

District establishes pool fee schedule and imposes user fees.

District negotiates with City for purchase of pool facility. District buys pool facility from City; district responsible for all replacement and reconstruction of pool facility.

District assumes liability for the pool facility.

District provides custodial service to aquatic facility and surrounding.

District hires a Program & Facilities Managers, who would administer YMCA contract to ensure performance.

Community Resources Mgr for community outreach, foundation relations and grant package development.

District places first priority on reconstruction of pool facility.

From available resources, District develops consistent, multi-year facilities development grants to City and School District.

District builds contractual relationships with nonprofit and for-profit organizations to implement program.

District provides its own administrative functions: HR, Budget & Finance, Procurement, Planning, Executive and Board

District purchases or leases vehicles and equipment to meet needs.

District leases office space for headquarters office.

District could contract for any administrative services, e.g. accounting & payroll.

Assumptions:

8.725 percent of gross salary for FICA / Medicare withholding

Retirement Defined Contribution at 8.43%

Health insurance at 27.86%

Health Reimbursement/ Flex Savings @ 4.61

Pos: Director/ GM	Pos: Admin Assistant I/ Online Communications	Pos:Community Resources Mgr/ Project Development	Pos: Admin Service Supervisor/ Business Mgr.	Pos: Program & Facilities Manager	Pos: Pool Operator/ Facility Maintenance/ Grounds
Position Responsibilities & Tasks	Position Responsibilities & Tasks	Position Responsibilities & Tasks	Position Responsibilities & Tasks	Position Responsibilities & Tasks	Position Responsibilities & Tasks
>Executive leadership to district; contextual judgment, decision-making, visioning and motivation	>Administrative support to executive and board	>District coordination and leadership to programing services nonprofits and for-profits.	>Acts as designated Budget Officer to ensure budget process compliance; annual budget preparation & adoption	>Contract administration aquatics services contract (e.g. YMCA).	> Operates pool facility equipment to maintain water quality. Performs, records and monitors water quality tests; ensures compliance with health and sanitation requirements.
>Executive relations with City and School District as primary partners in strategy, service and program design, and revenue identification.	>Administrative support to community resources mgr	>Contract, IGA, grants operational development of capital construction and improvement projects	>Ledger, accounting systems, financial management and internal controls; annual financial reporting and compliance.	>Manage pool contract maintenance and capital construction program	> Performs building and facility maintenance to ensure equipment and systems operations.
>Executive leadership to community. Represents the District in the community, county, state, professional associations	>Supports Business Mgr.	>Operational liaison to foundation for capital project development	>HR, personnel services	>Pool reconstruction contracts	> Performs custorial tasks on all pool and district facilities.
>Liaison to any allied parks foundation; works to establish and recruit volunteers for foundation; trains and initial establishment of foundation member roles; attends board meetings	> Establishes and maintains online presence; manages online dialogues	>Operational liaison to foundation for project operations	>Procurement support; contracting officer; grants officer.	>Pool scheduling between construction and use scheduling	> As facilities and athletic fields are added, provides facility and field maintenance services.
>Strategic planning: conducts strategic visioning and planning for the District board and community	>Supports athletic field scheduling		>Audits: financial, donor compliance and reporting (e.g. single audit).	>Field scheduling and coordination with SD and nonprofit partners	
> Supports and coordinates preparation and adoption of annual budget; budget process compliance; budget committee.					
> Capital investment plan development			>Risk management	>Recreation programming in addition to athletics	
>Executive for internal organization procedures, position coordination, tasking and decision-making.			>Cash management & investments	> All other district operations and program implementation	
> Executive relations with elected district board; staffs board.					

Pos: Director/ GM	Pos: Admin Assistant I	Pos:Community Resources Mgr/ Project Development	Pos: Admin Service Supervisor/ Business Mgr.	Pos: Program & Facilities Manager	Pos: Pool Operator/ Facility Maintenance/ Grounds	District Total
FTE: 1.0	FTE: 1.0	FTE: 0.5	FTE: 1.0	FTE: 1.0	FTE: 1.0	6.00
At will to the District Board						
Salary Gross \$ 80,916	Salary Gross \$ 34,200	Salary Gross \$ 23,175	Salary Gross \$ 46,350	Salary Gross \$ 46,350	Salary Gross \$ 34,200	\$265,191
Overtime/ Standby/ Differential	Overtime/ Standby/ Differential	Overtime/ Standby/ Differential	Overtime/ Standby/ Differential	Overtime/ Standby/ Differential	Overtime/ Standby/ Differential	\$0
Temporary \$ -	Temporary \$ -	Temporary \$ -	Temporary \$ -	Temporary \$ -	Temporary \$ -	\$0
FICA & MEDICARE \$ 7,060	FICA & MEDICARE \$ 2,984	FICA & MEDICARE \$ 2,022	FICA & MEDICARE \$ 4,044	FICA & MEDICARE \$ 4,044	FICA & MEDICARE \$ 2,984	\$23,138
Workers Comp Ins Premium \$ 931	Workers Comp Ins Premium \$ 393	Workers Comp Ins Premium \$ 267	Workers Comp Ins Premium \$ 533	Workers Comp Ins Premium \$ 533	Workers Comp Ins Premium \$ 393	\$3,050
Workers Comp State Assmt	Workers Comp State Assmt	Workers Comp State Assmt	Workers Comp State Assmt	Workers Comp State Assmt	Workers Comp State Assmt	\$0
Unemployment Ins Prens \$ 1,942	Unemployment Ins Prens \$ 821	Unemployment Ins Prens \$ 556	Unemployment Ins Prens \$ 1,112	Unemployment Ins Prens \$ 1,112	Unemployment Ins Prens \$ 821	\$6,365
Retirement \$ 6,821	Retirement \$ 2,883	Retirement \$ 1,954	Retirement \$ 3,907	Retirement \$ 3,907	Retirement \$ 2,883	\$22,356
Health Reimburse/ Flex Spend \$ 3,730	Health Reimburse/ Flex Spend \$ 1,577	Health Reimburse/ Flex Spend \$ 1,068	Health Reimburse/ Flex Spend \$ 2,137	Health Reimburse/ Flex Spend \$ 2,137	Health Reimburse/ Flex Spend \$ 1,577	\$12,225
Health Insurance \$ 22,543	Health Insurance \$ 9,528	Health Insurance \$ 6,457	Health Insurance \$ 12,913	Health Insurance \$ 12,913	Health Insurance \$ 9,528	\$73,882
Life Insurance \$ 90	Life Insurance \$ 90	Life Insurance \$ 90	Life Insurance \$ 90	Life Insurance \$ 90	Life Insurance \$ 90	\$540
Long-term Disability \$ 311	Long-term Disability \$ 311	Long-term Disability \$ 311	Long-term Disability \$ 311	Long-term Disability \$ 311	Long-term Disability \$ 311	\$1,866
Phone Allowance	Phone Allowance	Phone Allowance	Phone Allowance	Phone Allowance	Phone Allowance	\$0
Car Allowance	Car Allowance	Car Allowance	Car Allowance	Car Allowance	Car Allowance	\$0
Other \$ -	Other \$ -	Other \$ -	Other \$ -	Other \$ -	Other \$ -	\$0
Total Employer Cost \$ 124,344	Total Employer Cost \$ 52,787	Total Employer Cost \$ 35,899	Total Employer Cost \$ 71,398	Total Employer Cost \$ 71,398	Total Employer Cost \$ 52,787	\$408,612

Staffing Model for Hypothetical Aquatics & Recreation Special District

6-Person Staffing Base Model with Pool Ownership and Operations; No Fields

Spreadsheet Update Date: June 26, 2019

This analysis is the basis for the previous 5.0-6.1 FTE model.

Assumptions:

FICA Medicare rate assumed at initial 8.725%

No PERS, 403(b)/401(k) defined contribution retirement package @ 8.43%

Combined Health Savings/ Flex Spending Child Care 4.61%

Medical insurance: 27.86% of gross salary

Estimated Operating & Maintenance Budget

City Fund	Fund Number	Account Number (Object Code)	Description	Estimates	Estimates Impacted by 5% Tax Revenue Reduction (Gross Compression Adjust.) Sensitivity Test	Notes & Explanations		
			REVENUES			Total M50 Assessed Value: \$1,326,737,970		
			Parks & Recreation: General Fund (#100) REVENUES			Less UR Excess Value: \$44,186,219		
						Total Available AV: \$1,282,551,751		
			Taxes Received			At 0.00085 (.85/1000):	\$1,090,169	\$1,057,463.92
						At 0.0009 (.90/1000): \$1,154,297	\$1,154,297	\$1,119,668.09
						At 0.00075 (.75/1000): \$961,914	\$961,914	\$933,056.58
	100	42105	Property Taxes Received -- Current Year (0.85 / \$1,000)	\$1,057,464	\$1,004,591	Total levy less 3% delinquency; +3% normal non-compressed maximum growth		
	100	42106				Assume pool levy stays same rate, applied across District		
	100	42108	Property Tax Capital Bond	\$0	\$0			
	100	41210	Delinquent property taxes received	\$15,000	\$15,000			
			Taxes Total	\$1,072,464	\$1,019,591	Current pool levy 0.3313/1000 * \$785663021	785663021	\$260,290
			Intergovernmental Revenues			To get same revenue 0.205/ 1000	1282551751	\$262,923
						At current City rate: 0.3313	1282551751	\$424,909.40
						3% reduction delinquency =		\$412,162.11
	100	43341	Grant funds received - federal	\$0	\$0			
	100	43342	Grant funds received - local School District	\$0	\$0			
	100	43343	Grant funds received - local City	\$0	\$0			
	100	43344	Gifts and donation funds received - government	\$0	\$0			
	100	43347	Other grant, gift, and donation funds received	\$0	\$0			
			Intergovernmental Revenues Total	\$0	\$0			
			Charges For Services			ISSUE: What revenue pass through does the YMCA agreement provide? Any?		
	100	44426	Program fees collected	\$206,500	\$206,500	Program fees and charges set at about 15% based on peer district revenue proportions.		
	100	44430	Park equipment rental charges collected	\$0	\$0	This would go to zero/ near zero if YMCA retains fee revenue.		
	100	44435	Facility rental fees collected	\$0	\$0	Comparison: Lebanon Aquatics generated about 207,000 in charges & fees in 2018-19.		
			Charges For Services Total	\$206,500	\$206,500	Comparison: St. Helens Aquatics generated about \$215,000 in charges & fees in 2018-19		
			Miscellaneous Revenues					
	100	48205	Concessions fees collected	\$1,500	\$1,500			
	100	48225	Other miscellaneous operating revenues	\$0	\$0			
	100	48245	Resale revenues collected	\$0	\$0			
	100	48250	Miscellaneous income	\$0	\$0	No transient/ lodging taxes		
			Miscellaneous Revenues Total	\$1,500	\$1,500			
			Parks & Recreation: Total REVENUES	\$1,280,464	\$1,227,591			

EXPENDITURES

Parks & Recreation: General Fund (#100) EXPENDITURES

		Personnel Services		
				6.0 FTE with Community Resources/ Grants Mgr and Maintenance/ Pool Op.
100	51105	Wages and salaries	\$265,191	\$265,191
100	51106	Overtime and other pay	\$0	\$0
100	51110	Temporary and part-time salaries	\$0	\$0
100	51125	Federal Insurance Contributions Act (FICA) contributions	\$23,138	\$23,138
100	51130	Workers compensation insurance premiums	\$3,050	\$3,050
			\$0	\$0
100	51165	Unemployment Ins Premiums	\$6,365	\$6,365
100	51140	Retirement	\$22,355	\$22,355
100	51150	Health Reimburse/ Flex Spend	\$12,225	\$12,225
100	51155	Health Insurance	\$73,882	\$73,882
100	51156	Life insurance premiums expenditures	\$540	\$540
100	51157	Long term disability insurance premiums expenditures	\$1,866	\$1,866
100	51179	Cell phone allowance expenditures	\$0	\$0
100	51180	Other employee allowances	\$0	\$0
100	51185	Accrued Vacation Expense	\$0	\$0
		Personnel Services Total	\$ 408,612	\$ 408,612
		Materials And Services		
100	51205	Supplies - office, general	\$1,000	\$1,000
100	51210	Supplies - general	\$1,000	\$1,000
100	51225	Supplies - gas, oil, and lubrication	\$6,000	\$6,000
100	51250	Supplies - clothing, uniforms	\$300	\$300
100	51060	Minor Equipment	\$1,000	\$1,000
100	51265	Supplies - safety equipment	\$800	\$800
100	51268	Supplies - program	\$3,000	\$3,000
100	51269	Supplies - maintenance	\$1,000	\$1,000
100	51270	Supplies - field maintenance	\$0	\$0
100	51275	Postage and freight	\$300	\$300
100	51277	Insurance - general property, liability and vehicle	\$22,000	\$22,000
100	51278	Licenses, Permits & Fees - Co. Health, Audit Div , Ethics	\$2,500	\$2,500
100	51279	Election Fee (Director Position)	\$3,000	\$3,000
100	51280	Services - contract, government, other	\$0	\$0
100	51285	Services - professional services		
100	51286	Services - audit services	\$10,000	\$10,000
100	51287	Services - legal services	\$40,000	\$40,000
100	51288	Services - field lease School District	\$20,000	\$20,000
100	51289	Services - parks facilities/ fields lease City	\$10,000	\$10,000
100	51290	Services - bank card online processing fees	\$500	\$500
100	51292	Services - Bank service charge/ LGIP fee	\$300	\$300
100	51295	Advertising and public notices	\$2,200	\$2,200
100	51300	Printing and duplicating	\$1,000	\$1,000
100	51305	Computer - hardware	\$1,000	\$1,000
100	51310	Computer - software	\$2,000	\$2,000
100	51305	Communications - services	\$4,000	\$4,000
100	51310	Utilities -- Non Pool--Offices	\$4,000	\$4,000
100	51314	Fleet maintenance	\$2,000	\$2,000
100	51320	Repair and maintenance services - general	\$500	\$500
100	51349	Travel, training, and memberships dues	\$3,000	\$3,000
100	51355	Training and education	\$1,500	\$1,500
100	51466	Facilities charges - Office Building Lease	\$38,400	\$38,400
100	51522	Equipment Depreciation	\$500	\$500
100	51550	Other materials and services	\$0	\$0
		Materials and Services Total	\$182,800	\$182,800

Materials and Service Pool						
16	100	51006	Utilities Pool Gas/ Electric	\$75,000	\$75,000	Pool Expenses isolated and values from City 2019-20 Approved Budget
16	100	51008	Building & Grounds Maintenance	\$9,000	\$9,000	
16	100	51009	Permit Fees	\$1,000	\$1,000	
16	100	51022	Equipment Maintenance	\$10,000	\$10,000	
16	100	51032	Supplies -- Janitorial Supplies	\$1,700	\$1,700	
16	100	51042	Supplies -- Safety Equ/ Protective Clothing	\$600	\$600	
16	100	51045	Services -- Equipment Rental	\$1,800	\$1,800	
16	100	51047	Supplies -- Pool Chemicals	\$9,500	\$9,500	
16	100	51059	Services -- Pool Contracted Services	\$105,000	\$105,000	YMCA, programming and instruction in-house staff AND ????
16	100	51061	Minor Equipment -- Pool	\$1,000	\$1,000	
Materials and Services Pool Total				\$214,600	\$214,600	\$109,600.00
Interfund Expenditures						
	100	53055	Interdepartmental charges - general	\$0	\$0	
	100	53060	Debt Service Payment	\$0	\$0	
Interfund Expenditures Total				\$0	\$0	
Transfers Out						
	100	54450	Transfers to Fund	\$0	\$0	
Transfers Out Total				\$0	\$0	
Capital Outlay						
	100	57120	Vehicle Purchase Replacement	\$10,000	\$10,000	Saving fund for vehicle replacement, 2 vehicles \$70K over 7 year lifespan.
	100	57125	Computer - Facility network	\$0	\$0	
	100	57165	Facilities And Improvements	\$0	\$0	
	100	57175	Facilities Reconstruction & Improvements Pool	\$ 129,030	\$ 129,030	Debt Payment: See Capital Budget box above at M5. Assume 20 YR loan or bond @ 5.00 interest.
Capital Outlay Total				\$139,030	\$139,030	
Community Grants						
		51610	Grants -- City	\$40,000	\$20,000	Develop and maintain existing properties
		51620	Grants -- School District	\$40,000	\$30,000	Develop and maintain existing properties
		51630	Grants -- Intergovernmental	\$0	\$0	
		51640	Grants -- Foundation & Community Organizations	\$35,000	\$22,000	Foundation and service organization grants and support
Community Grants Total				\$115,000	\$72,000	
Contingency & Reserve						
			Contingency	\$160,012	\$160,012	Reserve at 1.5 month expense: (\$1,280,054 / 24)*3 = \$160,053
			Fund reserve	\$60,000	\$50,000	
			Debt specific reserve	\$0	\$0	
Contingency & Reserve Total				\$220,012	\$210,012	
General Fund: Total EXPENDITURES				\$1,280,054	\$1,227,054	
General Fund: NET BALANCE				\$410	\$537	

Capital Improvement Plan & Budget

1) Assume: inflation rate 3%; total cost of pool facility replacement and reconstruction in current FY 2019-20 Dollars = \$1,607,998							
This amount spent out over the next six years.							
FORIX Oregon tax free bond fund, large government coupon rate: 5.00% as of May 31, 2019							
Capital Investment/ Facility	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY2023-24	FY 20240-25	Total Project Cost
Pool Facility Replacement/ Reconstruct	\$ 268,000	\$ 276,040	\$284,321	\$292,850	\$301,636	\$310,685	
Pool Fac. Replace: Current Dollars	\$ 268,000	\$268,000	\$268,000	\$267,999	\$268,000	\$268,000	\$ 1,607,998
2) Assume:							
Principle Amount: \$1,608,000	\$ 1,608,000						
15 Year period, equal payment							
interest (i) = 5.00							
n= 15							
Annual payment =	\$ 154,918						
n=20							
Annual payment =	\$ 129,030						
n = 30							
Annual payment =	\$ 104,603						

Modeling Hypothetical Southwest Marion Parks & Recreation Special District

15 FTE Stable Operations With Field Complex & Pool Operator --Establishment Date + 5 Years

Spreadsheet Update Date: June 10, 2019

Purpose:

Hypothetical special district would provide: 1) recreation programming and scheduling; 2) aquatics programming, O&M and facility replacement; and 3) operate completed or nearly completed athletic field complex. Property tax revenues generated from assessed value with special district boundaries, adjustment for UR where needed; fees for services assumed at 15% of property tax revenues (re: peer district comparison).

Operational Features:

Provides field use and schedule coordination with District and SD, and District and City (e.g. Facilities Coordinator position in front office).

District leases specific parks and facilities from City of Silverton; City retains ownership of existing parks and continues maintenance.

District leases fields from Silver Falls SD; school district retains ownership of existing parks and continues maintenance.

District provides aquatics programming, instructional and operational services.

District establishes fee schedule and imposes use fee.

District leases pool facility from City, City provides all pool facilities and pool water quality operations and maintenance. City provides all maintenance chemicals and utilities.

District provides custodial service to aquatic facility and surrounding.

Recreation Facility development specialist on temporary position resigns after 5 years or facility completion.

District purchases land and develops athletic field complex; District provides turf/ field management and facility maintenance. (e.g. 1.5 FTE Fieldworker)

District builds contractual relationships with nonprofit and for-profit organizations to implement program.

District provides its own administrative functions: HR, Budget & Finance, Procurement, Planning, Executive and Board

District purchases or leases vehicles and equipment to meet needs.

District leases office space for headquarters office.

Assumptions:

8.725 percent of gross salary for FICA / Medicare withholding

Retirement Defined Contribution at 8.43%

Health insurance at 27.86%

Health Reimbursement/ Flex Savings @ 4.61

Positions Entry Step Level

Pos: Director/ GM	Pos: Admin Assistant II	Pos: Facilities Coordinator I/ Partner Liaison (SD, City, League)	Pos: Admin Service Supervisor/ Business Mgr.	Pos: Program Assistant I Senior Center
FTE: 1.0	FTE: 1.0	FTE: 1.0	FTE: 1.0	FTE: 0.50
At will to the District Board				Cost per 1.0 FTE
Salary Gross \$ 81,000	Salary Gross \$ 41,286	Salary Gross \$ 41,286	Salary Gross \$ 56,502	Salary Gross \$ 19,085
Overtime/ Standby/ Differential	Overtime/ Standby/ Differential	Overtime/ Standby/ Differential	Overtime/ Standby/ Differential	Overtime/ Standby/ Differential
Temporary \$ -	Temporary \$ -	Temporary \$ -	Temporary \$ -	Temporary \$ -
FICA & MEDICARE \$ 7,067	FICA & MEDICARE \$ 3,602	FICA & MEDICARE \$ 3,602	FICA & MEDICARE \$ 4,930	FICA & MEDICARE \$ 1,665
Workers Comp Ins Premium \$ 932	Workers Comp Ins Premium \$ 475	Workers Comp Ins Premium \$ 475	Workers Comp Ins Premium \$ 650	Workers Comp Ins Premium \$ 219
Workers Comp State Assmt	Workers Comp State Assmt	Workers Comp State Assmt	Workers Comp State Assmt	Workers Comp State Assmt
Unemployment Ins Prems \$ 1,944	Unemployment Ins Prems \$ 991	Unemployment Ins Prems \$ 991	Unemployment Ins Prems \$ 1,356	Unemployment Ins Prems \$ 458
Retirement \$ 6,828	Retirement \$ 3,480	Retirement \$ 3,480	Retirement \$ 4,763	Retirement \$ 1,609
Health Reimburse/ Flex Spend \$ 3,734	Health Reimburse/ Flex Spend \$ 1,903	Health Reimburse/ Flex Spend \$ 1,903	Health Reimburse/ Flex Spend \$ 2,605	Health Reimburse/ Flex Spend \$ 880
Health Insurance \$ 22,567	Health Insurance \$ 11,502	Health Insurance \$ 11,502	Health Insurance \$ 15,741	Health Insurance \$ 5,317
Life Insurance \$ 90	Life Insurance \$ 90	Life Insurance \$ 90	Life Insurance \$ 90	Life Insurance \$ 90
Long-term Disability \$ 311	Long-term Disability \$ 311	Long-term Disability \$ 311	Long-term Disability \$ 311	Long-term Disability \$ 311
Phone Allowance	Phone Allowance	Phone Allowance	Phone Allowance	Phone Allowance
Car Allowance	Car Allowance	Car Allowance	Car Allowance	Car Allowance
Other \$ -	Other \$ -	Other \$ -	Other \$ -	Other \$ -
Total Employer Cost \$ 124,473	Total Employer Cost \$ 63,641	Total Employer Cost \$ 63,641	Total Employer Cost \$ 86,948	Total Employer Cost \$ 29,634

Staffing by Position High Grade Step, e.g. 10YR+

Pos: Director/ GM	Pos: Admin Assistant II	Pos: Facilities Coordinator I/ Partner Liaison (SD, City, League)	Pos: Admin Service Supervisor/ Business Mgr.	Pos: Program Assistant I Senior Center
FTE: 1.0	FTE: 1.0	FTE: 1.0	FTE: 1.0	FTE: 0.50
At will to the District Board				Cost per 1.0 FTE
Salary Gross \$ 90,000	Salary Gross \$ 50,000	Salary Gross \$ 50,000	Salary Gross \$ 60,000	Salary Gross \$ 19,085
Overtime/ Standby/ Differential	Overtime/ Standby/ Differential	Overtime/ Standby/ Differential	Overtime/ Standby/ Differential	Overtime/ Standby/ Differential
Temporary \$ -	Temporary \$ -	Temporary \$ -	Temporary \$ -	Temporary \$ -
FICA & MEDICARE \$ 7,853	FICA & MEDICARE \$ 4,363	FICA & MEDICARE \$ 4,363	FICA & MEDICARE \$ 5,235	FICA & MEDICARE \$ 1,665
Workers Comp Ins Premium \$ 1,035	Workers Comp Ins Premium \$ 575	Workers Comp Ins Premium \$ 575	Workers Comp Ins Premium \$ 690	Workers Comp Ins Premium \$ 219
Workers Comp State Assmt	Workers Comp State Assmt	Workers Comp State Assmt	Workers Comp State Assmt	Workers Comp State Assmt
Unemployment Ins Prems \$ 2,160	Unemployment Ins Prems \$ 1,200	Unemployment Ins Prems \$ 1,200	Unemployment Ins Prems \$ 1,440	Unemployment Ins Prems \$ 458
Retirement \$ 7,587	Retirement \$ 4,215	Retirement \$ 4,215	Retirement \$ 5,058	Retirement \$ 1,609
Health Reimburse/ Flex Spend \$ 4,149	Health Reimburse/ Flex Spend \$ 2,305	Health Reimburse/ Flex Spend \$ 2,305	Health Reimburse/ Flex Spend \$ 2,766	Health Reimburse/ Flex Spend \$ 880
Health Insurance \$ 25,074	Health Insurance \$ 13,930	Health Insurance \$ 13,930	Health Insurance \$ 16,716	Health Insurance \$ 5,317
Life Insurance \$ 90	Life Insurance \$ 90	Life Insurance \$ 90	Life Insurance \$ 90	Life Insurance \$ 90
Long-term Disability \$ 311	Long-term Disability \$ 311	Long-term Disability \$ 311	Long-term Disability \$ 311	Long-term Disability \$ 311
Phone Allowance	Phone Allowance	Phone Allowance	Phone Allowance	Phone Allowance
Car Allowance	Car Allowance	Car Allowance	Car Allowance	Car Allowance
Other \$ -	Other \$ -	Other \$ -	Other \$ -	Other \$ -
Total Employer Cost \$ 138,259	Total Employer Cost \$ 76,989	Total Employer Cost \$ 76,989	Total Employer Cost \$ 92,306	Total Employer Cost \$ 29,634

Pos: Aquatics Program Manager / Aquatics Programmer	Pos: Senior Lifeguard/ WS Instructor II	Pos: Lifeguard I	Pos: Lifeguard I	Pos: Lifeguard I/ Seasonal Temp (3)	Pos: Pool Operator/ Maintenance
FTE: 1.0	FTE: 1.0	FTE: 1.0	FTE: 1.0	FTE: 1.0 (0.333 *3)	FTE: 1.0
Salary Gross \$ 56,502	Salary Gross \$ 38,170	Salary Gross \$ 25,750	Salary Gross \$ 25,750	Salary Gross \$ -	Salary Gross \$ 41,286
Overtime/ Standby/ Differential	Overtime/ Standby/ Differential	Overtime/ Standby/ Differential	Overtime/ Standby/ Differential	Overtime/ Standby/ Differential	Overtime/ Standby/ Differential
Temporary	Temporary	Temporary	Temporary	Temporary / Seasonal	Temporary
FICA & MEDICARE \$ 4,930	FICA & MEDICARE \$ 3,330	FICA & MEDICARE \$ 2,247	FICA & MEDICARE \$ 2,247	FICA & MEDICARE \$ 2,247	FICA & MEDICARE \$ 3,602
Workers Comp Ins Premium \$ 650	Workers Comp Ins Premium \$ 439	Workers Comp Ins Premium \$ 296	Workers Comp Ins Premium \$ 296	Workers Comp Ins Premium \$ 296	Workers Comp Ins Premium \$ 475
Workers Comp State Assmt	Workers Comp State Assmt	Workers Comp State Assmt	Workers Comp State Assmt	Workers Comp State Assmt	Workers Comp State Assmt
Unemployment Ins Prems \$ 1,356	Unemployment Ins Prems \$ 916	Unemployment Ins Prems \$ 618	Unemployment Ins Prems \$ 618	Unemployment Ins Prems \$ 618	Unemployment Ins Prems \$ 991
Retirement \$ 4,763	Retirement \$ 3,218	Retirement \$ 2,171	Retirement \$ 2,171	Retirement \$ 2,171	Retirement \$ 3,480
Health Reimburse/ Flex Spend \$ 2,605	Health Reimburse/ Flex Spend \$ 1,760	Health Reimburse/ Flex Spend \$ 1,187	Health Reimburse/ Flex Spend \$ 1,187	Health Reimburse/ Flex Spend \$ 1,187	Health Reimburse/ Flex Spend \$ 1,903
Health Insurance \$ 15,741	Health Insurance \$ 10,634	Health Insurance \$ 7,174	Health Insurance \$ 7,174	Health Insurance \$ 7,174	Health Insurance \$ 11,502
Life Insurance \$ 90	Life Insurance \$ 90	Life Insurance \$ 90	Life Insurance \$ 90	Life Insurance \$ 90	Life Insurance \$ 90
Long-term Disability \$ 311	Long-term Disability \$ 311	Long-term Disability \$ 311	Long-term Disability \$ 311	Long-term Disability \$ 311	Long-term Disability \$ 311
Phone Allowance	Phone Allowance	Phone Allowance	Phone Allowance	Phone Allowance	Phone Allowance
Car Allowance	Car Allowance	Car Allowance	Car Allowance	Car Allowance	Car Allowance
Other \$ -	Other \$ -	Other \$ -	Other \$ -	Other \$ -	Other \$ -
Total Employer Cost \$ 86,948	Total Employer Cost \$ 58,868	Total Employer Cost \$ 39,844	Total Employer Cost \$ 39,844	Total Employer Cost \$ 28,911	Total Employer Cost \$ 63,641

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Pos: Aquatics Program Manager / Aquatics Programmer	Pos: Senior Lifeguard/ WS Instructor II	Pos: Lifeguard I	Pos: Lifeguard I	Pos: Lifeguard I/ Seasonal Temp (3)	Pos: Pool Operator/ Maintenance
FTE: 1.0	FTE: 1.0	FTE: 1.0	FTE: 1.0	FTE: 1.0 (0.333 *3)	FTE: 1.0
Salary Gross \$ 60,000	Salary Gross \$ 45,000	Salary Gross \$ 30,000	Salary Gross \$ 30,000	Salary Gross \$ -	Salary Gross \$ 50,000
Overtime/ Standby/ Differential	Overtime/ Standby/ Differential	Overtime/ Standby/ Differential	Overtime/ Standby/ Differential	Overtime/ Standby/ Differential	Overtime/ Standby/ Differential
Temporary	Temporary	Temporary	Temporary	Temporary / Seasonal	Temporary
FICA & MEDICARE \$ 5,235	FICA & MEDICARE \$ 3,926	FICA & MEDICARE \$ 2,618	FICA & MEDICARE \$ 2,618	FICA & MEDICARE \$ 2,247	FICA & MEDICARE \$ 4,363
Workers Comp Ins Premium \$ 690	Workers Comp Ins Premium \$ 518	Workers Comp Ins Premium \$ 345	Workers Comp Ins Premium \$ 345	Workers Comp Ins Premium \$ 296	Workers Comp Ins Premium \$ 575
Workers Comp State Assmt	Workers Comp State Assmt	Workers Comp State Assmt	Workers Comp State Assmt	Workers Comp State Assmt	Workers Comp State Assmt
Unemployment Ins Prems \$ 1,440	Unemployment Ins Prems \$ 1,080	Unemployment Ins Prems \$ 720	Unemployment Ins Prems \$ 720	Unemployment Ins Prems \$ 618	Unemployment Ins Prems \$ 1,200
Retirement \$ 5,058	Retirement \$ 3,794	Retirement \$ 2,529	Retirement \$ 2,529	Retirement \$ 2,529	Retirement \$ 4,215
Health Reimburse/ Flex Spend \$ 2,766	Health Reimburse/ Flex Spend \$ 2,075	Health Reimburse/ Flex Spend \$ 1,383	Health Reimburse/ Flex Spend \$ 1,383	Health Reimburse/ Flex Spend \$ 1,383	Health Reimburse/ Flex Spend \$ 2,305
Health Insurance \$ 16,716	Health Insurance \$ 12,537	Health Insurance \$ 8,358	Health Insurance \$ 8,358	Health Insurance \$ 8,358	Health Insurance \$ 13,930
Life Insurance \$ 90	Life Insurance \$ 90	Life Insurance \$ 90	Life Insurance \$ 90	Life Insurance \$ 90	Life Insurance \$ 90
Long-term Disability \$ 311	Long-term Disability \$ 311	Long-term Disability \$ 311	Long-term Disability \$ 311	Long-term Disability \$ 311	Long-term Disability \$ 311
Phone Allowance	Phone Allowance	Phone Allowance	Phone Allowance	Phone Allowance	Phone Allowance
Car Allowance	Car Allowance	Car Allowance	Car Allowance	Car Allowance	Car Allowance
Other \$ -	Other \$ -	Other \$ -	Other \$ -	Other \$ -	Other \$ -
Total Employer Cost \$ 92,306	Total Employer Cost \$ 69,330	Total Employer Cost \$ 46,354	Total Employer Cost \$ 46,354	Total Employer Cost \$ 28,911	Total Employer Cost \$ 76,989

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Pos: Recreation Program Supervisor	Pos: Rec Program Assistant I	Pos: Utility Worker/ Custodian	Pos: Utility Worker/ Field Maintenance	Pos: Utility Worker II/ Field Maintenance	District Total
FTE: 1.0	FTE: 1.0	FTE: 1.0	FTE: 1.0	FTE: 1.0	\$ 15
1.00	1.00	1.00	0.5	1.00	
			31,373		
Salary Gross \$ 56,502	Salary Gross \$ 38,170	Salary Gross \$ 31,373	Salary Gross	Salary Gross \$ 46,441	\$ 599,103
Overtime/ Standby/ Differential	Overtime/ Standby/ Differential	Overtime/ Standby/ Differential	Overtime/ Standby/ Differential	Overtime/ Standby/ Differential	\$ -
Temporary \$ -	Temporary \$ -	Temporary \$ -	Temporary/ Seasonal \$ 15,687	Temporary \$ -	\$ 41,437
FICA & MEDICARE \$ 4,930	FICA & MEDICARE \$ 3,330	FICA & MEDICARE \$ 2,737	FICA & MEDICARE \$ 1,369	FICA & MEDICARE \$ 4,052	\$ 55,887
Workers Comp Ins Premium \$ 650	Workers Comp Ins Premium \$ 439	Workers Comp Ins Premium \$ 361	Workers Comp Ins Premium \$ 180	Workers Comp Ins Premium \$ 534	\$ 7,366
Workers Comp State Assmt	Workers Comp State Assmt	Workers Comp State Assmt	Workers Comp State Assmt	Workers Comp State Assmt	\$ -
Unemployment Ins Prens \$ 1,356	Unemployment Ins Prens \$ 916	Unemployment Ins Prens \$ 753	Unemployment Ins Prens \$ 376	Unemployment Ins Prens \$ 1,115	\$ 15,373
Retirement \$ 4,763	Retirement \$ 3,218	Retirement \$ 2,645	Retirement \$ 1,322	Retirement \$ 3,915	\$ 51,827
Health Reimburse/ Flex Spend \$ 2,605	Health Reimburse/ Flex Spend \$ 1,760	Health Reimburse/ Flex Spend \$ 1,446	Health Reimburse/ Flex Spend \$ 723	Health Reimburse/ Flex Spend \$ 2,141	\$ 28,342
Health Insurance \$ 15,741	Health Insurance \$ 10,634	Health Insurance \$ 8,741	Health Insurance \$ 4,370	Health Insurance \$ 12,938	\$ 171,280
Life Insurance \$ 90	Life Insurance \$ 90	Life Insurance \$ 90	Life Insurance \$ 90	Life Insurance \$ 90	\$ 1,350
Long-term Disability \$ 311	Long-term Disability \$ 311	Long-term Disability \$ 311	Long-term Disability \$ 311	Long-term Disability \$ 311	\$ 4,665
Phone Allowance	Phone Allowance	Phone Allowance	Phone Allowance	Phone Allowance	\$ -
Car Allowance	Car Allowance	Car Allowance	Car Allowance	Car Allowance	\$ -
Other \$ -	Other \$ -	Other \$ -	Other \$ -	Other \$ -	\$ -
Total Employer Cost \$ 86,948	Total Employer Cost \$ 58,868	Total Employer Cost \$ 48,457	Total Employer Cost \$ 24,429	Total Employer Cost \$ 71,537	\$ 976,630

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Pos: Recreation Program Supervisor	Pos: Rec Program Assistant I	Pos: Utility Worker/ Custodian	Pos: Utility Worker/ Field Maintenance	Pos: Utility Worker II/ Field Maintenance	District Total
FTE: 1.0	FTE: 1.0	FTE: 1.0	FTE: 1.0	FTE: 1.0	\$ 15
1.00	1.00	1.00	0.5	1.00	
			35,000		
Salary Gross \$ 60,000	Salary Gross \$ 45,000	Salary Gross \$ 35,000	Salary Gross	Salary Gross \$ 50,000	\$ 674,085
Overtime/ Standby/ Differential	Overtime/ Standby/ Differential	Overtime/ Standby/ Differential	Overtime/ Standby/ Differential	Overtime/ Standby/ Differential	\$ -
Temporary \$ -	Temporary \$ -	Temporary \$ -	Temporary/ Seasonal \$ 17,500	Temporary \$ -	\$ 43,250
FICA & MEDICARE \$ 5,235	FICA & MEDICARE \$ 3,926	FICA & MEDICARE \$ 3,054	FICA & MEDICARE \$ 1,527	FICA & MEDICARE \$ 4,363	\$ 62,587
Workers Comp Ins Premium \$ 690	Workers Comp Ins Premium \$ 518	Workers Comp Ins Premium \$ 403	Workers Comp Ins Premium \$ 201	Workers Comp Ins Premium \$ 575	\$ 8,249
Workers Comp State Assmt	Workers Comp State Assmt	Workers Comp State Assmt	Workers Comp State Assmt	Workers Comp State Assmt	\$ -
Unemployment Ins Prens \$ 1,440	Unemployment Ins Prens \$ 1,080	Unemployment Ins Prens \$ 840	Unemployment Ins Prens \$ 420	Unemployment Ins Prens \$ 1,200	\$ 17,216
Retirement \$ 5,058	Retirement \$ 3,794	Retirement \$ 2,951	Retirement \$ 1,475	Retirement \$ 4,215	\$ 58,301
Health Reimburse/ Flex Spend \$ 2,766	Health Reimburse/ Flex Spend \$ 2,075	Health Reimburse/ Flex Spend \$ 1,614	Health Reimburse/ Flex Spend \$ 807	Health Reimburse/ Flex Spend \$ 2,305	\$ 31,882
Health Insurance \$ 16,716	Health Insurance \$ 12,537	Health Insurance \$ 9,751	Health Insurance \$ 4,876	Health Insurance \$ 13,930	\$ 192,676
Life Insurance \$ 90	Life Insurance \$ 90	Life Insurance \$ 90	Life Insurance \$ 90	Life Insurance \$ 90	\$ 1,350
Long-term Disability \$ 311	Long-term Disability \$ 311	Long-term Disability \$ 311	Long-term Disability \$ 311	Long-term Disability \$ 311	\$ 4,665
Phone Allowance	Phone Allowance	Phone Allowance	Phone Allowance	Phone Allowance	\$ -
Car Allowance	Car Allowance	Car Allowance	Car Allowance	Car Allowance	\$ -
Other \$ -	Other \$ -	Other \$ -	Other \$ -	Other \$ -	\$ -
Total Employer Cost \$ 92,306	Total Employer Cost \$ 69,330	Total Employer Cost \$ 54,012	Total Employer Cost \$ 27,207	Total Employer Cost \$ 76,989	\$ 1,094,261

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Staffing Model for Hypothetical Southwest Marion Aquatics & Recreation Special District

15 FTE Staffing Base Model Budget with Pool Ownership and Operations (All government model from June 10)

Spreadsheet Update Date: June 22, 2019

Purpose:

Hypothetical special district would provide: 1) recreation programming and scheduling, 2) aquatics operations, and 3) operate completed or nearly completed athletic field complex.

Property tax revenues generated from assessed value with special district boundaries, adjustment for UR where needed; fees for services assumed at 15% of property tax revenues (re: peer district comparison).

Operational Features:

Provides field use and schedule coordination with District and SD, and District and City (e.g. Facilities Coordinator position in front office).

District leases specific parks and facilities from City of Silverton; City retains ownership of existing parks and continues maintenance.

District leases fields from Silver Falls SD; school district retains ownership of existing parks and continues maintenance.

District provides aquatics programming, instructional and operational services.

District establishes fee schedule and imposes use fee.

District leases pool facility from City, City provides all pool facilities and pool water quality operations and maintenance. City provides all maintenance chemicals and utilities.

District provides custodial service to aquatic facility and surrounding.

Recreation Facility development specialist on temporary position resigns after 5 years or facility completion.

District purchases land and develops athletic field complex; District provides turf/ field management and facility maintenance. (e.g. 1.5 FTE Fieldworker)

District builds contractual relationships with nonprofit and for-profit organizations to implement program.

District provides its own administrative functions: HR, Budget & Finance, Procurement, Planning, Executive and Board

District purchases or leases vehicles and equipment to meet needs.

District leases office space for headquarters office.

Assumptions:

PERS rate assumed at initial 18.56%

District utilizes PERS retirement; pays 6% and some liability

8.725 percent of gross salary for FICA / Medicare withholding

Health insurance at 17.54%

Estimated Operating Budget				
	Fund Number	Account Number (Object Code)	Description	FY5 Year Stable Operating Budget
			REVENUES	
			Parks & Recreation: General Fund (#100) REVENUES	
			Taxes Received	
	100	42105	Property Taxes Received -- Current Year (0.85 / \$1,000)	\$1,057,464
	100	42106	Property Taxes LOL -- Pool (0.3313/\$1000)	\$412,162
	100	42108	Property Tax Capital Bond-- Field Complex & Other	\$0
	100	41210	Delinquent property taxes received	\$15,000
			Taxes Total	\$1,484,626
			Intergovernmental Revenues	
	100	43341	Grant funds received - federal	\$0
	100	43342	Grant funds received - local School District	\$0
	100	43343	Grant funds received - local City	\$0
	100	43344	Gifts and donation funds received - government	\$0
	100	43347	Other grant, gift, and donation funds received	\$0
			Intergovernmental Revenues Total	\$0
			Charges For Services	
	100	44426	Program fees collected	\$206,500
	100	44430	Park equipment rental charges collected	\$0
	100	44435	Facility rental fees collected	\$0
			Charges For Services Total	\$206,500
			Miscellaneous Revenues	
	100	48205	Concessions fees collected	\$1,500
	100	48225	Other miscellaneous operating revenues	\$0
	100	48245	Resale revenues collected	\$0
	100	48250	Miscellaneous income	\$0
			Miscellaneous Revenues Total	\$1,500
			Parks & Recreation: Total REVENUES	\$1,692,626

Notes & Explanations		
Total M50 Assessed Value: \$1,326,737,970		
Less UR Excess Value: \$44,186,219		
Total Available AV: \$1,282,551,751		
At 0.00085 (.85/1000):	\$1,090,169	\$1,057,463.92
At 0.0009 (.90/1000): \$1,154,297	\$1,154,297	\$1,119,668.09
At 0.00075 (.75/1000): \$961,914	\$961,914	\$933,056.58
Total levy less 3% delinquency; +3% normal non-compressed maximum growth		
Assume pool levy stays same rate, applied across District		
Current pool levy 0.3313/1000 * \$785663021	785663021	\$260,290
To get same revenue 0.205/ 1000	1282551751	\$262,923
At current City rate: 0.3313	1282551751	\$424,909.40
3% reduction delinquency =		\$412,162.11

Program fees and charges set at about 15% based on peer district revenue proportions.

No transient/ lodging taxes

EXPENDITURES

Parks & Recreation: General Fund (#100) EXPENDITURES

			Personnel Services	
	100	51105	Wages and salaries	\$599,103
	100	51106	Overtime and other pay	\$0
	100	51110	Temporary and part-time salaries	\$41,437
	100	51125	Federal Insurance Contributions Act (FICA) contributions	\$55,887
	100	51130	Workers compensation insurance premiums	\$7,366
				\$0
	100	51165	Unemployment Ins Premiums	\$15,373
	100	51140	Retirement	\$51,827
	100	51150	Health Reimburse/ Flex Spend	\$28,342
	100	51155	Health Insurance	\$171,280
	100	51156	Life insurance premiums expenditures	\$1,350
	100	51157	Long term disability insurance premiums expenditures	\$4,665
	100	51179	Cell phone allowance expenditures	\$0
	100	51180	Other employee allowances	\$0
	100	51185	Accrued Vacation Expense	\$0
			Personnel Services Total	\$ 976,630
			Materials And Services	
	100	51205	Supplies - office, general	\$1,000
	100	51210	Supplies - general	\$1,000
	100	51225	Supplies - gas, oil, and lubrication	\$6,000
	100	51250	Supplies - clothing, uniforms	\$1,000
	100	51265	Supplies - safety equipment	\$4,000
	100	51268	Supplies - program	\$10,000
	100	51269	Supplies - maintenance	\$1,000
	100	51270	Supplies - field maintenance	\$70,000
16	100	51006	Utilities Pool Gas/ Electric	\$75,000
16	100	51008	Building & Grounds Maintenance	\$9,000
16	100	51009	Permit Fees	\$1,000
16	100	51022	Equipment Maintenance	\$10,000
16	100	51032	Supplies -- Janitorial Supplies	\$1,700
16	100	51042	Supplies -- Safety Equ/ Protective Clothing	\$600
16	100	51045	Services -- Equipment Rental	\$1,800
16	100	51047	Supplies -- Pool Chemicals	\$9,500
16	100	51059	Services -- Pool Contracted Services	\$55,000
16	100	51060	Minor Equipment	\$1,000
	100	51275	Postage and freight	\$300
	100	51277	Insurance - General property, liability and vehicle	
	100	51280	Services - contract, government, other	\$0
	100	51285	Services - professional services	\$20,000
	100	51287	Services - other	\$0
	100	51288	Services - field lease School District	\$20,000
	100	51289	Services - parks facilities/ fields lease City	\$10,000
	100	51290	Services - bank card online processing fees	

15 FTEs with 0.5 Field Worker/ Utility; 0.5 Senior Center Program Aid; 1.0 Pool Operator

1 FTE of lifeguards broken into three 0.333 FTE part-time positions

See AG52 previous sheet

Note: Round numbers are marker values

Regular vehicles only / field vehicles separate
 Sport shirts for 20
 Ear muffs, gloves, eye protection
 Balls, craft supplies,
 Cleaning Supplies to screws to lightbulbs to mops
 Annual \$14K Baseball * 2 and 21K *2 soccer

Pool Expenses isolated and values from City 2019-20 Approved Budget
 City Pool fund 16

No YMCA, programming and instruction in-house staff

\$164,600.00

Counsel, Auditor

Per current SD to City
 Marker value
 0.80% + \$0.15 or 0.05% + \$0.21 need number of transactions

100	51295	Advertising and public notices	\$0
100	51300	Printing and duplicating	\$300
100	51305	Computer - hardware	\$1,000
100	51310	Computer - software	\$4,000
100	51305	Communications - services	\$5,000
100	51310	Utilities -- Non Pool payments expenditures	\$8,000
100	51314	Fleet maintenance	\$10,000
100	51320	Repair and maintenance services - general	\$500
100	51349	Travel, training, and memberships dues	\$5,000
100	51355	Training and education	\$1,500
100	51466	Facilities charges - Office Building Lease	\$36,000
100	51522	Equipment Depreciation	\$500
100	51550	Other materials and services	\$0
		Materials and Services Total	\$380,700
		Interfund Expenditures	
100	53055	Interdepartmental charges - general	\$0
100	53060	Debt Service Payment Field Complex (Fund 300)	
		Interfund Expenditures Total	\$0
		Transfers Out	
100	54450	Transfers to Fund _____	\$0
		Transfers Out Total	\$0.00
		Capital Outlay	
100	57120	Vehicle Purchase Replacement	\$0
100	57125	Computer - Facility network	\$0
100	57165	Facilities And Improvements	\$0
100	57175	Facilities Reconstruction & Improvements Pool	\$268,000
		Capital Outlay Total	\$268,000
		General Fund: Total EXPENDITURES	\$1,625,330
		General Fund: Net Balance	\$67,296

Phone & internet
Electric, water, natural gas
Tractors, dump trucks, pickups, cars, gators

Pre-pay replacement

Previously purchased in years 1-4, none purchased in year 5.

Recurring capital expense Pool per City budget

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Capital Improvement Plan & Budget						Operating budget matches for this fiscal year.
Capital Investment/ Facility	FY 2	FY 3	FY 4	FY 5	FY 6 --10	
City Pool Facility -- Long-term Lease	\$ 268,000	\$ 276,000	\$284,300	\$292,850	\$300,650	
Athletic Facility Land/ Site	?????					
Field Complex -- Baseball field		\$ 977,550	\$0	\$0		
Field Complex -- Baseball field		\$ 977,550				
Field Complex -- Soccer field		\$ 350,000				
Field Complex -- Soccer field		\$ 350,000				
Field Complex -- Restrooms/ Concession		\$ 75,000				
Field Complex -- Bleachers Stands		\$ 50,000				
Field Complex -- Parking Lot		\$ 100,000				
Field Complex -- Equipment Shed/ Barn		\$ 100,000				
Headquarters Office					\$500,000	
Total Expense	\$ 268,000	\$ 3,256,100	\$284,300	\$292,850	\$800,650	