

Sunset Empire Park & Recreation District  
Board Meeting Agenda  
Tuesday, April 25, 5:15pm  
Bob Chisholm Community Center, 1225 Avenue A, Seaside, OR 97138

The SEPRD Board will meet in person following guidance from the State of Oregon. For those that do not prefer to attend in person, the Board will accept written public comment to [info@sunsetempire.com](mailto:info@sunsetempire.com). The Board Meeting will be available via the District's YouTube page at: <https://youtu.be/AbmFwDqsYuc>

1. Call to Order
2. Pledge of Allegiance
3. Declaration of Potential Conflict of Interest
4. Recognition of SEPRD Employee of the Month- April: Bonnie Cave
5. Public Comment
6. Correspondence
  - A. Letter to Representative Cyrus Javadi
  - B. 2023 NRPA Agency Performance Review
7. Approval of Board Meeting Minutes: March 23, 2023
8. Review Financials: March 2023
9. Staff Presentation: Lindsey Wolfe, Aquatics Coordinator
10. Old Business
  - A. Occupancy Update
  - B. Broadway Field Update
    1. MOU Visibility
    2. IGA
    3. Logo on Football/Soccer Field
  - C. Strategic Plan Update
11. New Business
  - A. 2023 Audit Agreement
12. Executive Director Report
  - A. District Goals 2023
  - B. Special Events Recap/Meetings & Events Upcoming
    1. SEPRD Community Egg Hunt: April 8 → Recap
    2. Ship & Savor: May 7, 4-6:30pm (Sunday)
    3. SEPRD Budget Committee Meeting: Tuesday, May 9
    4. SEPRD All Staff Training: Thursday, May 11
    5. SEPRD May Board Meeting: Tuesday, May 23
13. Board Comment
14. Adjournment

Accessibility: This meeting is handicapped accessible.  
Please let us know at 503-738- 3311 x0,  
if you will need any special accommodation to participate in this meeting.

ORS 192.670 requires public bodies to provide members of the general public an opportunity to access and attend the meeting via virtual means and provide an opportunity for oral testimony to be provided via technology. For SEPRD, individuals that would like to offer public comment virtually can do so by accessing the meeting using the Zoom information here:

SEPRD is inviting you to a scheduled Zoom meeting.

Topic: SEPRD Board Meeting (Public Comment & Virtual Guests)

Time: Apr 25, 2023 05:15 PM Pacific Time (US and Canada)

Join Zoom Meeting

<https://us02web.zoom.us/j/83697235504?pwd=K0xma0Q1ZE1YWVkwK2VEUWhJU2grQT09>

Meeting ID: 836 9723 5504

Passcode: 207461

One tap mobile

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+16694449171,,83697235504#,,,,\*207461# US

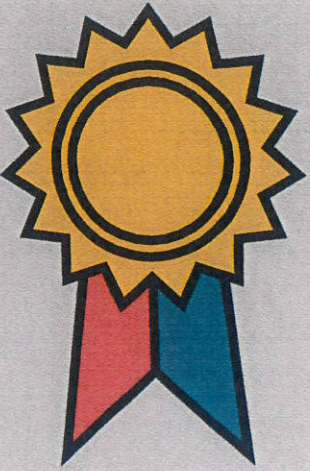
Dial by your location

+1 253 215 8782 US (Tacoma)

Meeting ID: 836 9723 5504

Passcode: 207461

Find your local number: <https://us02web.zoom.us/j/83697235504?pwd=K0xma0Q1ZE1YWVkwK2VEUWhJU2grQT09>



**SUNSET  
EMPIRE**  
PARK + RECREATION DISTRICT

PAUSE FOR APPLAUSE

**APRIL**

**2023 WINNER**

AWARDED TO:

**BONNIE CAVE**

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In recognition of superior service to the  
District, its patrons, and  
colleagues.

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**Skyler Archibald**  
EXECUTIVE DIRECTOR

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**Katharine Parker**  
BOARD PRESIDENT

April 25, 2023

Representative Cyrus Javadi  
Oregon State Senate  
900 Court St. NE, H-373,  
Salem, OR 97301

Dear Representative Javadi,

I am writing to you today to bring to your attention a concerning issue that could affect the well-being of the children in our community. For the past two summers, Sunset Empire Park & Recreation District have offered summer recreation camps to families in the South Clatsop County area, largely due to state funding allocated through the Summer Camp Grant program. This program has been immensely successful in our community with 50-60 children served each day.

Unfortunately, we recently learned that Summer Camp Grant Program funding may not be available this year. This news has raised concerns regarding equity gaps for education and wellness for children. While we will continue to offer various summer camps and other services to our community, we are limited in our capacity to do so because of the funding gap that the Summer Camp Grant Program had bridged so wonderfully the past two years.

We believe that every child deserves the opportunity to participate in programs that promote education and wellness, regardless of their financial situation. The summer recreation camps have provided an excellent opportunity for families to engage their children in fun and educational activities, and it would be a tremendous loss if these programs were offered at a limited capacity.

Therefore, we are seeking your support in advocating for the continuation of state funding to the Summer Camp Grant Program to support the summer recreation camps. We understand that state budgets can be challenging to manage, but we believe that investing in partnership programs that promote education and wellness for children will pay dividends for our community, and the future of our state. We thank you for your consideration of this request and look forward to working with you to ensure that every child in our community has the opportunity to engage in programs that promote their well-being.

Sincerely,



Skyler Archibald | Executive Director | Sunset Empire Park & Recreation District

1140 Broadway | Seaside, Oregon 97138

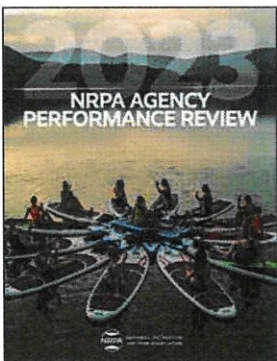
503-738-3311 | [sarchibald@sunsetempire.com](mailto:sarchibald@sunsetempire.com) | [sunsetempire.com](http://sunsetempire.com)

# 2023

## NRPA AGENCY PERFORMANCE REVIEW



NATIONAL RECREATION  
AND PARK ASSOCIATION



**Cover image:** Participants enjoy the sunset during a stand-up paddle board yoga class at Carvins Cove Natural Reserve in Roanoke, Virginia.

Photo courtesy of Roanoke Parks and Recreation

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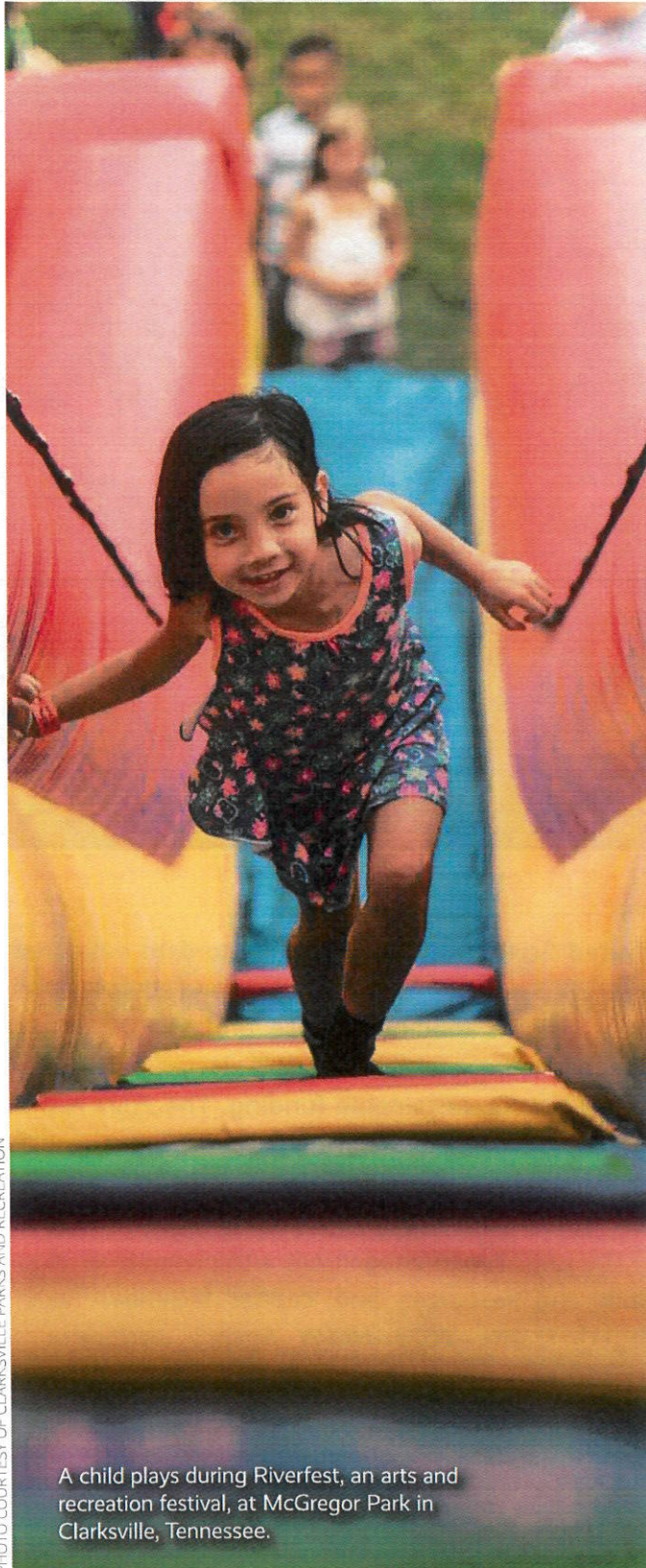


PHOTO COURTESY OF CLARKSVILLE PARKS AND RECREATION

A child plays during Riverfest, an arts and recreation festival, at McGregor Park in Clarksville, Tennessee.

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# EXECUTIVE SUMMARY



Gallery Park residents enjoy the annual Fourth of July fireworks show in Glenview, Illinois.

PHOTO COURTESY OF MICHAEL LEE

Local parks and recreation shape our landscapes; more importantly, they shape our lives. Throughout the past year, more than 275 million people in the United States visited a local park or recreation facility. Proximity to high-quality parks and recreation opportunities consistently is an important factor in people's decision regarding where to live. Nine in 10 U.S. adults agree that parks and recreation is an important service provided by their local government. The value of parks and recreation happens thanks to the tireless and dedicated efforts of the more than 160,000 full-time and hundreds of thousands of part-time, seasonal and volunteer workers at agencies across the nation.

The National Recreation and Park Association (NRPA) provides park and recreation professionals across the

United States with the most up-to-date data that inform current and future decisions and equip leaders with insights that help those professionals make the case to key stakeholders and elected officials for greater, more sustainable funding. The *2023 NRPA Agency Performance Review* summarizes the key findings from NRPA Park Metrics — the benchmarking resource that assists park and recreation professionals in the effective management and planning of their operating resources and capital facilities. Taken together, the *2023 NRPA Agency Performance Review* and NRPA Park Metrics deliver the most comprehensive collection of park and recreation-related benchmarks and insights that apprise professionals, key stakeholders and the public about the state of the park and recreation industry.



Data is a powerful tool, but does not, by itself, provide final answers to the question of what is best for your individual park and recreation agency. The *2023 NRPA Agency Performance Review* and NRPA Park Metrics help inform conversations among internal colleagues, external consultants, partners and policymakers about the role of parks and recreation in your community. The combination of insights from this report, along with information about your community's specific needs and experiences, will help you craft the optimal mix of facilities and programming your agency should deliver.

The *2023 NRPA Agency Performance Review* does not present park and recreation “standards,” nor do the benchmarks represent any standards against which every individual park and recreation agency should measure itself. In fact, NRPA does not have a set of specific standards. The reason for this is simple: there is not one single set of standards for parks and recreation because different agencies serve different communities that have unique needs, desires and challenges. For instance, if your agency has more workers per 10,000 residents relative to the “typical” agency, it does not necessarily mean you should shed staff to meet that benchmark. An agency with a larger staff may offer more hands-on programming because of the unique needs of the population it serves. Communities differ; so too should the amenities and programs offered by their park and recreation agencies. A park and recreation agency may serve a small town, a large city or an entire county. It may be a department of its local jurisdiction's government or its own governmental entity. While most agencies deliver both park and recreation amenities and programming, some focus solely on maintaining parks and green spaces while others only offer recreational programming. Agencies also have diverse funding mechanisms, drawing from such sources as general tax funding, dedicated taxes, generated income and grants.

Truly successful agencies tailor their offerings to meet the needs and demands of all members of their communities. To be successful, it is essential that park and recreation professionals know the characteristics of the residents who use their agencies' resources — including residents' age, race and income trends — as well as the types of programming, facilities and amenities

those residents look for from their local parks. It also is vital to recognize the characteristics of those who may use those resources in the future when shaping the optimal mix of facilities and services your agency will offer going forward.

Park and recreation professionals should use the *2023 NRPA Agency Performance Review* with other resources, including those that may be proprietary to their specific agency, those from NRPA and others from external sources. This report also provides a list of additional NRPA resources.

## **How to Use the 2023 NRPA Agency Performance Review and NRPA Park Metrics**

The first step in using the *2023 NRPA Agency Performance Review* is to look at the available data. Most of the data presented in the report feature medians and data responses at the lower quartile (lowest 25 percent) and upper quartile (highest 25 percent). The data allow for insights into where your agency stands compared to “typical” agencies (i.e., those at the median values), as well as the full spectrum of agencies at both the high and low quartiles. Many metrics include the top-line figures and certain cross-tabulations by jurisdiction population or population density. More comprehensive cross-tabulations are available as interactive tables at [nrpa.org/Metrics](https://nrpa.org/Metrics).

The next step is to build a customized benchmark report based on your preferred peer group. Go into NRPA Park Metrics ([nrpa.org/ParkMetrics](https://nrpa.org/ParkMetrics)) to filter the data by agency type, size and geographic region. You can enhance this experience even further by entering your agency's data into NRPA Park Metrics, after which you can generate reports that compare your agency's data against the key metrics of agencies throughout the United States.

The *2023 NRPA Agency Performance Review* presents data from more than 1,000 unique park and recreation agencies across the United States as reported between 2020 and 2022.

*Note: Not all agencies answered every survey question.*

# INFOGRAPHIC

## 2023 NRPA Agency Performance Review Key Findings

Residents per park:

**2,287**



Acres of parkland  
per 1,000 residents:

**10.8**



Residents per  
playground:

**3,759**



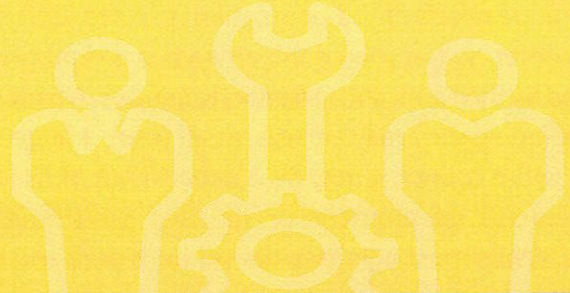
Full-time equivalent employees  
(FTEs) per 10,000 residents:

**8.9**



Percentage of full-time staff dedicated  
to operations/maintenance:

**46%**



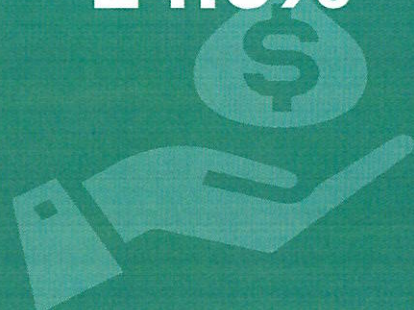
Operating expenditures  
per capita:

**\$94.77**



Revenue to operating  
expenditures:

**24.6%**



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The 2023 NRPA Agency Performance Review highlights characteristics of America's local public park agencies with graphics categorized into seven sections: park facilities, programming, responsibilities of park and recreation agencies, staffing, budget, agency funding and policies.

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# PARK FACILITIES



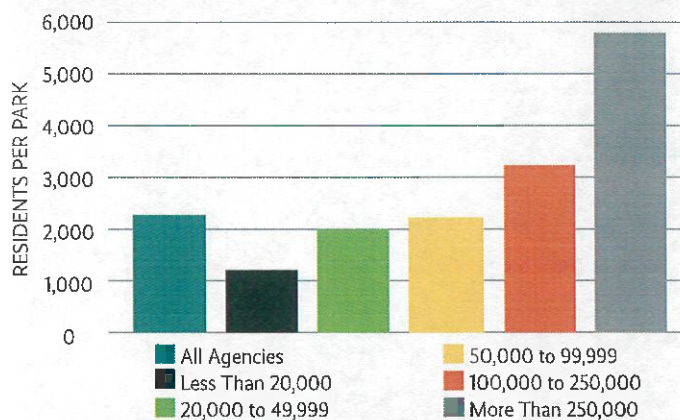
Two adults work out together in Charleston, South Carolina.

Local and regional park and recreation agencies differ significantly in size and the types of facilities they offer. Of the more than 10,000 local park and recreation agencies across the United States, many serve areas comprised of a few hundred people; others are the park and recreation resource for millions. The typical agency participating in NRPA Park Metrics serves a jurisdiction — a town, city, county and/or region — of 45,000 people.

The typical park and recreation agency manages 22 parks encompassing 571 acres. After adding in non-park sites (including open spaces that an agency may manage — such as city hall lawns or roadway medians), the median number increases to 30 sites encompassing 676 acres.

The typical agency has one park for every 2,287 residents. The number of residents per park rises as the population of the town, city, county or region served by an agency increases. For those agencies serving jurisdictions of less than 20,000 residents, there is one park for every 1,225 residents. The ratio increases to one park for every 2,240 residents in jurisdictions with populations between 50,000 and 99,999, and then rises further to one park for every 5,791 people at agencies serving areas with a population of more than 250,000.

**FIGURE 1: RESIDENTS PER PARK (BY JURISDICTION POPULATION)**



	All Agencies	Less Than 20,000	20,000 to 49,999	50,000 to 99,999	100,000 to 250,000	More Than 250,000
Median	2,287	1,225	2,014	2,240	3,240	5,791
Lower Quartile	1,296	666	1,203	1,461	2,067	3,050
Upper Quartile	4,609	2,042	3,162	3,655	6,197	15,900

The typical park and recreation agency manages 10.8 acres of parkland for every 1,000 residents in its jurisdiction. The smallest agencies — those serving less than 20,000 residents — typically manage 13 acres of parkland per 1,000 residents. That ratio narrows to 10.1 acres per 1,000 residents for agencies that serve

A young child slides down a slide in Miami, Florida.

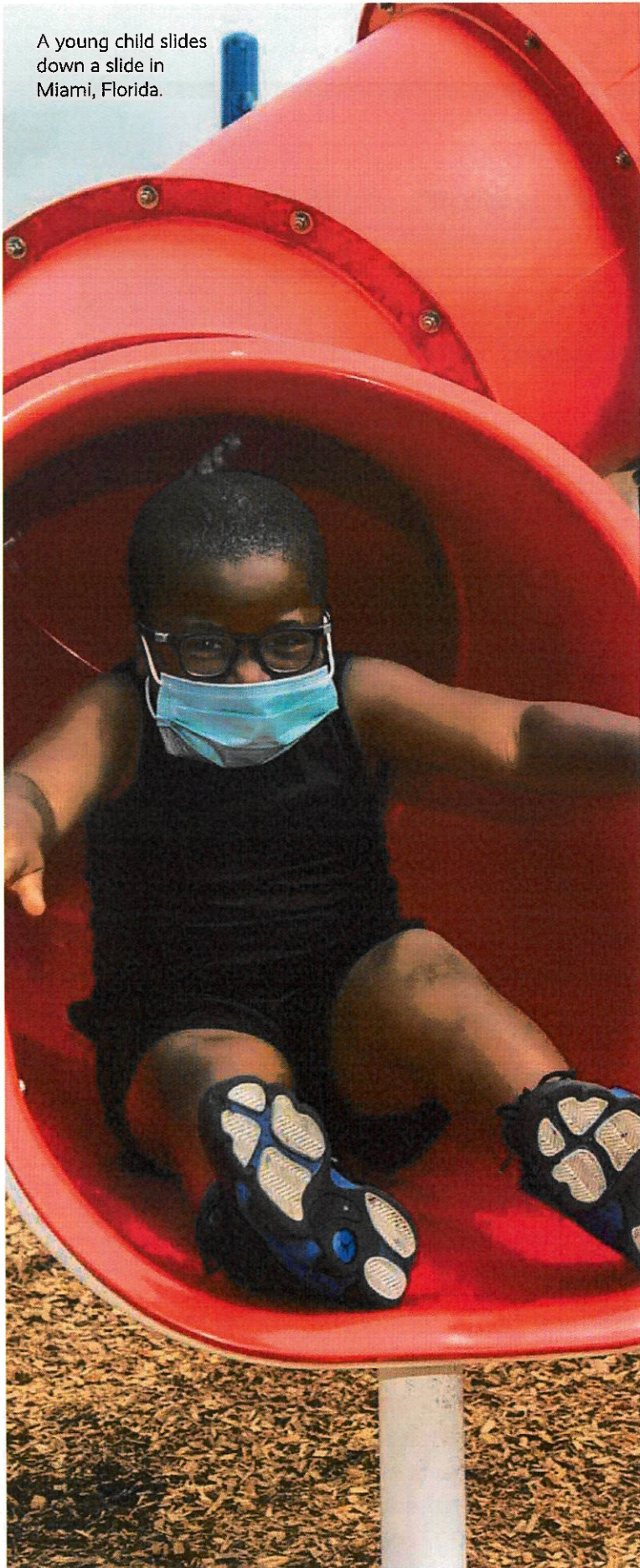
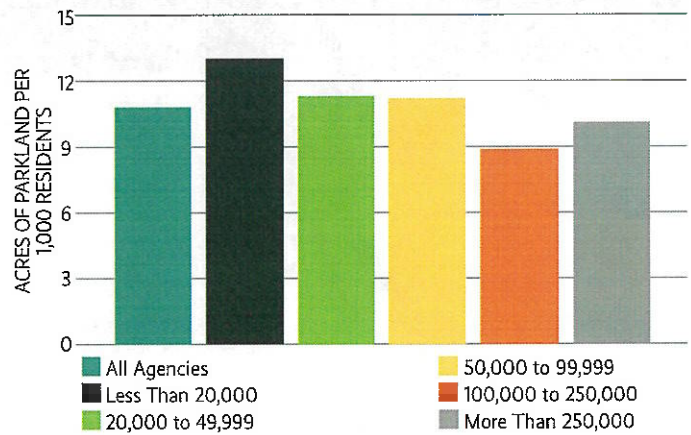


PHOTO COURTESY OF MIAMI-DADE PARKS AND RECREATION

a population of more than 250,000 people. Agencies serving jurisdictions with populations between 100,000 and 250,000 manage 8.9 acres of parkland per 1,000 residents. Parkland refers to both maintained parks and open space areas, such as green spaces and courtyards.

**FIGURE 2: ACRES OF PARKLAND PER 1,000 RESIDENTS (BY JURISDICTION POPULATION)**



	All Agencies	Less Than 20,000	20,000 to 49,999	50,000 to 99,999	100,000 to 250,000	More Than 250,000
Median	10.8	13.0	11.3	11.2	8.9	10.1
Lower Quartile	5.3	6.0	5.9	5.0	4.5	5.2
Upper Quartile	18.4	21.1	17.9	17.3	17.1	17.4

Park and recreation professionals oversee a wide range of facilities and features for which their agencies have responsibility. In addition, the number of amenities and facilities managed by park and recreation agencies varies. Ninety-five percent of park and recreation agencies provide playground facilities for their communities, typically managing 14 playgrounds. At least half of agencies have basketball courts, diamond fields for baseball and/or softball, tennis courts, multipurpose and/or youth soccer rectangular fields, dog parks, community gardens and outdoor swimming pools.

The typical park and recreation agency has:

- One playground for every 3,759 residents
- One basketball court for every 7,404 residents
- One outdoor tennis court for every 5,860 residents
- One dog park for every 43,532 residents

**FIGURE 3: OUTDOOR PARK AND RECREATION FACILITIES – POPULATION PER FACILITY  
(BY PREVALENCE AND POPULATION PER FACILITY)**

Types of Facilities	Median Number of Residents per Facility						
	Percent of Agencies	All Agencies	Population of Jurisdiction				
			Less Than 20,000	20,000 to 49,999	50,000 to 99,999	100,000 to 250,000	More Than 250,000
Playgrounds	95%	3,759	2,014	3,028	3,779	5,024	10,811
Basketball courts	86	7,404	3,729	7,117	8,790	8,792	15,214
Diamond fields: baseball field – youth	79	6,863	3,114	5,033	7,237	14,564	26,826
Tennis courts (outdoor)	76	5,860	2,805	5,815	5,577	7,797	12,033
Rectangular fields: multi-purpose	69	9,177	3,859	7,674	13,244	14,471	23,771
Dog parks	68	43,532	11,100	28,000	54,119	78,526	131,943
Diamond fields: softball field – adult	63	15,345	5,800	11,802	17,078	26,508	39,652
Diamond fields: softball field – youth	62	11,384	5,079	9,060	12,716	26,313	44,265
Diamond fields: baseball field – youth	55	20,228	7,627	19,556	27,566	45,257	54,004
Community gardens	52	31,395	8,178	26,741	52,906	56,297	114,666
Swimming pools (outdoor)	51	38,635	9,745	25,191	43,100	67,267	108,245
Rectangular fields: soccer field – youth	50	7,228	3,600	4,947	7,207	12,875	47,204
Multiuse courts – basketball, volleyball	49	17,475	5,093	14,800	22,960	40,667	62,018
Totlots	48	11,649	5,816	11,195	11,641	17,703	37,441
Rectangular fields: soccer field – adult	42	13,692	6,955	10,775	17,741	18,215	42,136
Skate parks	41	53,144	10,726	32,000	62,927	110,000	235,209
Rectangular fields: football field	35	26,780	8,637	18,785	29,374	50,837	73,556
Pickleball (outdoor)	31	13,922	3,252	9,257	11,150	29,836	46,801
Regulation 18-hole courses	29	94,109	9,587	32,990	69,374	114,842	239,241
Multiuse courts – tennis, pickleball (outdoor)	27	15,948	4,868	9,667	16,556	36,876	45,455
Multipurpose synthetic field	25	36,884	9,518	25,330	34,814	57,011	144,306
Ice rinks (outdoor)	18	17,741	8,045	13,247	33,214	108,000	543,242
Rectangular fields: cricket field	14	139,248	ISD	34,706	62,943	118,709	362,153
Rectangular fields: lacrosse field	11	26,411	9,786	16,584	49,348	56,000	126,912
Overlay fields	9	14,763	8,707	9,468	16,398	25,452	27,737
Rectangular fields: field hockey field	4	20,909	18,000	17,292	44,292	53,895	ISD

\*ISD = Insufficient Data

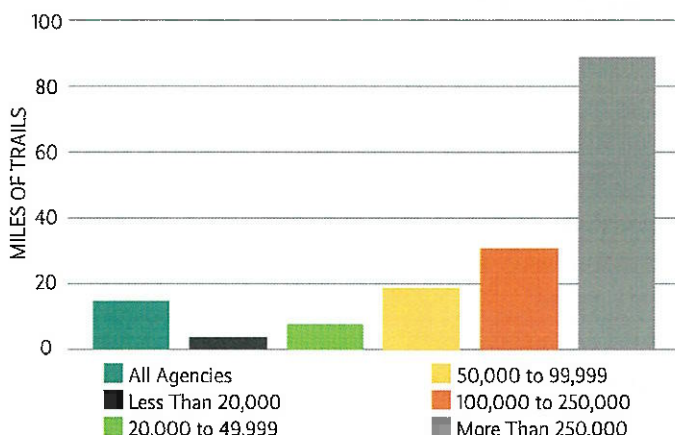
In addition, 84 percent of park and recreation agencies have trails, greenways and/or blueways as part of their outdoor infrastructure. The typical park and recreation agency that manages or maintains trails for walking, hiking, running and/or biking has 15 miles of trails in its network. Agencies serving jurisdictions of more than 250,000 residents have a median of 89 miles of trails under their purview.

Geography also plays a role in the number of trail miles managed by park and recreation agencies. Agencies in a city locale have a median of 16 miles of trails, while county-based agencies typically have approximately 36 miles of trails.

The typical park and recreation agency operates seven buildings. Agencies serving populations of less than 20,000 often operate three buildings, while those serving populations between 100,000 and 250,000 oversee 13 buildings. Agencies serving a population of more than 250,000 typically have 43 buildings under their purview.

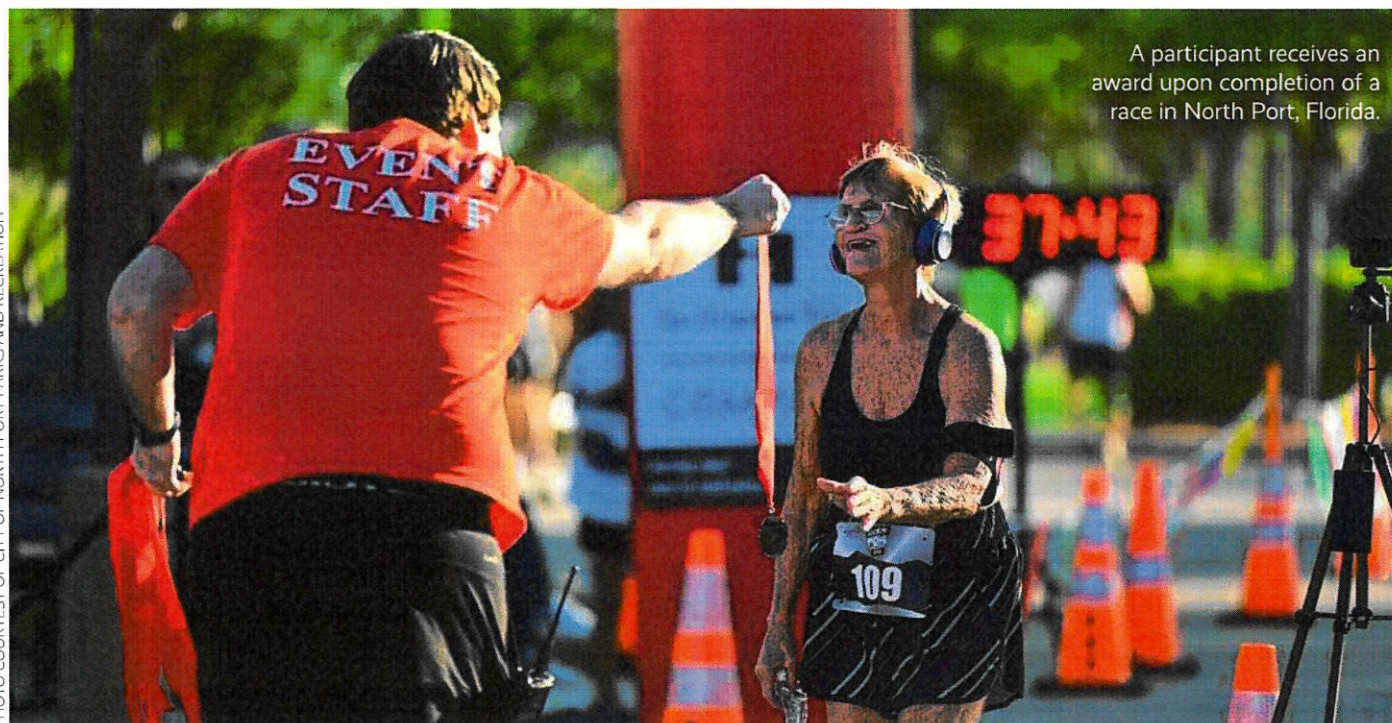
Park and recreation agencies also offer many indoor facilities to their residents. Three in five have recreation centers and community centers. Also commonly offered are senior centers, performance amphitheaters and nature centers. The typical agency that offers rec-

**FIGURE 4: MILES OF TRAIL  
(BY JURISDICTION POPULATION)**



	All Agencies	Less Than 20,000	20,000 to 49,999	50,000 to 99,999	100,000 to 250,000	More Than 250,000
Median	15	4	8	19	31	89
Lower Quartile	5	2	5	8	16	36
Upper Quartile	44	10	20	33	58	176

recreation centers has one facility for every 31,215 residents, while those agencies with community centers have one such facility for every 29,494 residents. A little more than two in five agencies offer senior centers, with one such facility for every 59,727 residents in their jurisdictions.



A participant receives an award upon completion of a race in North Port, Florida.

PHOTO COURTESY OF CITY OF NORTH PORT PARKS AND RECREATION



Teammates pose after a basketball game in Henderson, Nevada.



PHOTO COURTESY OF CITY OF HENDERSON PARKS AND RECREATION DEPARTMENT

**FIGURE 5: INDOOR PARK AND RECREATION FACILITIES — POPULATION PER FACILITY**  
(BY PREVALENCE AND POPULATION PER FACILITY)

Types of Facilities	Median Number of Residents per Facility						
	Percent of Agencies	All Agencies	Population of Jurisdiction				
			Less Than 20,000	20,000 to 49,999	50,000 to 99,999	100,000 to 250,000	More Than 250,000
Recreation centers (including gyms)	63%	31,215	9,745	24,380	38,018	54,125	65,909
Community centers	59	29,494	8,829	26,696	53,331	54,354	109,710
Senior centers	41	59,727	14,000	31,199	67,139	123,882	294,394
Performance amphitheaters	37	67,862	11,100	30,283	60,495	121,000	298,416
Nature centers	33	120,000	10,633	32,000	71,360	129,859	358,431
Aquatics centers	28	53,950	11,650	31,645	60,116	108,843	273,914
Stadiums	20	79,866	9,250	31,000	64,150	156,798	432,000
Teen centers	13	55,494	14,593	31,645	58,174	127,301	426,501
Indoor ice rinks	12	53,224	8,000	24,838	53,224	102,132	395,699
Arenas	8	79,828	5,531	24,626	68,208	104,774	578,231

# PROGRAMMING



A group of children play at a community center in Lexington, Massachusetts.

PHOTO COURTESY OF LEXINGTON RECREATION AND COMMUNITY PROGRAMS

The 275 million people who visited a local park or recreation facility last year were able to select from a wide variety of offerings that met their needs and desires. Each of those people represents a touchpoint or “contact” for parks and recreation. “Contacts” include many different types of interactions with a park and recreation agency, such as visits to a local park, running or biking on a local trail, visits to a local recreation center or other interactions with any park and recreation facility operated by an agency. Moreover, a person can have more than one contact with parks and recreation. Someone who swims at their local agency’s aquatics center 10 times a year and bikes along a local trail five times a year would have 15 contacts.

The typical park and recreation agency registers approximately 341,000 contacts every year. The number of contacts varies dramatically from agency to agency. For example, the typical agency at the 75th percentile has more than 1.3 million annual contacts. Engage-

ment between *large* park and recreation agencies and visitors is even more frequent — the typical agency serving a population of more than 250,000 has nearly 1.9 million contacts per year, with those at the 75th percentile serving more than 4.1 million people annually.

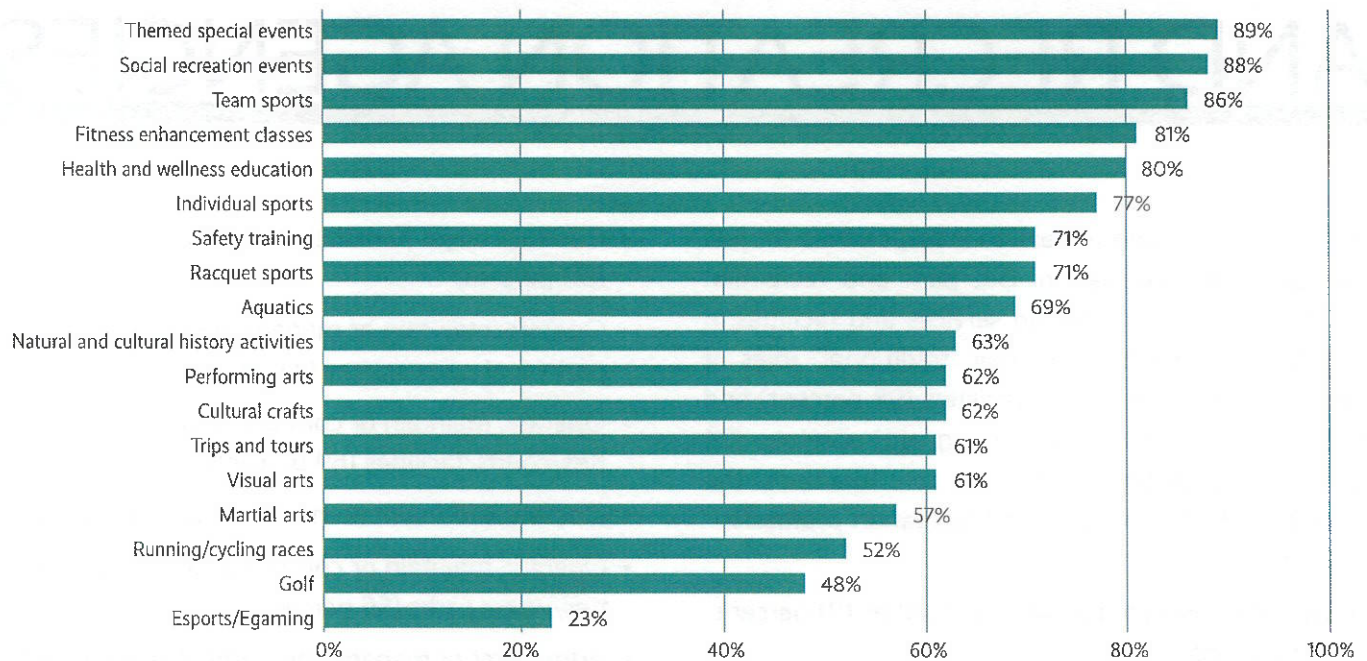
Programming is a crucial driver of engagement with parks and recreation. The typical park and recreation agency generates more than 20,000 contacts through its programs alone. Those agencies serving more than 250,000 residents may have more than two-and-a-half times the number of contacts compared with agencies overall.

Registration fees for special programming are the largest source of non-tax revenue for most agencies. The typical agency offers 200 programs each year; 141 of those programs are fee-based events. Agencies serving a population of less than 20,000 typically hold 30 fee-based programs per year, while those serving more than 250,000 residents offer 400 fee-based programs annually.

Programming provided by agencies spans a variety of park and recreation activities — many of which touch on one or more of NRPA’s Three Pillars: Health and Wellness, Equity, and Conservation. Key programming activities offered by at least seven in 10 park and recreation agencies include:

- Themed special events (offered by 89 percent of agencies)
- Social recreation events (88 percent)
- Team sports (86 percent)
- Fitness enhancement classes (81 percent)
- Health and wellness education (80 percent)
- Individual sports (77 percent)
- Safety training (71 percent)
- Racquet sports (71 percent)
- Aquatics (69 percent)

**FIGURE 6: PROGRAMMING OFFERED BY PARK AND RECREATION AGENCIES  
(PERCENT OF AGENCIES)**



The “prime directive” for all park and recreation agencies is to serve the public. Delivering high-quality services to all community members is a key commitment of park and recreation professionals. That promise includes those professionals being leaders in providing services and programming for children, older adults and people with disabilities. Eighty-two percent of park and recreation agencies offer summer camp programs for their communities’ children. A majority also delivers programs for teens and after-school care as parts of their out-of-school time (OST) offerings. Fewer agencies include preschool, before-school care or all-day childcare as a part of their program offerings.

In addition, most park and recreation agencies offer specific programming for other segments of their communities including older adults (77 percent), teens (65 percent) and people with disabilities (63 percent). Agencies in larger communities are most likely to offer these types of programming. For example, 78 percent of park and recreation agencies in jurisdictions serving 100,000 to 250,000 residents offer programming designed for people with disabilities. In comparison, 34 percent of agencies that serve populations of less than 20,000 residents offer such programs. More than half of park and recreation agencies provide science, technology, engineering and mathematics (STEM)-specific programs to community members.

**FIGURE 7: TARGETED PROGRAMS FOR CHILDREN, OLDER ADULTS  
AND PEOPLE WITH DISABILITIES  
(PERCENT OF AGENCIES BY JURISDICTION POPULATION)**

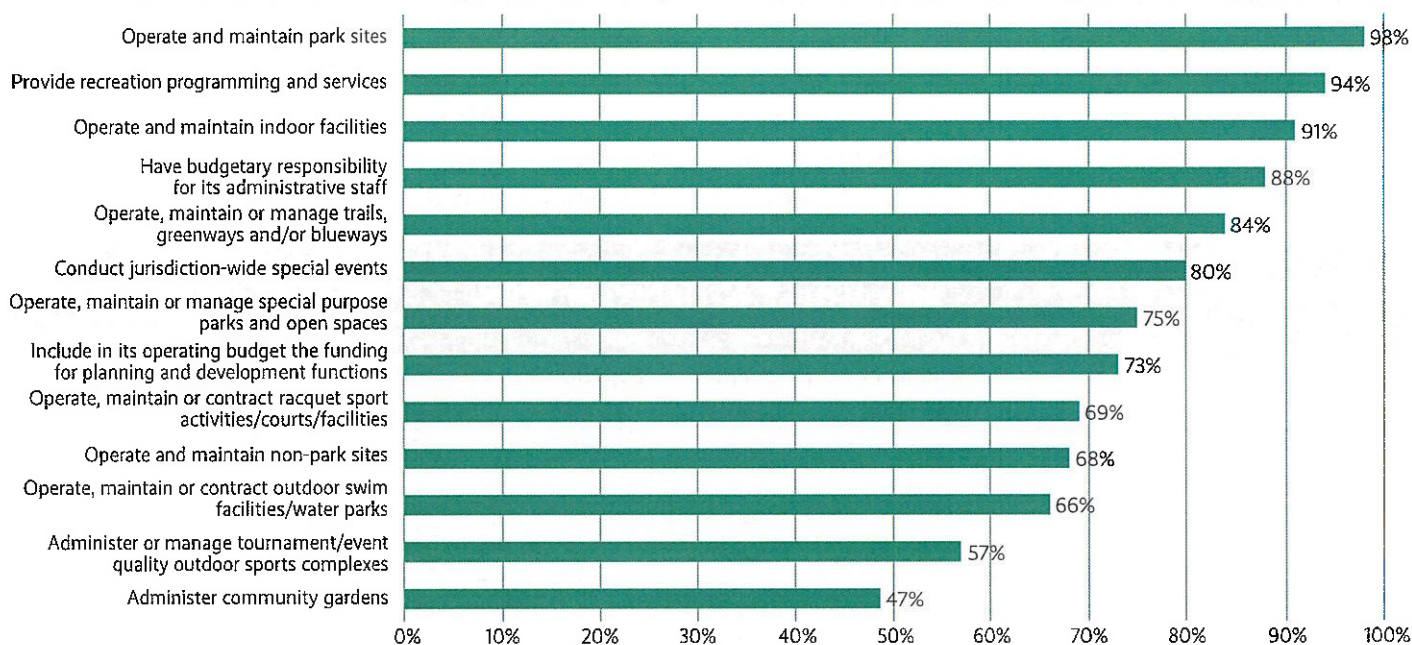
	Percent of Agencies	Less Than 20,000	20,000 to 49,999	50,000 to 99,999	100,000 to 250,000	More Than 250,000
Summer camp	82%	60%	86%	93%	86%	90%
Specific senior programs	77	61	77	87	84	77
Specific teen programs	65	43	61	77	77	78
Programs for people with disabilities	63	34	55	80	78	81
Science, technology, engineering and mathematics (STEM) programs	58	42	49	68	64	71
After-school programs	53	45	47	53	57	69
Preschool	33	24	32	44	34	33
Before-school programs	19	16	19	21	17	18
Full daycare	7	5	6	11	4	12

# RESPONSIBILITIES OF PARK AND RECREATION AGENCIES

At its core, parks and recreation is responsible for just that: parks and recreation. But park and recreation professionals oversee myriad services and facilities in their communities beyond their “traditional” roles of operating parks and related facilities (98 percent) and providing recreation programming and services (94 percent). In addition to those two core functions, the top responsibilities for park and recreation professionals are to:

- Operate and maintain indoor facilities (91 percent of agencies)
- Have budgetary responsibility for their administrative staff (88 percent)
- Operate, maintain or manage trails, greenways and/or blueways (84 percent)
- Conduct major jurisdiction-wide special events (80 percent)
- Operate, maintain or manage special-purpose parks and open spaces (75 percent)
- Operate, maintain or contract racquet sport activities/courts/facilities (69 percent)
- Operate and maintain non-park sites (68 percent)
- Operate, maintain or contract outdoor swim facilities/water parks (66 percent)
- Administer or manage tournament/event-quality outdoor sports complexes (57 percent)
- Administer community gardens (47 percent)

**FIGURE 8: KEY RESPONSIBILITIES OF PARK AND RECREATION AGENCIES (PERCENT OF AGENCIES)**



**FIGURE 9: OTHER RESPONSIBILITIES OF PARK AND RECREATION AGENCIES**  
(PERCENT OF AGENCIES)

Operate, maintain or contract tourism attractions	38%
Manage large performance outdoor amphitheaters	37
Operate, maintain or contract golf courses	35
Operate, maintain or contract indoor swim facilities/water parks	31
Maintain or manage beaches (inclusive of all waterbody types)	25
Administer or manage farmers markets	22
Maintain, manage or lease indoor performing arts center	20
Administer or manage tournament/event quality indoor sports complexes	20
Operate, maintain or contract campgrounds	19
Operate, maintain or contract marinas	12
Administer or manage professional or college-type stadium/arena/racetrack	10
Manage or maintain fairgrounds	6



PHOTO COURTESY OF NATCHEZ PARKS AND RECREATION

# STAFFING

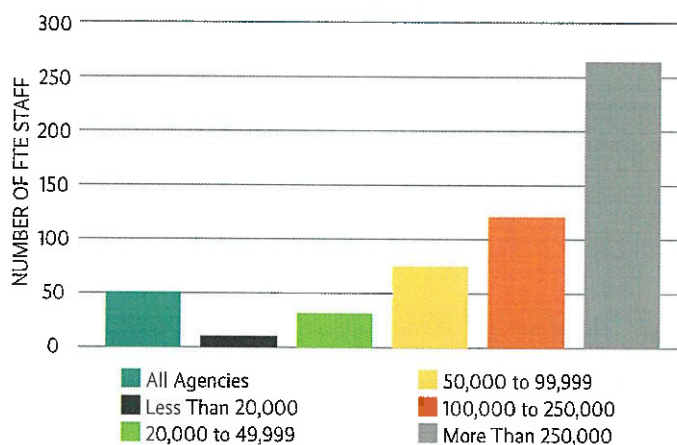


PHOTO COURTESY OF CITY OF KETTERING PARKS, RECREATION AND CULTURAL ARTS DEPARTMENT

Because park and recreation agencies differ by size and jurisdiction served, so too do staffing levels. Staffing at the typical park and recreation agency includes 51.5 full-time equivalent employees (FTEs) with a mix of both full-time and part-time staff. Staff size, however, expands rapidly as the size of the population served by an agency increases. Park and recreation agencies serving jurisdictions of less than 20,000 residents have a median of 11.3 FTEs on staff. Agencies serving areas with 50,000 to 99,999 people have a median of 75.8 FTEs, while those in jurisdictions of more than 250,000 residents have a median of 264.1 FTEs on staff. The median number of FTEs on staff also positively correlates with:

- **Number of acres maintained:** 250 or fewer acres — 20.4 FTEs; more than 3,500 acres — 263.0 FTEs
- **Number of parks maintained:** Less than 10 parks — 13.8 FTEs; 50 or more parks — 218.2 FTEs
- **Operating expenditures:** Less than \$500,000 — 4.1 FTEs; more than \$10 million — 184.5 FTEs
- **Population served by the agency:** Less than 500 people per square mile — 22.3 FTEs; more than 2,500 people per square mile — 95.8 FTEs

**FIGURE 10: PARK AND RECREATION AGENCY STAFFING: FULL-TIME EQUIVALENTS (FTEs) (BY JURISDICTION POPULATION)**

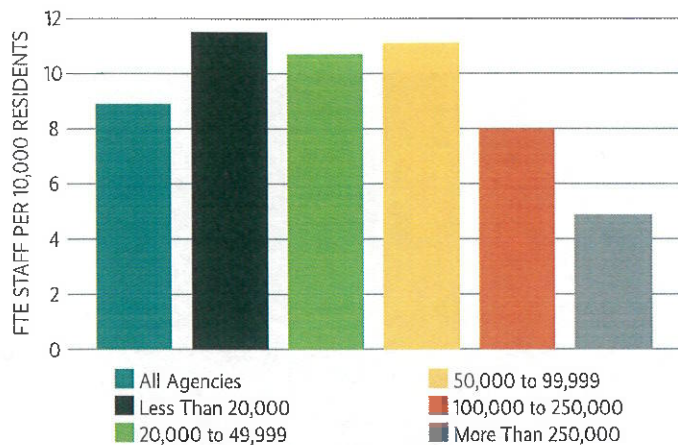


	All Agencies	Less Than 20,000	20,000 to 49,999	50,000 to 99,999	100,000 to 250,000	More Than 250,000
Median	51.5	11.3	32.3	75.8	121.5	264.1
Lower Quartile	17.3	6.0	17.0	46.0	72.8	103.9
Upper Quartile	134.7	22.0	67.8	127.5	198.3	533.0

One way to view agency staffing is to measure it relative to the population that an agency serves. The typical park and recreation agency has 8.9 FTEs on staff for every 10,000 residents in the jurisdiction served by that agency. Agencies in more populated areas tend to have fewer FTEs on staff per population. Agencies serving jurisdictions of less than 20,000 people have 11.5 FTEs for every 10,000 residents; this measure decreases to 4.9 FTEs for 10,000 residents in areas with more than 250,000 people.

Agencies that serve areas with greater population density tend to have more FTEs per number of residents. Those operating in jurisdictions of less than 500 people per square mile have 5.8 FTEs per 10,000 people served compared to 10.2 FTEs per 10,000 residents in areas with more than 2,500 people per square mile.

**FIGURE 11: PARK AND RECREATION FULL-TIME EQUIVALENTS (FTEs) PER 10,000 RESIDENTS (BY JURISDICTION POPULATION)**



	All Agencies	Less Than 20,000	20,000 to 49,999	50,000 to 99,999	100,000 to 250,000	More Than 250,000
Median	8.9	11.5	10.7	11.1	8.0	4.9
Lower Quartile	4.8	6.5	5.6	6.6	4.8	1.9
Upper Quartile	15.5	20.1	19.7	18.1	12.3	8.0

Operations and maintenance are the primary work responsibility of park and recreation professionals. But staff also devote their energies to other areas. On average, an agency's full-time staff dedicate their time to the following general activities:

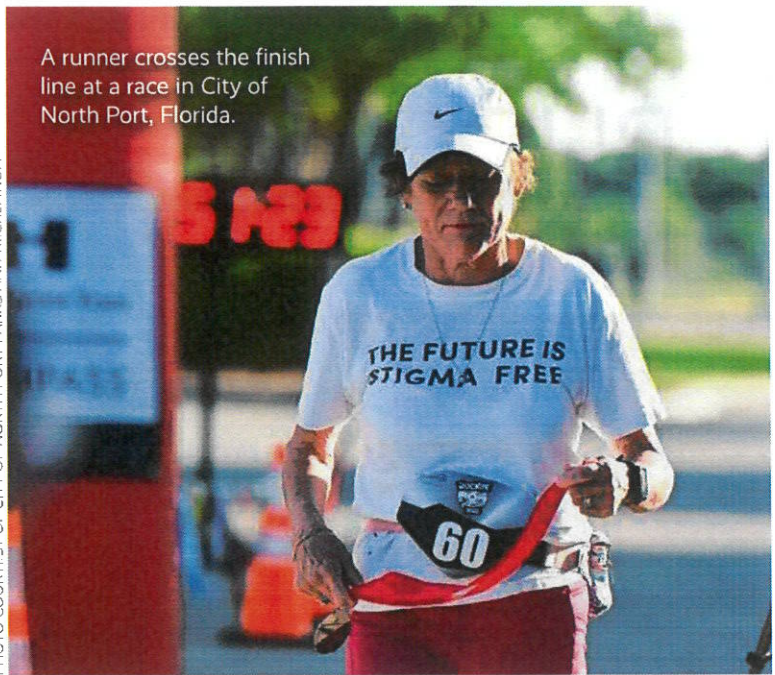
- Operations/Maintenance (46 percent of staff time)
- Programming (30 percent)
- Administration (17 percent)
- Capital development (3 percent)
- Other (4 percent)

Thirty-nine percent of park and recreation agency professionals are covered by collective bargaining agreements. Those professionals covered by such agreements are more likely to work at agencies that:

- **Have a larger staff:** 24 percent of agencies with a staff of fewer than 10 FTEs compared to 55 percent of agencies with 100 or more FTEs
- **Serve larger populations:** 23 percent of agencies in jurisdictions of less than 20,000 people com-

A runner crosses the finish line at a race in City of North Port, Florida.

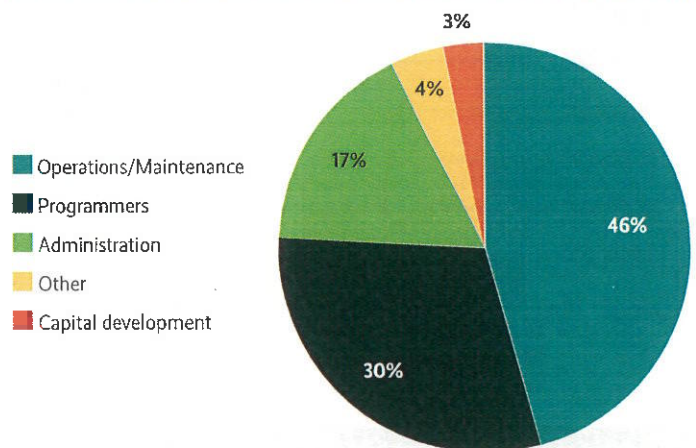
PHOTO COURTESY OF CITY OF NORTH PORT PARKS AND RECREATION



pared to 61 percent of agencies in jurisdictions of more than 250,000 people

- **Have more parks:** 19 percent of agencies with less than 10 parks compared to 61 percent of agencies with at least 50 parks
- **Maintain more parkland:** 28 percent of agencies that maintain 250 acres or less of parkland compared to 62 percent of agencies that maintain more than 3,500 acres of parkland

**FIGURE 12: RESPONSIBILITIES OF PARK AND RECREATION STAFF (AVERAGE PERCENTAGE DISTRIBUTION OF AGENCY FULL-TIME EQUIVALENTS (FTEs))**



Operations/Maintenance	46%
Programmers	30
Administration	17
Other	4
Capital development	3

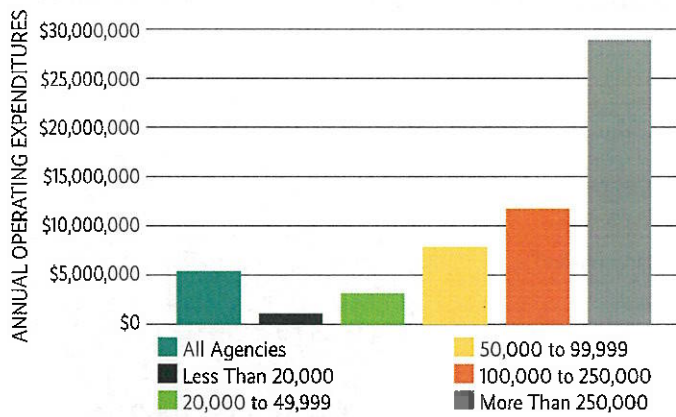
# BUDGET



Attendees of the reopening of Belmont Park in Clearwater, Florida, boast shovels and assist with planting shrubs.

PHOTO COURTESY OF CLEARWATER PARKS AND RECREATION DEPARTMENT

**FIGURE 13: ANNUAL OPERATING EXPENDITURES (BY JURISDICTION POPULATION)**



	All Agencies	Less Than 20,000	20,000 to 49,999	50,000 to 99,999	100,000 to 250,000	More Than 250,000
Median	\$5,500,000	\$1,200,000	\$3,255,771	\$8,005,757	\$11,834,432	\$28,878,054
Lower Quartile	\$2,045,100	\$573,150	\$1,996,538	\$5,338,200	\$6,147,332	\$14,735,128
Upper Quartile	\$14,841,451	\$2,482,403	\$6,279,749	\$13,413,924	\$21,753,741	\$53,898,865

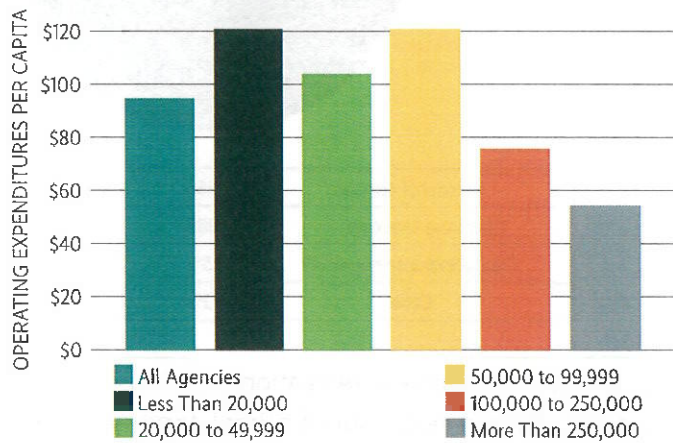
U.S. Census Bureau data indicate that local park and recreation agencies' operating expenditures totaled \$45 billion in 2020 (most recent data available). Per NRPA Park Metrics data, the typical park and recreation agency has current annual operating expenditures of \$5.5 million, although budget size varies widely depending on a number of factors (including population served, services offered).

Normalizing operating expenditure data by population served by an agency is a more meaningful way of articulating and comparing spending. By this measure, the typical park and recreation agency has annual operating expenses of \$94.77 on a per capita basis. The denser the population served by an agency, the higher the per capita operating expenses: the typical agency serving a jurisdiction of less than 500 people per square mile has per capita operating expenses of \$60.73, while one serving a jurisdiction of more than 2,500 people per square mile has a median of \$116.01 per resident.



At the same time, per capita operations spending is inversely related to the population of the area served. Agencies serving less than 20,000 people have a median operating expenditure of \$120.79 per resident. That figure declines to \$54.62 per resident for agencies serving jurisdictions of more than 250,000 people, declining further to \$41.67 in jurisdictions of more than 500,000 residents.

**FIGURE 14: OPERATING EXPENDITURES PER CAPITA (BY JURISDICTION POPULATION)**

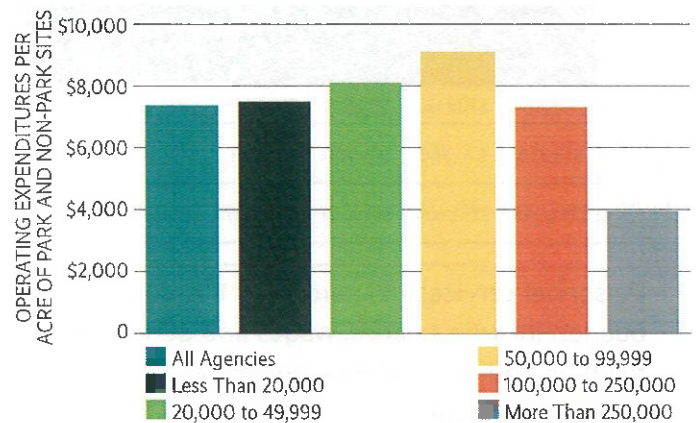


	All Agencies	Less Than 20,000	20,000 to 49,999	50,000 to 99,999	100,000 to 250,000	More Than 250,000
Median	\$94.77	\$120.79	\$103.95	\$120.70	\$75.88	\$54.62
Lower Quartile	\$53.23	\$69.65	\$64.04	\$73.64	\$47.07	\$22.04
Upper Quartile	\$173.05	\$229.61	\$197.61	\$197.47	\$155.62	\$93.16

One can normalize operating expenditures by the amount of parkland managed by an agency. The median operating expenditure is \$7,388 per acre of park and non-park sites managed by the typical agency. (Note: Non-park sites are public spaces — such as lawns at a city hall — not designated as parks, but whose maintenance and/or operation costs are part of the park and recreation agency’s budget.) The typical operating expenditure per acre of parkland increases with population density. The typical agency serving a jurisdiction of fewer than 500 people per square mile spends \$4,359 per acre of park and non-park sites. The median rises to \$13,048 per acre at agencies serving a jurisdiction with a population density greater than 2,500 residents per square mile.

Park and recreation agencies serving larger populations tend to have lower operating expenditures than do agencies serving small- and medium-sized jurisdictions. The typical park and recreation agency serving a jurisdiction of less than 20,000 people spends a median of \$7,495 per acre of park and non-park sites. The median increases to \$8,106 per acre for agencies serving jurisdictions with populations between 20,000 and 49,999, but then declines to \$3,970 per acre managed by agencies serving more than 250,000 people.

**FIGURE 15: OPERATING EXPENDITURES PER ACRE OF PARK AND NON-PARK SITES (BY JURISDICTION POPULATION)**

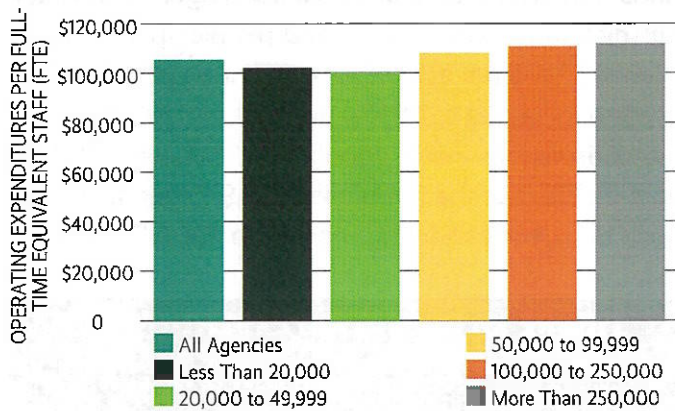


	All Agencies	Less Than 20,000	20,000 to 49,999	50,000 to 99,999	100,000 to 250,000	More Than 250,000
Median	\$7,388	\$7,495	\$8,106	\$9,108	\$7,323	\$3,970
Lower Quartile	\$3,521	\$3,692	\$4,250	\$5,434	\$3,082	\$1,601
Upper Quartile	\$17,668	\$23,506	\$20,047	\$20,564	\$14,045	\$10,629

The typical park and recreation agency has \$105,484 in annual operating expenditures for each employee (as measured by full-time equivalent (FTE) employees). The denser the population an agency serves, the higher the operating expenditures for each FTE. Agencies serving less than 500 residents per square mile have median operating expenditures of \$97,861 for each FTE. The median rises to \$113,888 per FTE for agencies serving areas with more than 2,500 residents per square mile.

As is the case for most nonprofit/government entities, personnel services account for the largest share of the operations budget at the typical park and recreation agency.

**FIGURE 16: OPERATING EXPENDITURES PER FULL-TIME EQUIVALENT STAFF (FTE) (BY JURISDICTION POPULATION)**

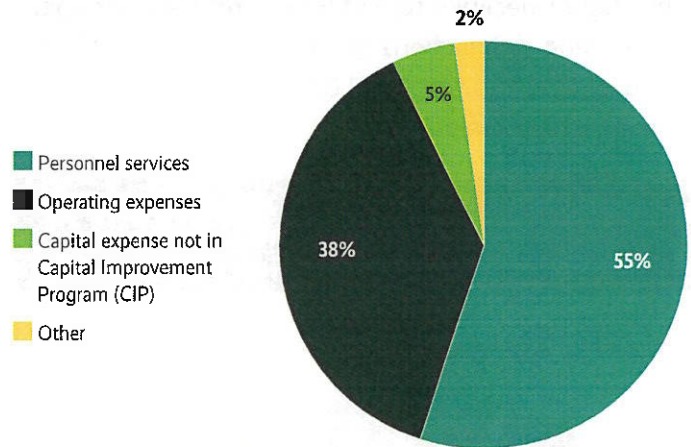


	All Agencies	Less Than 20,000	20,000 to 49,999	50,000 to 99,999	100,000 to 250,000	More Than 250,000
Median	\$105,484	\$102,135	\$99,944	\$108,035	\$110,707	\$111,770
Lower Quartile	\$78,258	\$73,560	\$76,360	\$81,301	\$76,332	\$83,477
Upper Quartile	\$144,945	\$152,404	\$140,221	\$140,257	\$145,048	\$150,000

- Personnel services (55 percent of the operating budget) include salaries, wages and benefits for full-time and non-full-time personnel and contracted individuals.
- Operating expenditures (38 percent of the operating budget) fund agency operations.
- Capital funds repay the operating budget, all enterprise funds, interdepartmental transfers and, in some cases, the capital debt service. This is five percent of the operating budget. A portion of the operations spending includes capital expenses that are not part of an agency's capital improvement plan, such as expenditures for capital equipment (e.g., computers, vehicles, large-area mowers, tractors, boats), some periodic cyclical maintenance (e.g., carpets, conference chairs, push mowers) and perhaps debt services paid from the agency's operating funds.

The typical park and recreation agency dedicates 46 percent of its annual operating budget to managing and maintaining parks and open spaces. Agencies spend a median 41 percent of their annual operating

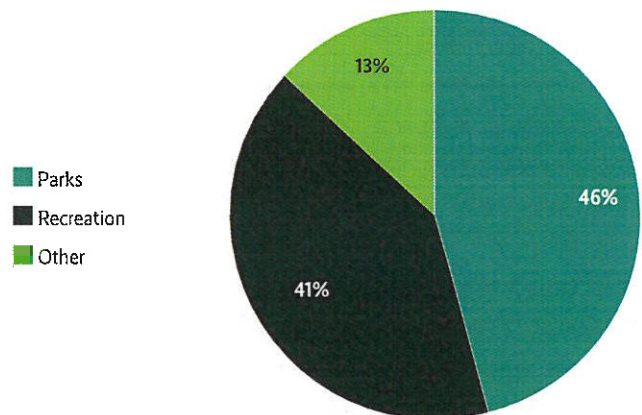
**FIGURE 17: DISTRIBUTION OF OPERATING EXPENDITURES (AVERAGE PERCENTAGE DISTRIBUTION OF OPERATING EXPENDITURES)**



Personnel services	55%
Operating expenses	38%
Capital expense not in CIP	5%
Other	2%

expenditures to support recreation offerings, including programming (e.g., out-of-school time activities, sports leagues, health and wellness programs) and the facilities for such activities.

**FIGURE 18: OPERATING EXPENDITURES DEDICATED TO PARKS OR RECREATION (AVERAGE PERCENTAGE DISTRIBUTION OF OPERATING EXPENDITURES)**



Parks	46%
Recreation	41%
Other	13%

# AGENCY FUNDING



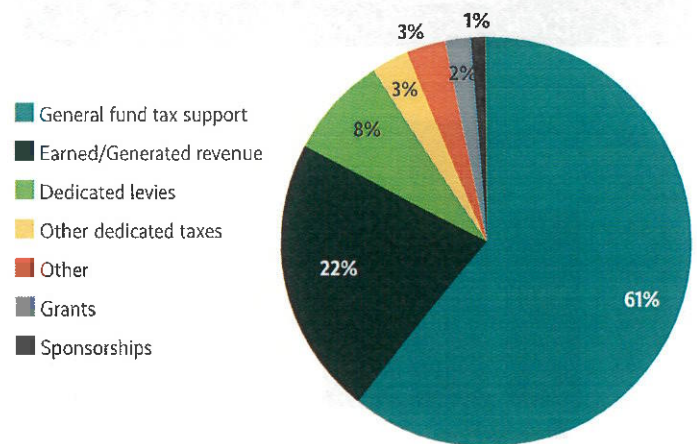
Funding sources for park and recreation operations vary greatly by agency; however, support from the local jurisdiction’s general fund tax base is common. On average, park and recreation agencies derive slightly more than three-fifths of their operating expenditures from general fund tax support. However, the percentage of funding from general fund tax support tends to be lower for those agencies with larger operating budgets.

The second-largest source of funding for most agencies is earned/generated revenue, accounting for an average of 22 percent of operating expenditures. In addition, many agencies have access to special, dedicated taxes that cover a part of their budgets, while others obtain much of their funding from tax levies dedicated to park and recreation purposes approved by citizen referenda.

But as mentioned previously, many agencies generate funding from non-tax revenue (such as fees for special programming). The typical park and recreation agency generates nearly \$1.3 million in non-tax revenues annually, although this amount can vary significantly based on agency size, the services and facilities offered by an agency and the mandate from agency leadership and policymakers. Agencies with annual operating budgets of less than \$500,000 typically generate nearly \$44,000 in non-tax revenues. In comparison, those

with annual budgets greater than \$10 million generate a median of slightly more than \$5.9 million from non-tax revenue sources.

**FIGURE 19: SOURCES OF OPERATING EXPENDITURES**  
(AVERAGE PERCENTAGE DISTRIBUTION OF OPERATING EXPENDITURES)

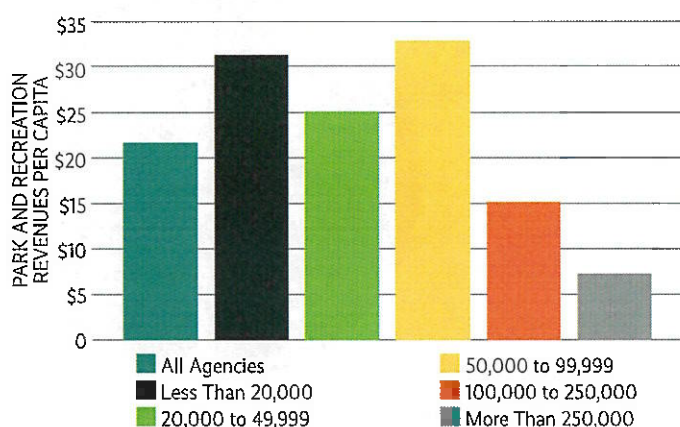


General fund tax support	61%
Earned/Generated revenue	22
Dedicated levies	8
Other dedicated taxes	3
Other	3
Grants	2
Sponsorships	1

The typical park and recreation agency generates \$21.71 in revenue annually per each resident in the jurisdiction it serves. Agencies operating in less densely populated areas generate less revenue than do those with a greater population density. The typical agency — serving a jurisdiction of fewer than 500 people per square mile — realizes \$12.93 in revenue on a per capita basis per year compared to a median of \$27.71 for agencies serving a jurisdiction of greater than 2,500 people per square mile.

Small- and medium-sized park and recreation agencies generate more revenue per capita compared to large-sized ones. Agencies serving jurisdictions of less than 20,000 people generate \$31.31 in per capita revenue per resident — nearly matching that generated by agencies serving jurisdictions with populations between 50,000 and 99,999, with a median of \$32.91 in revenue per resident each year. In comparison, agencies serving populations of more than 250,000 generate \$7.39 per capita in revenue, with the amount declining to \$6.66 in jurisdictions with populations of more than 500,000 residents, matching the lower quartile amount for agencies overall.

**FIGURE 20: PARK AND RECREATION REVENUES PER CAPITA (BY JURISDICTION POPULATION)**

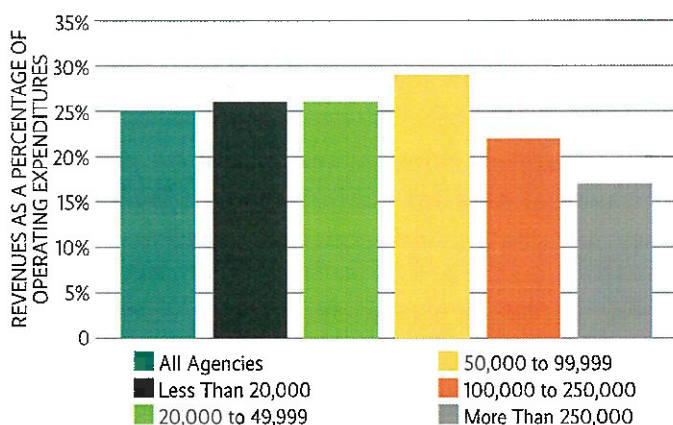


	All Agencies	Less Than 20,000	20,000 to 49,999	50,000 to 99,999	100,000 to 250,000	More Than 250,000
Median	\$21.71	\$31.31	\$25.14	\$32.91	\$15.20	\$7.39
Lower Quartile	\$6.66	\$8.18	\$9.13	\$12.85	\$5.14	\$2.59
Upper Quartile	\$57.51	\$83.28	\$69.84	\$77.41	\$46.71	\$21.78

Another way to look at revenue generation is by examining cost recovery as a percentage of operating expenditures. The typical agency recovers 24.6 percent of its operating expenditures from non-tax revenues. The amount of cost recovery differs significantly among agencies based on an agency’s portfolio of facilities and programming, the demographics of the populace it serves, the agency’s mission and possible revenue mandates from the agency’s governing authorities.

Agencies serving less than 500 people per square mile have a median percentage cost recovery of 25 percent. Cost recovery dips slightly to 22.1 percent of operating expenditures for agencies serving jurisdictions of between 1,000 and 2,500 people per square mile.

**FIGURE 21: REVENUES AS A PERCENTAGE OF OPERATING EXPENDITURES (COST RECOVERY) (PERCENTAGE OF OPERATING EXPENDITURES BY JURISDICTION POPULATION)**



	All Agencies	Less Than 20,000	20,000 to 49,999	50,000 to 99,999	100,000 to 250,000	More Than 250,000
Median	24.6%	25.9%	25.7%	28.5%	22.0%	16.7%
Lower Quartile	11.6	10.9	12.0	14.7	11.5	7.4
Upper Quartile	44.5	50.9	48.1	51.9	38.4	31.4

Beyond day-to-day operations, park and recreation agencies have a median of \$10 million in capital expenditures budgeted for the next five years. Not surprisingly, the larger the agency, the larger its five-year capital budget. The typical park and recreation agency serving a population of less than 20,000 has a median five-year capital budget of \$1.5 million. Five-year capital budgets

increase greatly as the population served increases — to more than \$16.8 million at agencies serving jurisdictions of 50,000 to 99,999 residents and nearly \$43 million at agencies in areas with more than 250,000 residents. In addition, factors that are positively related to the size of the five-year capital budget include:

- **The number of parks maintained:** Less than 10 parks — \$1.7 million; 50 or more parks — \$35.1 million
- **Acreage of parks maintained:** 250 or fewer acres — \$2.6 million; more than 3,500 acres — \$42 million
- **Operating budgets:** Annual operating budgets less than \$500,000 to \$350,000; annual operating budgets greater than \$10 million to \$32.9 million
- **Population density:** Less than 500 people per square mile — \$3.3 million; more than 2,500 people per square mile — \$16.3 million

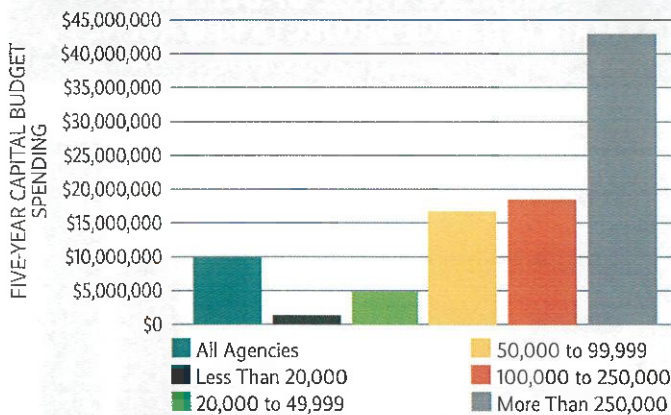


PHOTO COURTESY OF HOWARD COUNTY RECREATION AND PARKS

A young child and two adults follow a nature story walk in Howard County, Maryland.

Agencies serving jurisdictions of 50,000 to 99,999 residents focus 36 percent of their capital budget on new development, while agencies serving jurisdictions of less than 20,000 residents designate a quarter of their capital budget on new development. Agencies serving jurisdictions of less than 20,000 people focus 61 percent of their capital budgets on renovation.

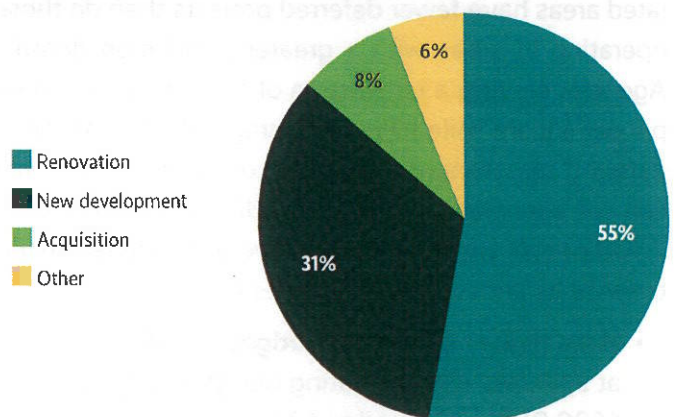
**FIGURE 22: FIVE-YEAR CAPITAL BUDGET SPENDING (BY JURISDICTION POPULATION)**



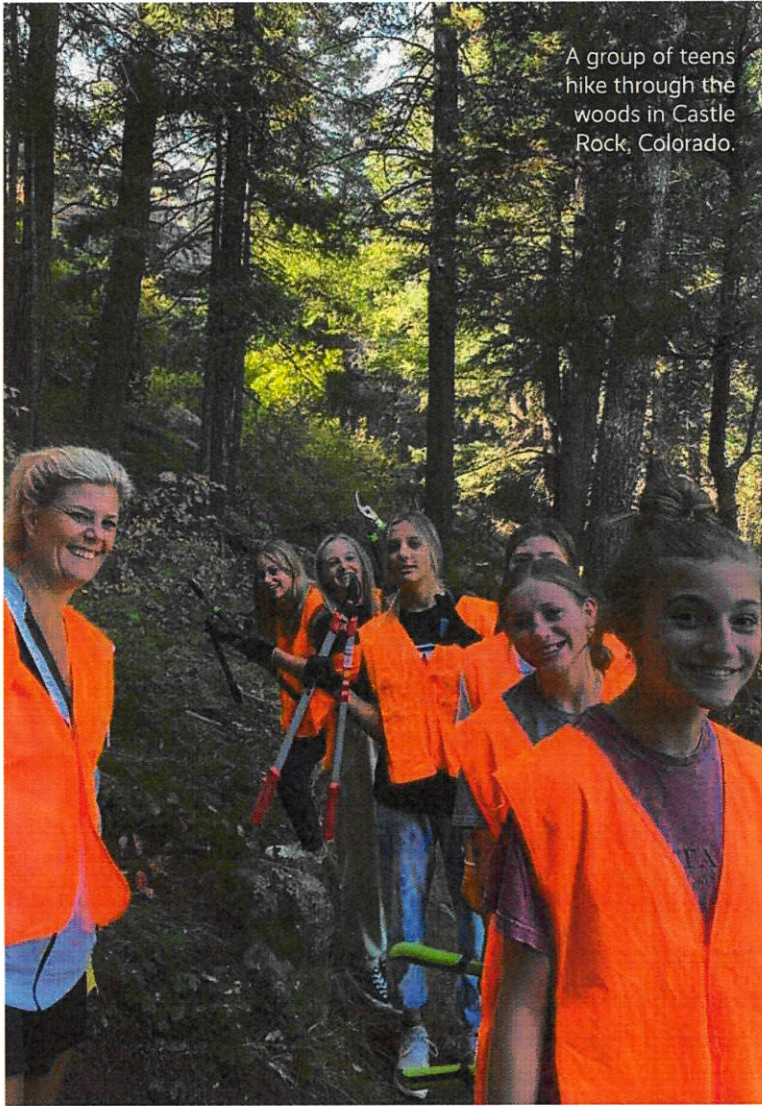
	All Agencies	Less Than 20,000	20,000 to 49,999	50,000 to 99,999	100,000 to 250,000	More Than 250,000
Median	\$10,000,000	\$1,500,000	\$5,000,000	\$16,815,000	\$18,560,000	\$42,888,140
Lower Quartile	\$1,844,875	\$500,000	\$1,500,000	\$6,000,000	\$8,000,000	\$15,000,000
Upper Quartile	\$30,509,975	\$4,118,785	\$15,000,000	\$28,012,500	\$43,448,361	\$125,000,000

Park and recreation agencies designate their capital expenditures to a variety of areas. On average, agencies designate 55 percent of their capital budget for renovation and 31 percent toward new development.

**FIGURE 23: TARGETS FOR CAPITAL EXPENDITURES (AVERAGE PERCENTAGE DISTRIBUTION OF CAPITAL EXPENDITURES)**



Renovation	55%
New development	31%
Acquisition	8%
Other	6%



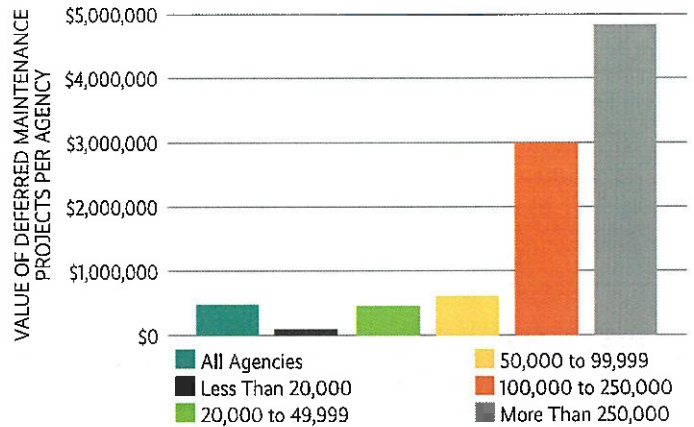
A group of teens hike through the woods in Castle Rock, Colorado.

PHOTO COURTESY OF TOWN OF CASTLE ROCK PARKS AND RECREATION

- **Serve larger populations:** \$1.2 million at agencies in jurisdictions with less than 20,000 people compared to \$57.8 million at agencies serving jurisdictions of more than 250,000 people
- **Have more parks:** \$1.4 million at agencies with less than 10 parks compared to nearly \$47.6 million at agencies with 50 or more parks
- **Maintain more parkland:** \$3.5 million at agencies that maintain 250 acres or less of parkland compared to \$62 million at agencies that maintain more than 3,500 acres of parkland

Further, jurisdiction type plays a prominent role in the value of deferred maintenance projects found in park and recreation agencies. Agencies located in towns have deferred maintenance totaling an average of \$1.4 million, while the average deferred maintenance at city-based agencies is \$19.8 million. County park and recreation agencies have an average of \$26.9 million in deferred maintenance projects. In comparison, independent park districts/authorities and special park districts have an average of \$9 million and \$6.6 million, respectively, in deferred maintenance projects.

**FIGURE 24: VALUE OF DEFERRED MAINTENANCE PROJECTS PER AGENCY (BY JURISDICTION POPULATION)**



On average, park and recreation agencies report having \$16.5 million of deferred maintenance projects on their books. Agencies operating in less densely populated areas have fewer deferred projects than do those operating in areas with a greater population density. Agencies serving a jurisdiction of fewer than 500 people per square mile have an average of \$9.8 million in deferred maintenance projects compared to \$27 million for agencies serving a jurisdiction of more than 2,500 people per square mile. Average deferred maintenance balances rise at agencies that:

- **Have higher operating budgets:** \$368,833 at agencies with operating budgets less than \$500,000 compared to \$38.4 million at agencies with operating budgets that exceed \$10 million
- **Have a larger staff:** \$1.8 million at agencies with a staff of fewer than 10 FTEs compared to \$38.5 million at agencies with 100 or more FTEs

	All Agencies	Less Than 20,000	20,000 to 49,999	50,000 to 99,999	100,000 to 250,000	More Than 250,000
Median	\$500,000	\$117,500	\$475,000	\$636,000	\$3,000,000	\$4,835,000
Lower Quartile	\$0	\$0	\$0	\$0	\$0	\$0
Upper Quartile	\$6,050,000	\$750,000	\$5,000,000	\$6,460,559	\$12,500,000	\$50,350,000
Average	\$16,520,514	\$1,240,479	\$8,055,043	\$7,448,720	\$13,591,214	\$57,844,879

# POLICIES

Park and recreation agencies have various policies that address how residents enjoy amenities and programming in their communities. Many policies align with an agency’s mission to increase a community’s overall health and wellness, such as banning tobacco products, limiting the consumption of alcohol and ensuring the availability of healthy food options. Other policies address the collection of fees that help agencies with park upkeep and staffing challenges.

More than four in five park and recreation agencies have policies that prohibit the use of tobacco products in their parks, at their facilities and on their grounds. Fifty-five percent of agencies ban the use of tobacco at all agency parks and facilities, while another 26 percent make exceptions for certain facilities (e.g., golf courses).

Three in four park and recreation agencies allow the consumption of alcohol by legal-age adults on at least some of their premises. Seventeen percent of agencies have a policy that allows the consumption of alcohol at all park and recreation agency locations in their jurisdiction. Agencies are more likely to permit the consumption of alcohol at only a few select locations rather than at all facilities. Further, 49 percent of agencies allow the sale of alcohol on their premises — mainly at select locations and by either the agencies themselves or authorized concessionaires.

Park and recreation agencies promote health and wellness by offering healthy food options at their vending machines and concessions. At least two-thirds of agencies offer healthy food options in vending machines and/or concession stands at their facilities.

Relatively few park and recreation agencies charge an admission fee to enter or park a vehicle at their facilities. Eighteen percent of agencies charge fees to enter some of their parks and 16 percent of agencies have parking fees at some of their facilities. In both cases, the agencies that charge either admission or parking fees do so only at a limited number of facilities.

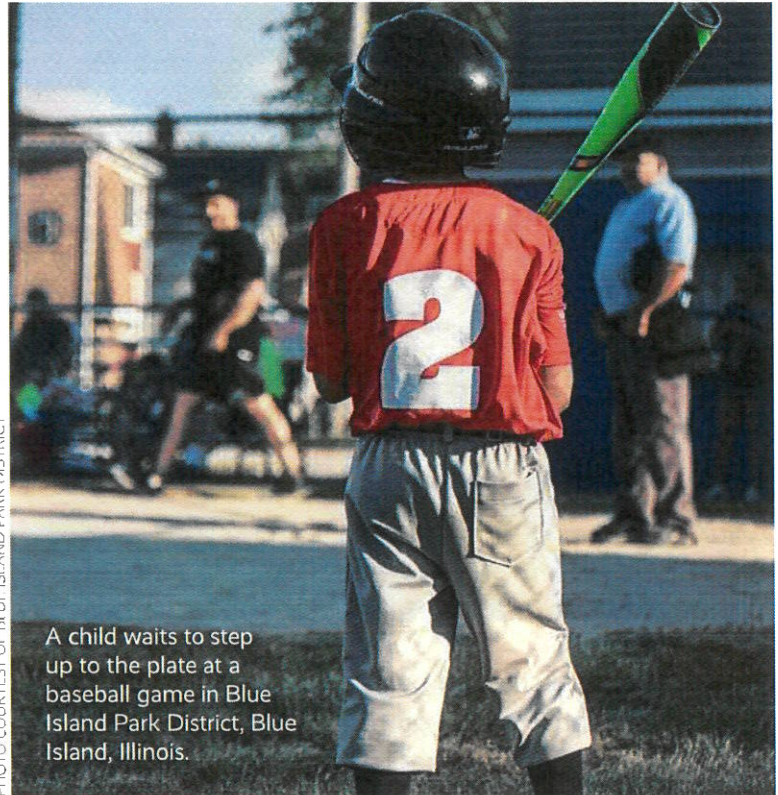


PHOTO: COURTESY OF BLUE ISLAND PARK DISTRICT

A child waits to step up to the plate at a baseball game in Blue Island Park District, Blue Island, Illinois.

**FIGURE 25: PARK AND RECREATION AGENCY POLICIES (PERCENT OF AGENCIES)**

	Yes, at all locations	Yes, at select locations	No
Has a policy barring the use of all tobacco products in its parks and at its facilities and grounds	55%	26%	19%
Has a policy that allows the consumption of alcohol by legal-aged adults on its premises	17	58	24
Agency sells alcoholic beverages to legal-aged adults on its premises (sold either by the agency or by a concessionaire authorized by the agency)	3	49	48
Agency provides healthy food options in its vending machines	25	40	35
Agency provides healthy food options at its concession stands	25	47	29
Agency charges a parking fee at its parks or facilities	1	16	83
Agency charges an admission fee to enter its parks	1	18	81

Summer camp at City of Los Angeles' EXPO Center includes sports, technology, activities and weekly field trips.



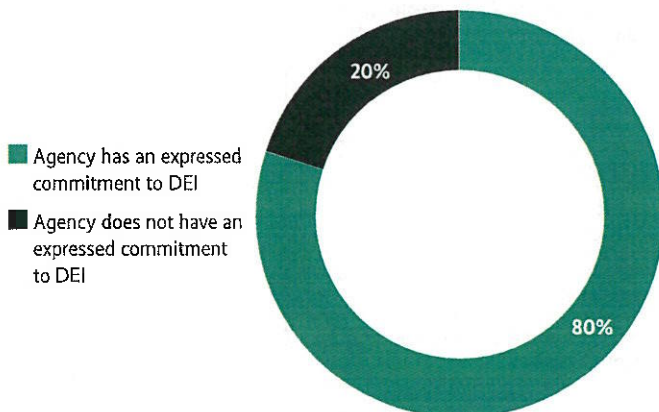
PHOTO COURTESY OF GAIL PARKER

Park and recreation professionals and their agencies are essential in the promotion and advancement of community health, resiliency and overall well-being. Given their mission to make communities better places to live, learn, work and play, park and recreation agencies also are in a unique position to champion efforts that advance diversity, equity and inclusion (DEI).

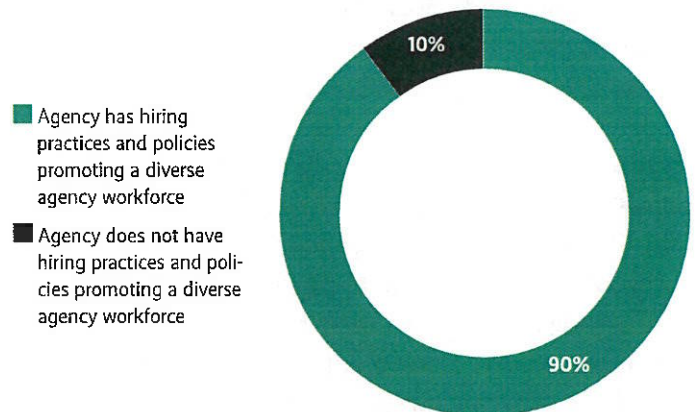
Among the implemented DEI practices are:

- Eighty percent of park and recreation agencies have an expressed commitment to DEI in their foundational documents (e.g., vision, mission and strategic plan documents).
- Ninety percent of park and recreation agencies have hiring practices and policies that promote a diverse workforce.

**FIGURE 26: PERCENT OF AGENCIES WITH AN EXPRESSED COMMITMENT TO DIVERSITY, EQUITY AND INCLUSION (DEI) IN THEIR FOUNDATIONAL DOCUMENTS (PERCENTAGE DISTRIBUTION)**



**FIGURE 27: PERCENT OF AGENCIES WITH HIRING PRACTICES AND POLICIES THAT PROMOTE A DIVERSE WORKFORCE (PERCENTAGE DISTRIBUTION)**





# ADDITIONAL NRPA RESOURCES

Athletes compete in the Bluegrass 10,000 race on the Fourth of July, which has taken place for more than 30 years in downtown Lexington, Kentucky.



PHOTO COURTESY OF AMY WALLOT

The *2023 NRPA Agency Performance Review* and *NRPA Park Metrics* are just two tools offered by NRPA that champion the work of park and recreation professionals across the United States. The NRPA Research team focuses its efforts on two major areas:

- Collecting and analyzing data to help park and recreation professionals make optimal decisions on operations, programming and spending
- Developing data to help park and recreation professionals make the case for greater and more sustainable funding

Included in the vast suite of NRPA Research resources are:

- **Engagement With Parks Report:** This annual NRPA research survey probes the public's use of parks, the key reasons that drive their use and the greatest challenges preventing greater

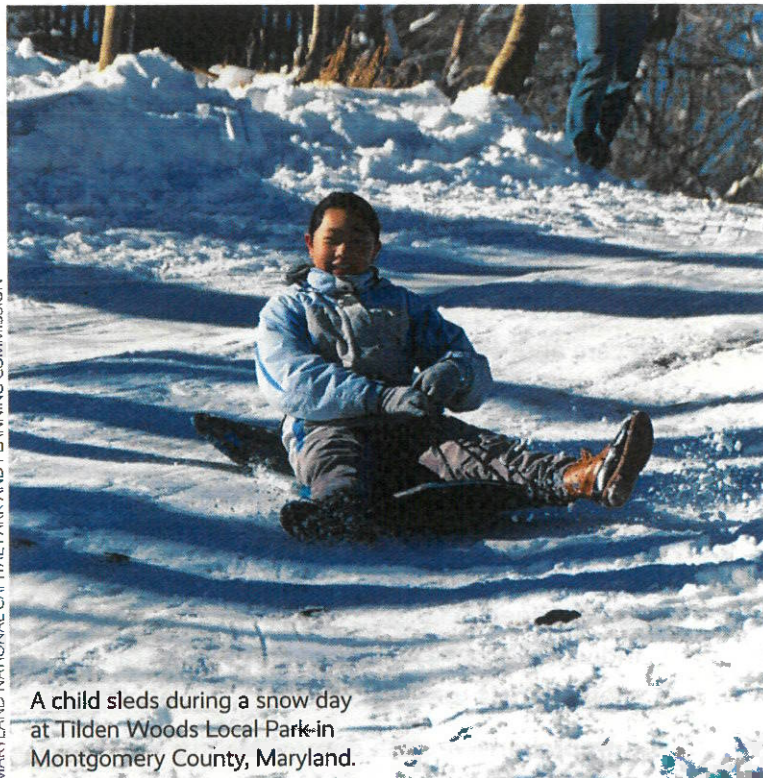
usage. Each year, the study examines the importance of public parks in our lives, including how parks compare to other services and offerings of local governments. Recent findings show that 275 million people accessed their local parks or recreation facilities during the past year; nine in 10 U.S. adults agree that parks and recreation is an important local government service; and 84 percent of people consider high-quality park and recreation amenities as a principal factor when choosing a place to live.

- **NRPA Park Pulse Polls:** Each month, the NRPA Research team polls 1,000 U.S. adults ages 18 and older representing a cross-section of the population to explore their views on topics related to the park and recreation field. Questions span from the serious to the more lighthearted — but all demonstrate the power of parks and recreation.

- **2022 NRPA Park and Recreation Salary Survey:** Having access to comprehensive compensation data informs park and recreation agency leaders about how to attract the best staff. This report features detailed base salary and bonus data for 10 park and recreation leadership positions. When released in the summer, the *2023 Salary Survey* report will feature compensation data for 13 park and recreation leadership positions.
- **Sustainability in Parks and Recreation Report:** This report highlights how park and recreation professionals are working to make their agencies and their communities more sustainable through such actions as protecting natural habitat, embracing park infrastructure, managing stormwater effectively and lowering agency water usage. Park and recreation professionals continually review and update their plans to address communities' specific needs and goals while leveraging the latest knowledge, best practices and technology to advance sustainable efforts. This report showcases park and recreation agencies' innate role as sustainability leaders in their communities.
- **Diversity, Equity and Inclusion in Parks and Recreation Report:** Given their mission to make communities better places to live, learn, work and play, park and recreation agencies are in a unique position to champion efforts that advance diversity, equity and inclusion (DEI). This report takes inventory of the DEI activities, if any, agencies have established, the professional development opportunities provided to staff and the challenges organizations face in promoting DEI practices.
- **Parks and Recreation: Advancing Community Health and Well-Being Report:** To meet the public's emerging health and wellness needs, parks and recreation is evolving into Community Wellness Hubs. These hubs are trusted gathering places that allow every community member to connect with essential programs, services and spaces that advance health equity, improve health outcomes and enhance the quality of life. This report focuses on how park and recreation professionals tackle their communities' ever-expanding health and wellness needs, including programming, education, innovations and health equity.
- **NRPA Out-of-School Time Report:** More than four in five park and recreation agencies offer out-of-school time (OST) programs that serve millions of children throughout the United States. These before-school, after-school and/or summer programs provide physical activity opportunities, safe spaces for children, childcare for parents and caregivers, and social connections with peers. This report looks at those offerings and benefits of OST programs provided by local parks and recreation, and the innovations to OST programs brought about by the coronavirus (COVID-19) pandemic.
- **The Economic Impact of Parks Report:** Thanks to the efforts of park and recreation professionals throughout the United States, local park and recreation agencies generated \$218 billion in economic activity and supported 1.3 million jobs in 2019. Beyond the nationwide impact, this report also shows the economic contribution of parks and recreation on the state level. The estimates of total economic impacts include the direct, indirect and induced effects of operations and capital spending by local park and recreation agencies in each state and the District of Columbia.
- **Youth Sports at Park and Recreation Agencies Report:** This study explores youth sports offerings, partnerships, fees and registration, and equitable access. Key findings include: five in six park and recreation agencies collaborate with partners to deliver youth sports activities; 86 percent of park and recreation professionals agree that they and their peers contribute to a fair and just future for youth sports by identifying inequities in access to organized sports offerings; and two in three agencies offer reduced or discounted fees for lower-income residents.
- **Workforce Development and Career Exploration in Parks and Recreation Report:** Workforce development and career exploration programs are critical contributors to the future success of parks and recreation. Key findings include: a third of agencies currently have a workforce development/career exploration program; nearly nine in 10 agencies collaborate with partners on these programs; and the top program goal is to develop future park and recreation leaders.

- **Park and Recreation Agency-Foundation Relationships: Partnering for the Future Report:** This study shares evidence-based best practices that optimize agency-foundation relationships and detailed snapshots of the benefits and challenges between these relationships.
- **Data and Mapping Resource Library:** A wealth of more than 30 free data and mapping resources are available to assist your agency in broadening its impact on the community and operate more efficiently. The Data and Mapping Resource Library offers a collection of relevant, publicly available databases and visualizations curated for park and recreation professionals and advocates.
- **Evaluation Resource Hub:** The NRPA Research team has created several tools that help park and recreation professionals collect and use data to identify new opportunities for amenities and services and pinpoint areas for improvement. The hub includes:
  - o **Health Impact Evaluation Framework:** This framework helps local park and recreation agencies better measure the impact of their health and wellness programs and initiatives, by connecting agencies to a multitude of existing evaluation tools, data sources, data analysis, data collection tools and other resources.
  - o **Green Infrastructure Evaluation Framework:** This resource helps local governments and park advocates measure the many benefits of green infrastructure in parks. Follow the framework's three simple steps — define benefits and measures, collect data and use data — to improve green infrastructure projects and share the message about project benefits.
  - o **Customer Feedback Surveys:** Obtaining customer feedback is challenging for many park and recreation agencies, especially those with resource constraints. This guide outlines fundamental principles of conducting effective customer satisfaction surveys, focusing on acting on the results while keeping your agency's time, money, staffing and current survey skills in mind.

PHOTO COURTESY OF MARILYN SKLAR, MONTGOMERY PARKS, MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION



A child sleds during a snow day at Tilden Woods Local Park in Montgomery County, Maryland.

- o **Community Needs Assessments:** This resource guides park and recreation professionals through the entire community needs assessment lifecycle — from deciding clear goals to eliciting a high response rate from your community. Most importantly, it demonstrates how to use the survey data to strengthen your agency in both the short and long term.
- **Parks and Recreation Is Essential:** A collection of five statements with supporting research that showcases the fundamental role of parks and recreation:
  - o Parks and recreation promotes health and wellness.
  - o Parks and recreation drives economic opportunity.
  - o Parks and recreation's programming and education activities are critical to childhood development.
  - o Parks and recreation is everywhere, uniting people and strengthening communities.
  - o Parks and recreation is essential and adaptable infrastructure that makes our communities resilient in the face of natural disasters and climate change.

# CONCLUSIONS

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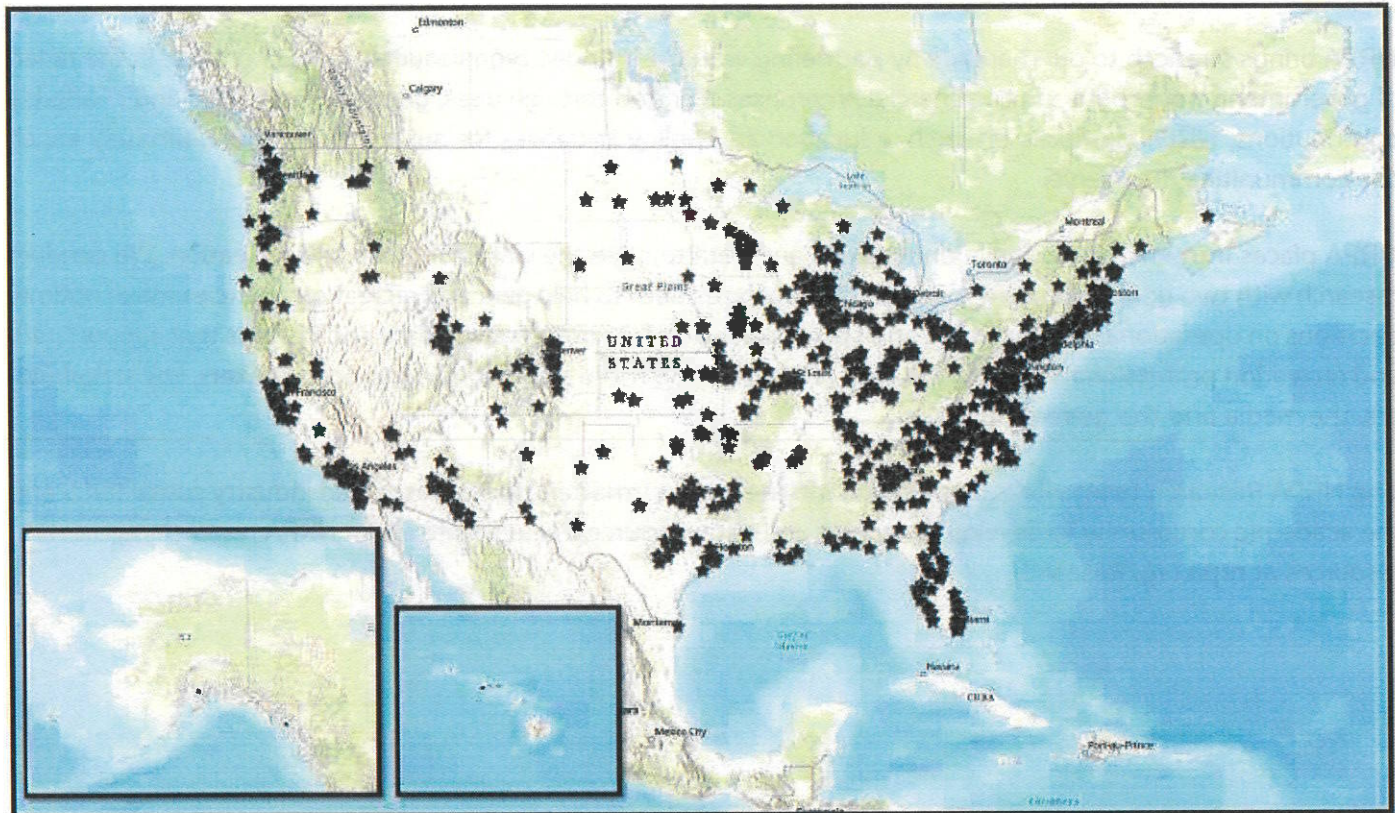
The *2023 NRPA Agency Performance Review* and NRPA Park Metrics comprise the most comprehensive park and recreation-related data, benchmarks and insights that inform park and recreation agency professionals, key stakeholders and the public about the state of the park and recreation industry. These resources provide all those who care about quality parks and recreation with various tools.

1. **Guidance on the resources dedicated to and performance of parks and recreation.** How does your local park and recreation agency measure up in terms of providing open spaces, recreation opportunities and programming relative to your peer agencies? Is your agency properly staffed or sufficiently funded compared to others?
2. **Data that enable informed decisions on the optimal set of service and facility offerings.** Park and recreation agency leaders do not make decisions based on a one-size-fits-all standard that does not reflect individual communities' unique circumstances and needs. Instead, these metrics enable park and recreation professionals to compare their agencies with others they view as peers.
3. **Comprehensive data demonstrating the broad offerings and programming that represent the full definition of parks and recreation.** The information in this report helps demonstrate to policymakers, key stakeholders, the media and the general public the full breadth of service offerings and responsibilities of park and recreation professionals and their agencies throughout the United States.

Park and recreation professionals can use the *2023 NRPA Agency Performance Review* and NRPA Park Metrics in conjunction with NRPA's other research resources and tools to ensure all members of their community have access to high-quality park and recreation amenities and services.

# ACKNOWLEDGEMENTS

NRPA is grateful to all the park and recreation professionals and their agencies that completed the Agency Performance Survey in NRPA Park Metrics. Thank you to Kevin Roth, Melissa May, Danielle Doll, Lindsay Collins, Vitisia Paynich, Kim Mabon, Greg Manns and Kate Anderson for making this report possible.



*\*The map indicates the locations of agencies that participated in Park Metrics, whose data are the basis of this report.*

# ABOUT NRPA

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The National Recreation and Park Association (NRPA) is the leading not-for-profit organization dedicated to building strong, vibrant and resilient communities through the power of parks and recreation. With more than 60,000 members, NRPA advances this vision by investing in and championing the work of park and recreation professionals and advocates — the catalysts for positive change in service of equity, climate-readiness, and overall health and well-being.

NRPA brings strength to our message by partnering with like-minded organizations, including those in the federal government, nonprofits and commercial enterprises. Funded through dues, grants, registrations and charitable contributions, NRPA produces research, education and policy initiatives for our members that ultimately enrich the communities they serve.

NRPA places immense importance on research and data to raise the status of parks and recreation. We conduct research with two goals: First, NRPA creates and analyzes data to help park and recreation agencies make optimal decisions on operations, programming and spending. Second, NRPA develops data and insights that support park and recreation professionals making the case for greater and more stable funding to policymakers, key stakeholders, the media and the general public.

The NRPA Research team works closely with internal subject matter experts, respected industry consultants and the academic community to develop its reports and data resources. Learn more about NRPA research reports and resources at [nrpa.org/Research](https://nrpa.org/Research).



A hot air balloon lands with passengers in The Villages, Florida.

PHOTO COURTESY OF THE VILLAGES VISITOR AND MARKETING DEPARTMENT



NATIONAL RECREATION  
AND PARK ASSOCIATION

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**BOARD MEETING MINUTES**

**SUNSET EMPIRE PARK & RECREATION DISTRICT**

**MARCH 23, 2023, 5:15PM**

*This meeting was held in person at the Bob Chisholm Community Center.  
Staff & Board participating were either in person or participated via Zoom®*

<b>CALL TO ORDER</b>	The Regular meeting of the Sunset Empire Park & Recreation District Board was called to order at 5:17pm by Board President Katharine Parker
<b>ATTENDANCE</b>	<b>Present:</b> Katharine Parker, Board President; Celeste Bodner, Board Vice-President; Su Coddington, Board Secretary; Michael Hinton; Kyle Gorman (via Zoom®) <b>Absent:</b> N/A <b>Also Present:</b> Skyler Archibald, Darren Gooch, Chris McCollister, Justin Smith, (SEPRD Staff)
<b>PLEDGE OF ALLEGIANCE</b>	Led by Parker.
<b>DECLARATION OF POTENTIAL CONFLICT OF INTEREST</b>	No Directors declared a potential conflict of interest.
<b>RECOGNITION OF SEPRD EMPLOYEE OF THE MONTH FOR MARCH: BEN WHITE</b>	The Board recognized the work of Bennett White, a youth programs employee. Ben's leadership, kindness and interaction with the children in the youth programs of the District has been outstanding. Thank you, Ben, for all you do!
<b>PUBLIC COMMENT</b>	There was no public comment.
<b>CORRESPONDENCE</b>	There was no correspondence.
<b>APPROVAL OF BOARD MEETING MINUTES</b>	The Board reviewed the meeting minutes from the Board Meeting held on February 28, 2023. <i>After review and with one correction, the board unanimously approved the Board Meeting Minutes (Bodner/Coddington).</i>
<b>REVIEW OF FINANCIALS</b>	The Board reviewed the Financial Reports from February 2023, which included the new reports created by staff to ease the review of the financials by the Board. <i>After review and two corrections to dates on the documents provided, the Board unanimously approved the financials for February 2023 (Coddington/Bodner)</i>
<b>STAFF PRESENTATION: JUSTIN SMITH, DIRECTOR OF PROGRAMS</b>	The Board received a presentation from Justin Smith, Director of Programs for SEPRD. Justin oversees Aquatics, Recreation, Special Events and Youth Programming for the District.

**OLD BUSINESS**

OCCUPANCY UPDATE: The Board and Mr. Archibald discussed the occupancy process at the SRC, still ongoing but progress has been made with another round of comments being submitted to the City staff.

BROADWAY FIELD UPDATE: Mr. Archibald shared an update about the ongoing of the field. Included in the update was information about the Conditional Use Permit (CUP) process, timeline and the MOU (Memorandum of Understanding) signed by the SSD and SEPRD prior to the CUP submission. The Board asked for that MOU to be included in the April Board Packet.

STRATEGIC PLAN RFP UPDATE: Mr. Archibald shared that the group had their second kickoff meeting and work is beginning with surveys and some site visits in the planning phase.

DISTRICT GOALS UPDATE: Mr. Archibald shared that the District Goals have been finalized, with 10 goals and thanked Director Gorman for his assistance and support. The Board reviewed the goals that hadn't been covered in the meeting agenda previously.

BOARD ELECTION UPDATE: Mr. Archibald shared that each of the positions up for election had one candidate each- Kyle Gorman for Position 4 and Katharine Parker for Position 5.

**NEW BUSINESS**

BUDGET COMMITTEE VACANCY INTERVIEWS: The Board conducted vacancy interviews with Bill Montero and Jay Stirling.

BUDGET COMMITTEE DISCUSSION & APPOINTMENTS: The Board deliberated on the Budget Committee candidates and, after deliberation, *voted unanimously to appoint Bill Montero and Jay Stirling to the SEPRD Budget Committee (Bodner/Coddington)*. The Board also said that in the future if we can't have the candidates visit in-person then we should offer them the opportunity to submit answers to the questions in writing.

**EXECUTIVE  
DIRECTOR REPORT**

Mr. Archibald provided an update on the following items:

- Special Events Recap/Events upcoming:
  - o SEPRD Family Dance: March 18
  - o SEPRD Community Egg Hunt: April 8
  - o Budget Committee Meeting: April 18
  - o SEPRD April Board Meeting: April 25
  - o Ship & Savor: May 7
- Warming Center Recap: The Warming Center was open for 82 regular nights and 4 additional nights of emergency shelter. The District, working with the Foundation, provided 1,409 meals and made shower passes available as well.

**BOARD COMMENT**

**Director Gorman** thanked those that are working on the Broadway Field project for the competency and time that they are putting in. He also stated his appreciation for Justin's presentation and stated that we need more of Justin around and his appreciation for Bennett.

**Director Coddington** stated her appreciation for the complexity of what the District is doing, noted that she is monitoring the election year cycle. She stated that she didn't want to forget any of the other projects as we grow and her continued goal to be as transparent as possible. She also stated her appreciation for Justin and Bennett and reiterated her position that every complaint is a gift.

**Board Vice-President Bodner** stated her excitement about the strategic plan and her desire to have a cohesive community feedback loop. She thanked Justin for his report and talked about how to share that level of participation and engagement to the community, wondering how we get that message out.

**Director Hinton** agreed with his co-Directors and thanked Bennett and Justin. He shared some information learned at the SDAO Conference in that there are 400 kids in the Bend P&R after-school program.

**Board President Parker** thanked Justin and all the Budget Committee candidates and stated her excitement regarding the upcoming egg hunt.

**Director Coddington** shared that she was proud of the fact that the District is offering a spot for Clatsop Works interns.

**ADJOURNMENT**

*The meeting was adjourned at 7:06pm by Board President Parker.*

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Skyler Archibald, Exec. Director

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Katharine Parker, Board President



# Sunset Empire Park & Recreation District

## Revenue and Expense Report

AD= Administration AQ= Aquatics BF= Building Fund BRF= Broadway Field Fund CC= Community Center  
MNT= Maintenance RC= Recreation SE= Special Events SRC= Sunset Recreation Center YC= Youth Center

Current percentage of the fiscal year: **75.00%**

Through March 31, 2023	FY-to-Date	Annual Budget	Remaining	% Used
<b>REVENUES--</b>				
Aquatics	132,022.03	168,000.00	35,977.97	78.58%
Building Fund	25,000.00	25,000.00	0.00	100.00%
Broadway Field Fund	42,565.28	47,400.00	4,834.72	89.80%
Community Center	77,971.05	76,575.00	-1,396.05	101.82%
Recreation	80,113.45	48,650.00	-31,463.45	164.67%
Special Events	39,135.26	37,950.00	-1,185.26	103.12%
Sunset Recreation Center	401,099.28	460,330.00	59,230.72	87.13%
Youth Center	458,397.64	433,000.00	-25,397.64	105.87%
Taxes & Other	1,938,282.33	1,971,360.00	33,077.67	98.32%
<b>Total Revenues</b>	<b>3,194,586.32</b>	<b>3,268,265.00</b>	<b>73,678.68</b>	<b>97.75%</b>
<b>EXPENSES--</b>				
AD Staffing	260,551.87	350,480.00	89,928.13	74.34%
AD PR Taxes and Benefits	72,731.72	156,250.00	83,518.28	46.55%
AD Materials, Supplies, and Services	179,365.39	210,800.00	31,434.61	85.09%
<i>Sub-total AD Expenses</i>	<i>512,648.98</i>	<i>717,530.00</i>	<i>204,881.02</i>	<i>71.45%</i>
AQ Staffing	341,589.62	437,000.00	95,410.38	78.17%
AQ PR Taxes and Benefits	53,788.25	94,060.00	40,271.75	57.19%
AQ Materials, Supplies, and Services	80,782.98	115,000.00	34,217.02	70.25%
<i>Sub-total AQ Expenses</i>	<i>476,160.85</i>	<i>646,060.00</i>	<i>169,899.15</i>	<i>73.70%</i>
CF Capital/Board Discretion Expense	0.00	134,000.00	134,000.00	0.00%
<i>Sub-total BF Expenses</i>	<i>0.00</i>	<i>134,000.00</i>	<i>134,000.00</i>	<i>0.00%</i>
BRF Staffing	4,280.25	16,380.00	12,099.75	26.13%
BRF PR Taxes and Benefits	329.73	2,950.00	2,620.27	11.18%
BRF Materials, Supplies, and Services	31,461.16	23,500.00	-7,961.16	133.88%
<i>Sub-total BRF Expenses</i>	<i>36,071.14</i>	<i>42,830.00</i>	<i>6,758.86</i>	<i>84.22%</i>
CC Staffing	83,904.56	111,092.00	27,187.44	75.53%
CC PR Taxes and Benefits	12,386.40	25,700.00	13,313.60	48.20%
CC Material, Supplies, and Services	13,659.37	9,000.00	-4,659.37	151.77%
<i>Sub-total CC Expenses</i>	<i>109,950.33</i>	<i>145,792.00</i>	<i>35,841.67</i>	<i>75.42%</i>
MNT Staffing	150,211.80	178,000.00	27,788.20	84.39%
MNT PR Taxes and Benefits	43,296.56	67,040.00	23,743.44	64.58%
MNT Materials, Supplies, and Services	103,156.78	179,250.00	76,093.22	57.55%
<i>Sub-total MNT Expenses</i>	<i>296,665.14</i>	<i>424,290.00</i>	<i>127,624.86</i>	<i>69.92%</i>
RC Staffing	38,325.76	52,850.00	14,524.24	72.52%
RC PR Taxes and Benefits	8,720.01	13,552.00	4,831.99	64.34%
RC Materials, Supplies, and Services	16,774.11	31,250.00	14,475.89	53.68%
<i>Sub-total RC Expenses</i>	<i>63,819.88</i>	<i>97,652.00</i>	<i>33,832.12</i>	<i>65.35%</i>
SE Staffing	26,312.62	38,000.00	11,687.38	69.24%
SE PR Taxes and Benefits	14,849.37	31,950.00	17,100.63	46.48%
SE Materials, Supplies, and Services	20,530.26	19,600.00	-930.26	104.75%
<i>Sub-total SE Expenses</i>	<i>61,692.25</i>	<i>89,550.00</i>	<i>27,857.75</i>	<i>68.89%</i>
SRC Staffing	19,522.12	148,512.00	128,989.88	13.15%
SRC PR Taxes and Benefits	1,684.33	26,732.00	25,047.67	6.30%
SRC Materials, Supplies, and Services	261,134.44	540,219.00	279,084.56	48.34%
<i>Sub-total SRC Expenses</i>	<i>282,340.89</i>	<i>715,463.00</i>	<i>433,122.11</i>	<i>39.46%</i>
YC Staffing	359,574.55	509,650.00	150,075.45	70.55%
YC PR Taxes	53,107.42	119,237.00	66,129.58	44.54%
YC Materials, Supplies, and Services	64,419.10	52,750.00	-11,669.10	122.12%
<i>Sub-total YC Expenses</i>	<i>477,101.07</i>	<i>681,637.00</i>	<i>204,535.93</i>	<i>69.99%</i>
<b>Total Expenses</b>	<b>2,316,450.53</b>	<b>3,694,804.00</b>	<b>1,378,353.47</b>	<b>62.69%</b>
<b>Revenues Plus Net Working Capital</b>	<b>3,698,755.32</b>	<b>3,772,434.00</b>	<b>73,678.68</b>	<b>98.05%</b>



## March 2023 Personnel Services Breakdown

	FTE's	Wages	PR Taxes	Benefits	Longevity Pay
<b>ADMINISTRATION</b>					
Exempt Staff	4.30	\$ 173,324.23	\$ 19,014.43	\$ 50,061.38	\$ -
Non-exempt Staff	1.50	\$ 42,248.22	\$ 3,655.91	\$ -	\$ -
<b>Sub-total</b>	<b>5.80</b>	<b>\$ 215,572.45</b>	<b>\$ 22,670.34</b>	<b>\$ 50,061.38</b>	<b>\$ -</b>
<b>MAINTENANCE</b>					
Exempt Staff	0.00	\$ -	\$ -	\$ -	\$ -
Non-exempt Staff	3.87	\$ 150,211.80	\$ 12,858.08	\$ 30,438.48	\$ -
<b>Sub-total</b>	<b>3.87</b>	<b>\$ 150,211.80</b>	<b>\$ 12,858.08</b>	<b>\$ 30,438.48</b>	<b>\$ -</b>
<b>AQUATICS</b>					
Exempt Staff	1.40	\$ 61,990.98	\$ 5,913.26	\$ 21,181.37	\$ -
Non-exempt Staff	12.67	\$ 264,092.92	\$ 26,693.62	\$ -	\$ -
<b>Sub-total</b>	<b>14.07</b>	<b>\$ 326,083.90</b>	<b>\$ 32,606.88</b>	<b>\$ 21,181.37</b>	<b>\$ -</b>
<b>RECREATION</b>					
Exempt Staff	0.20	\$ 11,857.94	\$ 1,023.36	\$ 5,290.76	\$ -
Non-exempt Staff	0.85	\$ 25,004.73	\$ 2,405.89	\$ -	\$ -
<b>Sub-total</b>	<b>1.05</b>	<b>\$ 36,862.67</b>	<b>\$ 3,429.25</b>	<b>\$ 5,290.76</b>	<b>\$ -</b>
<b>YOUTH PROGRAMS</b>					
Exempt Staff	1.30	\$ 59,441.30	\$ -	\$ 19,729.96	\$ -
Non-exempt Staff	11.80	\$ 300,133.25	\$ -	\$ -	\$ -
<b>Sub-total</b>	<b>13.10</b>	<b>\$ 359,574.55</b>		<b>\$ 19,729.96</b>	<b>\$ -</b>
<b>COMMUNITY CENTER</b>					
Exempt Staff	0.15	\$ 8,773.37	\$ 828.34	\$ 2,190.65	\$ -
Non-exempt Staff	2.70	\$ 75,131.19	\$ 7,305.22	\$ -	\$ 2,062.19
<b>Sub-total</b>	<b>2.85</b>	<b>\$ 83,904.56</b>	<b>\$ 8,133.56</b>	<b>\$ 2,190.65</b>	<b>\$ 2,062.19</b>
<b>SPECIAL EVENTS</b>					
Exempt Staff	0.65	\$ 26,312.62	\$ 2,422.98	\$ 11,218.44	\$ -
Non-exempt Staff	0.50	\$ 13,065.37	\$ 1,207.95	\$ -	\$ -
<b>Sub-total</b>	<b>1.15</b>	<b>\$ 39,377.99</b>	<b>\$ 3,630.93</b>	<b>\$ 11,218.44</b>	<b>\$ -</b>
<b>BROADWAY FIELD FUND</b>					
Exempt Staff	0.00	\$ -	\$ -	\$ -	\$ -
Non-exempt Staff	0.37	\$ 4,280.25	\$ 329.73	\$ -	\$ -
<b>Sub-total</b>	<b>0.37</b>	<b>\$ 4,280.25</b>	<b>\$ 329.73</b>	<b>\$ -</b>	<b>\$ -</b>
<b>SRC FUND</b>					
Exempt Staff	0.00	\$ -	\$ -	\$ -	\$ -
Non-exempt Staff	4.20	\$ 19,522.12	\$ 1,684.33	\$ -	\$ -
<b>Sub-total</b>	<b>4.20</b>	<b>\$ 19,522.12</b>	<b>\$ 1,684.33</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL</b>	<b>46.46</b>	<b>\$ 1,235,390.29</b>	<b>\$ 85,343.10</b>	<b>\$ 140,111.04</b>	<b>\$ 2,062.19</b>





<b>Total</b>	
\$	242,400.04
\$	45,904.13
\$	<b>288,304.17</b>
\$	-
\$	193,508.36
\$	<b>193,508.36</b>
\$	89,085.61
\$	290,786.54
\$	<b>379,872.15</b>
\$	18,172.06
\$	27,410.62
\$	<b>45,582.68</b>
\$	79,171.26
\$	300,133.25
\$	<b>379,304.51</b>
\$	11,792.36
\$	84,498.60
\$	<b>96,290.96</b>
\$	39,954.04
\$	14,273.32
\$	<b>54,227.36</b>
\$	-
\$	4,609.98
\$	<b>4,609.98</b>
\$	-
\$	21,206.45
\$	<b>21,206.45</b>
\$	<b>1,462,906.62</b>





Sunset Empire Park & Recreation Dist, OR

# Check Report

By Check Number

Date Range: 03/01/2023 - 03/31/2023

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
Bank Code: General-General						
00312	AIRGAS USA, LLC	03/01/2023	Regular	0.00	855.12	46938
VEN01192	Alba Sepulveda	03/01/2023	Regular	0.00	50.00	46939
01304	American Red Cross	03/01/2023	Regular	0.00	168.00	46940
00549	BUILDERS FIRSTSOURCE	03/01/2023	Regular	0.00	622.55	46941
00186	CITY OF SEASIDE	03/01/2023	Regular	0.00	2,424.36	46942
01037	Consejo Hispano	03/01/2023	Regular	0.00	450.00	46943
VEN01191	Diana Reynolds	03/01/2023	Regular	0.00	187.50	46944
00099	GRAINGER	03/01/2023	Regular	0.00	266.97	46945
01742	HD Supply Facilites Maintenance	03/01/2023	Regular	0.00	323.15	46946
01223	Jeane Jensen	03/01/2023	Regular	0.00	585.00	46947
00141	MESHER SUPPLY	03/01/2023	Regular	0.00	892.71	46948
VEN01189	Meyer Freeman	03/01/2023	Regular	0.00	275.00	46949
01387	RICOH USA, INC.	03/01/2023	Regular	0.00	79.65	46950
00454	WALTER NELSON CO.	03/01/2023	Regular	0.00	1,015.36	46951
00487	David Poole	03/01/2023	Regular	0.00	50.00	46952
VEN01190	Scott Edwards Architecture	03/01/2023	Regular	0.00	8,695.59	46953
VEN01034	BAMMI Promotional Products, Inc	03/07/2023	Regular	0.00	1,191.72	46954
VEN01140	CBM Systems, LLC	03/07/2023	Regular	0.00	7,172.81	46955
01510	COASTCOM	03/07/2023	Regular	0.00	2,469.32	46956
00099	GRAINGER	03/07/2023	Regular	0.00	76.64	46957
VEN01071	Jacobs Radio	03/07/2023	Regular	0.00	224.00	46958
01223	Jeane Jensen	03/07/2023	Regular	0.00	540.00	46959
01190	LiftOff LLC	03/07/2023	Regular	0.00	300.00	46960
00150	NORTHWEST NATURAL	03/07/2023	Regular	0.00	5,018.37	46961
00161	PACIFIC POWER	03/07/2023	Regular	0.00	6,003.39	46962
00371	POOL & SPA HOUSE	03/07/2023	Regular	0.00	6,599.00	46963
VEN01194	Pure Water Aquatics	03/07/2023	Regular	0.00	11,339.29	46964
00434	RICOH USA	03/07/2023	Regular	0.00	12.77	46965
VEN01195	Tuff Puffin	03/07/2023	Regular	0.00	128.00	46966
01133	SDIS	03/07/2023	Regular	0.00	14,279.49	46967
00900	STAPLES	03/07/2023	Regular	0.00	594.20	46968
00495	THE FREEDOM SHOP	03/07/2023	Regular	0.00	3,573.25	46969
00454	WALTER NELSON CO.	03/07/2023	Regular	0.00	580.11	46970
01310	American Red Cross Safety Center	03/14/2023	Regular	0.00	294.00	46971
VEN01048	Carolyn Heymann	03/14/2023	Regular	0.00	75.00	46972
VEN01072	Evans Pumbing Inc	03/14/2023	Regular	0.00	1,131.25	46973
01795	KLOSH GROUP INC	03/14/2023	Regular	0.00	2,038.37	46974
01388	MediAmerica	03/14/2023	Regular	0.00	420.00	46975
00141	MESHER SUPPLY	03/14/2023	Regular	0.00	8.73	46976
00150	NORTHWEST NATURAL	03/14/2023	Regular	0.00	3,006.78	46977
01040	RECOLOGY WESTERN OREGON	03/14/2023	Regular	0.00	653.93	46978
00563	Seaside High School	03/14/2023	Regular	0.00	500.00	46979
00966	SHERWIN WILLIAMS	03/14/2023	Regular	0.00	480.80	46980
00510	Zoe Manhire	03/14/2023	Regular	0.00	19.00	46981
00312	AIRGAS USA, LLC	03/16/2023	Regular	0.00	334.50	46982
VEN01140	CBM Systems, LLC	03/16/2023	Regular	0.00	8,320.00	46983
01795	KLOSH GROUP INC	03/16/2023	Regular	0.00	6,344.89	46984
VEN01196	Steve Tracey	03/16/2023	Regular	0.00	25.00	46985
01778	TYLER TECHNOLOGIES INC	03/16/2023	Regular	0.00	176.83	46986
00454	WALTER NELSON CO.	03/16/2023	Regular	0.00	389.22	46987
VEN01068	Bruce T Smith	03/18/2023	Regular	0.00	600.00	46988
01761	HD Suppply Facilities Maintenance Ltd	03/18/2023	Regular	0.00	179.16	46989
01558	M&F Plumbing	03/18/2023	Regular	0.00	194.00	46990
00141	MESHER SUPPLY	03/18/2023	Regular	0.00	89.90	46991

Check Report

Date Range: 03/01/2023 - 03/31/2023

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
00371	POOL & SPA HOUSE	03/18/2023	Regular	0.00	498.00	46992
01133	SDIS	03/18/2023	Regular	0.00	24,830.95	46993
00531	SUNSET EMPIRE PARK & REC DIST FOUNDATION	03/18/2023	Regular	0.00	4,495.00	46994
00829	ACE HARDWARE - SEASIDE	03/27/2023	Regular	0.00	78.97	46995
VEN01140	CBM Systems, LLC	03/27/2023	Regular	0.00	2,832.81	46996
00099	GRAINGER	03/27/2023	Regular	0.00	68.16	46997
00530	INTERNAL REVENUE SERVICE	03/27/2023	Regular	0.00	2,185.10	46998
01795	KLOSH GROUP INC	03/27/2023	Regular	0.00	6,344.89	46999
01492	LEVI CONNER	03/27/2023	Regular	0.00	241.53	47000
01492	LEVI CONNER	03/27/2023	Regular	0.00	-241.53	47000
01129	Pacific Alarm Systems	03/27/2023	Regular	0.00	396.00	47001
VEN01087	Reserve at Gearhart	03/27/2023	Regular	0.00	200.00	47002
VEN01190	Scott Edwards Architecture	03/27/2023	Regular	0.00	10,527.50	47003
00966	SHERWIN WILLIAMS	03/27/2023	Regular	0.00	217.27	47004
VEN01197	Visit Tillamook Coast	03/27/2023	Regular	0.00	100.00	47005
00549	BUILDERS FIRSTSOURCE	03/28/2023	Regular	0.00	63.61	47006
VEN01198	District 1 AFG	03/28/2023	Regular	0.00	200.00	47007
00087	ENGLUND MARINE SUPPLY	03/28/2023	Regular	0.00	582.95	47008
01558	M&F Plumbing	03/28/2023	Regular	0.00	2,279.58	47009
VEN01199	Melissa Harvey	03/28/2023	Regular	0.00	40.00	47010
VEN01189	Meyer Freeman	03/28/2023	Regular	0.00	300.00	47011
01602	TYR SPORT INC	03/28/2023	Regular	0.00	315.88	47012

Bank Code General Summary

Payment Type	Payable Count	Payment Count	Discount	Payment
Regular Checks	77	75	0.00	159,122.88
Manual Checks	0	0	0.00	0.00
Voided Checks	0	1	0.00	-241.53
Bank Drafts	0	0	0.00	0.00
EFT's	0	0	0.00	0.00
	<b>77</b>	<b>76</b>	<b>0.00</b>	<b>158,881.35</b>

### All Bank Codes Check Summary

Payment Type	Payable Count	Payment Count	Discount	Payment
Regular Checks	77	75	0.00	159,122.88
Manual Checks	0	0	0.00	0.00
Voided Checks	0	1	0.00	-241.53
Bank Drafts	0	0	0.00	0.00
EFT's	0	0	0.00	0.00
	<b>77</b>	<b>76</b>	<b>0.00</b>	<b>158,881.35</b>

### Fund Summary

Fund	Name	Period	Amount
999	Pooled Cash	3/2023	158,881.35
			<b>158,881.35</b>



April 25, 2023

To: SEPRD Board of Directors  
Re: Broadway Field Update

Hi Directors,

I wanted to provide you with a concise and up-to-date update on Broadway Field as possible. This is accurate as of April 21, 2023.

- **MOU Visibility:** As requested by the Board in the March meeting, I have provided the MOU (Memorandum of Understanding) to the Board in the packet. I have also included the cover page of the Conditional Use Permit application. For your information, the MOU was greatly aided by the help of District counsel as well as Vice-President Bodner and our owner's representative, Klash Group. It was signed as a condition of our signing the CUP.
- **IGA:** Partners in the current IGA (Intergovernmental Agreement) have been working diligently on identifying issues in the current IGA and creating a new agreement. At this time, the new IGA will likely look very different than the previous version with the City of Seaside not being a party in the new agreement. There are also other changes in regard to the way the partnership will work in the future, funding, shared responsibilities and other details. As soon as we have a more complete IGA, the Board will be asked to review, make changes they see necessary and then ultimately approve the agreement before I will be able to sign.
- **Field Logo:** Based on the consensus of the group and our desire to make the field a highly regarded location for sports, the plan calls for a large "S" logo to be installed at midfield (football/soccer) in the color red. SEPRD will work with our partners to ensure that SEPRD's partnership in the field is recognized in other signage.

Other information relevant:

- The first phase of the project is scheduled to begin on May 22 and that phase will be the reurfing of the existing field. That will take approximately 5 weeks.
- The School District is financially responsible for costs associated with the softball field relocation. As per the current IGA, SEPRD is responsible for 1/3 of the field replacement and we are budgeting funds in the 2023-2024 budget for that expense.
- SSD Superintendent is planning on attending our Board meeting on 4/25 to help ensure good communication and information between our two parties regarding the project and the IGA.

While there has been a significant amount of time since this effort began, things are moving rather quickly, with the hopes of having the field ready for play this summer. I appreciate the efforts of our executive team as well as the time invested, and insight provided by Vice-President Bodner and Director Hinton.

Sincerely,



Skyler Archibald | Executive Director | Sunset Empire Park & Recreation District

1140 Broadway | Seaside, Oregon 97138

503-738-3311 | sarchibald@sunsetempire.com | sunsetempire.com





**Sunset Empire Park and Recreation  
District and Seaside School District  
Softball Field Project**

**MEMORANDUM OF  
UNDERSTANDING**

**Agreement for Entering into Conditional Use Process for the  
Purpose of Construction of Softball Field at Broadway Park**

The purpose of this Memorandum of Understanding is to establish a basis for the cooperative actions of the Sunset Empire Park and Recreation District (SEPRD) and Seaside School District (SSD) for planning and executing a Conditional Use Process (CUP) for the construction, maintenance, financing and joint use of grounds to facilitate the creation of a relocated softball field at Broadway Park.

This agreement is a component of the Conditional Use Permit application, to be signed by SEPRD as part of the permitting process for the construction of a Softball Field and ancillary features on property that is owned by SEPRD.

NOW, THEREFORE, the SEPRD and SSD agree to cooperate with each other as follows:

**Effective Date & Term**

This Agreement will begin on March 6, 2023 and will continue for a period of two (2) years, *[and then shall be automatically renewed on a yearly basis]* unless sooner terminated as provided for hereinafter.

**Definitions**

In the context of this document, the term "Broadway Park" refers to property located at 1120 Broadway Street and 1400 Broadway St, Seaside, Oregon, that includes a Football field, Baseball field, Herche Batting Center, and adjacent parking, open space, and assets which serve programming on the fields, all of which sit on parcels owned separately by Sunset Empire Park and Recreation District and the City of Seaside.

The term "Softball Field Project" refers to the proposed development of a relocated site for a softball field and its ancillary requirements at Broadway Park, including the relocation of the Herche Family Training Facility and the Community Gardens to make way for a new softball field.

The City of Seaside is not included in this document because this document only pertains to land to be used by the SSD for the softball field, and associated projects.

**Development**

It is desirable that all Facilities be a functional part of SEPRD and SSD's intended uses. The following is where the SEPRD and SSD are jointly engaged in the development of a new site for a softball field and its ancillary requirements.

1. SSD intends to design and pay for all costs associated with a Softball Field Project, other requirements that are to be defined on and or in SEPRD property. SEPRD property includes the property west of the established property line, which according to schematic design renderings,

will feature a small portion of the softball field, as well as infrastructure of the softball field and parking improvements.

2. SEPRD Board received notice of a request from Seaside School District to sign a Conditional Use Permit that would allow the Softball Field Project to receive a first step of approval from the City of Seaside during a meeting with representatives from SEPRD and SSD representatives on February 6th, 2023.
3. Upon execution of this agreement, SEPRD intends to sign/submit a Conditional Use Permit for the Softball Field Project to be placed on property owned by SEPRD. The process as known today is under schedule pressure to accommodate timing needs for SSD. Therefore, SEPRD has prioritized this process.
4. As the identified site for the Softball Field sits on a portion of SEPRD property, SSD and SEPRD or their designees shall plan cooperatively as related to outdoor fields, recreational areas and other facilities, following the best standards of recognized recreation and education associations. All improvements shall be designed and built to accommodate all requirements per local, federal codes and regulations.

#### Planning of New Construction

1. SSD has been in planning to develop a new softball field to satisfy Title IX requirements. The planning process has identified the northwest corner of Broadway Park location, adjacent to the Sunset Recreation Center, as the best location. SEPRD and other community stakeholders offered their support to the field being constructed in this location. SEPRD is involved in a organizational strategic planning process that may have implications for the Broadway Field Project, but recognizes the sense of urgency in moving forward with the Broadway Field Project to meet Title IX requirements.
2. The strategic campus plan for Sunset Empire Park and Recreation District is intended to identify the best and highest use of the property and all facilities for its constituents. The current IGA governs field usage and field priority and it is the expectation of SEPRD that those priorities and established usage will be maintained.
3. It is desirable that all improvements to buildings and recreational areas should be constructed to effectively meet Title IX requirements and give consideration of recreation needs for the entire community. SEPRD or their designees will be notified in writing by SSD of all intended improvements, and/or conditions placed upon SEPRD through the planning, permitting and construction of the softball project. There will be no acceptance or any conditions or considerations for this property without the express written consent of the SEPRD.
4. By agreeing to allow the Conditional Use Permit process to proceed on the portion that is SEPRD owned property, to the benefit of SSD, SEPRD shall not give up any rights to dispute and/or authorize any potential conditions put on the property and furthermore has undisputed revocation rights to matters that may be detrimental to the interests of SEPRD, prior to June 1, 2023. The intent is to provide assurance to SEPRD during the planning phases of the project, not impact construction or the finished project.

#### Cost

1. The financial responsibility for all areas impacted by SSD's proposed Softball Field Project including but not limited to the planning, development, improvement, updating, code compliance and or repair of the softball field area, parking area, locker rooms and public restrooms shall be borne solely by SSD. These costs include all hard and soft costs related to the Softball Field

Project for a fully functional softball field, including ancillary considerations such as parking area, spectator bleachers and access, and public restroom(s).

2. The SEPRD and SSD, by mutual agreement, may decide to jointly undertake the construction of capital items. SSD agrees to fully defend, indemnify, and hold harmless SEPRD against any demand, claim, cause of action, suit, proceeding, or judgment that any service or design, regulatory requirement, or product called for in any service, design, or construction of the Softball Field Project. The intent of this provision is to protect the District for liability exposure as a natural part of the construction process and that SEPRD will named as additional insured throughout the construction process.
3. Any costs associated with SEPRD or its designees (including cost of consultants review and management of work related to CUP process) as it relates to the Softball Field Project shall be reimbursed to SEPRD by SSD. This provision applies only to contracted consultants such as owner's representatives, architects, design professionals and other individuals selected by SEPRD. It does not apply to staff of SEPRD or Board time as the SEPRD recognizes that involvement in this project is mutually beneficial for both organizations and our community. The reimbursement rate is set by the District, in accordance to working relationships with those contractors/consultants.

#### Future Improvements

1. Any and all future capital improvements related to the Softball Field Project shall be assumed to be borne solely by SSD, unless agreed to through mutual negotiation and approval by the SEPRD.
2. SEPRD and SSD, by mutual agreement, will review opportunities where there is agreement for joint funding capital improvements to determine if there are opportunities for economy of scale or mutual benefit.

#### Maintenance

1. At this time, it is the intent of SEPRD to defer conversation around any planned maintenance, servicing, or upgrades for the Softball Field Project and Broadway Park.
2. SEPRD does not assume responsibility for the costs of any operating expenses or maintenance on behalf of the SSD as a part of the construction process.
3. Parties have agreed to complete an Inter-Governmental Agreement (IGA) that will address specific obligations relating to roles, responsibilities, and resource obligations related to Broadway Field, inclusive of the Softball Field. SEPRD's Board of Directors reserves rights to review and approve the IGA through their regular public meeting process.

#### Termination

1. Both parties agree to continue working together to complete the aforementioned IGA revision and reach agreement and approval prior to construction beginning on the Softball Field Project. SEPRD reserves the right to terminate this agreement and rescind its approval of the CUP if a new IGA is not executed. The City will be a partner in the revised IGA.
2. The term of this Agreement shall be for two years beginning upon approval by both Parties and renewing automatically for additional one-year periods. Either Party may terminate this Agreement without penalty upon thirty (30) days notice in writing to the other Party prior to construction starting of the Softball Field Project.

for Seaside School District:

Aman Penrod (Signature)

Susan Penrod (Printed name)

3-6-23 (Date)

for Sunset Empire Park & Recreation District

[Signature] (Signature)

Staylor Archibald (Printed name)

3/6/23 (Date)

# Seaside Planning Department Land Use Application



Office: 503-738-7100

E-mail: [CDAAdmin@CityofSeaside.us](mailto:CDAAdmin@CityofSeaside.us)

Fax: 503-738-8765

Mailing Address: 989 Broadway Seaside, OR 97138

Physical Address: 1389 Avenue U Seaside, OR 97138

Name of Applicant: <b>Seaside School District</b> <b>Susan Penrod (District Superintendent)</b>	Address: <b>2600 Spruce Drive, Suite 100</b> <b>Seaside, OR</b>	Zip Code: <b>97138</b>
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Street Address or Location of Property:  
**1120 Broadway Street, Seaside, OR 97138**

Zone <b>C3 &amp; R-2</b>	Overlay Zones <b>None</b>	Township <b>6 N</b>	Range <b>10 W</b>	Section <b>NW 1/4 NW 1/4 of Section 22</b>	Tax Lot <b>4700</b>
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**Proposed Use of Property and Purpose of Application:**

The proposed use is an expansion of the public sport complex known as Broadway Field to improve the high school softball field to be equitable to the baseball field.

(Attach additional pages if necessary.)

Owner	Applicant/Representative (Other than Owner)
Print Name of Property Owner: <b>Sunset Empire Parks &amp; Rec. Dist.</b> <b>Skylar Archibald (Executive Director)</b>	Print Name of Applicant/Representative: <b>Seaside School District</b> <b>Susan Penrod (District Superintendent)</b>
Address: <b>1140 Broadway Street</b> <b>Seaside, OR 97138</b>	Address: <b>2600 Spruce Drive, Suite 100</b> <b>Seaside, OR 97138</b>
Phone: <b>(503) 738-3311</b>	Phone: <b>(503) 738-5591</b>
E-mail: <b>sarchibald@sunsetempire.com</b>	E-mail: <b>spenrod@seasidek12.org</b>
Signature of Property Owner: 	Signature of Duly Authorized Applicant/Representative:

**FOR OFFICE USE ONLY—DO NOT WRITE BELOW THIS LINE.**

- |  |   |  |  |
|--|---|--|--|
| <input type="checkbox"/> Conditional Use         | <input type="checkbox"/> Non-Conforming           | <input type="checkbox"/> Subdivision   | <input type="checkbox"/> Zoning Code Amendment |
| <input type="checkbox"/> Landscape/Access Review | <input type="checkbox"/> Planned Development      | <input type="checkbox"/> Temporary Use   | <input type="checkbox"/> Zoning Map Amendment  |
| <input type="checkbox"/> Major Partition         | <input type="checkbox"/> Property Line Adjustment | <input type="checkbox"/> Vacation Rental <input type="checkbox"/> PC <input type="checkbox"/> PD | <input type="checkbox"/> Appeal                |
| <input type="checkbox"/> Minor Partition         | <input type="checkbox"/> Setback Reduction        | <input type="checkbox"/> Variance  |  |

Planning Department Use	
Date Accepted as Complete:	By:
File Number:	
Hearing Date:	P.C. Action:

Office Use		
Fee:	Receipt:	
Date Filed:	Time Filed:	By:



April 7, 2023

Board of Directors  
c/o Skyler Archibald, Executive Director  
Sunset Empire Park & Recreation District  
1140 Broadway  
Seaside, Oregon 97138

We are pleased to confirm our understanding of the services we are to provide for Sunset Empire Park & Recreation District (the District) for the year ended June 30, 2023.

**Audit Scope and Objectives**

We will audit the financial statements of the governmental activities, each major fund, and the aggregate remaining fund information, including the related notes to the financial statements, which collectively comprise the basic financial statements of the District as of and for the year ended June 30, 2023. Accounting standards generally accepted in the United States (GAAP) provide for certain required supplementary information (RSI), such as management's discussion and analysis (MD&A), to accompany the District's basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical content. As part of our engagement, we will apply certain limited procedures to the District's RSI in accordance with auditing standards generally accepted in the United States of America (GAAS). These limited procedures will consist of inquiries of management regarding the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We will not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance. The following RSI is required by GAAP and will be subjected to certain limited procedures, but will not be audited:

1. Management's Discussion and Analysis.
2. Schedule of Changes in Net Pension Liability
3. Schedule of Pension Contributions

We have also been engaged to report on certain other RSI and other supplementary information that accompanies the District's basic financial statements. We will subject the following RSI and the following other supplementary information to the auditing procedures applied in our audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with GAAS and will provide an opinion on it in relation to the basic financial statements as a whole:

**RSI:**

1. General Fund Budgetary Comparison Schedule

**Other Supplementary Information:**

1. Non-Major Governmental Funds Budgetary Comparison Schedules

Board of Directors  
Sunset Empire Park & Recreation District  
April 7, 2023  
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The objectives of our audit are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and issue an auditor's report that includes our opinion about whether your financial statements are fairly presented, in all material respects, in conformity with GAAP, and to report on the fairness of the supplementary information referred to in the second paragraph when considered in relation to the financial statements as whole. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS and *Minimum Standards for Audits of Oregon Municipal Corporations* (the "Oregon Minimum Standards") will always detect a material misstatement when it exists. Misstatements, including omissions, can arise from fraud or error and are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment of a reasonable user made based on the financial statements. The objectives also include reporting on internal control over financial reporting and compliance with provisions of Oregon laws and regulations, noncompliance with which could have a material effect on the financial statements in accordance with *Oregon Minimum Standards*.

#### **Our Responsibility Under U.S. Generally Accepted Auditing Standards**

Our responsibility, as described by professional standards, is to express an opinion about whether the financial statements prepared by management with your oversight are fairly presented, in all material respects, in conformity with U.S. generally accepted accounting principles. Our audit of the financial statements does not relieve you or management of your responsibilities.

#### **Auditor's Responsibilities for the Audit of the Financial Statements**

We will conduct our audit in accordance with GAAS and *Oregon Minimum Standards*, and will include tests of your accounting records and other procedures we consider necessary to enable us to express such an opinion. As part of an audit in accordance with GAAS and *Oregon Minimum Standards*, we exercise professional judgment and maintain professional skepticism throughout the audit.

We will evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management. We will also evaluate the overall presentation of the financial statements, including the disclosures, and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation. We will plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement, whether from (1) errors, (2) fraudulent financial reporting, (3) misappropriation of assets, or (4) violations of laws or governmental regulations that are attributable to the District or to acts by management or employees acting on behalf of the District.

Because of the inherent limitations of an audit, combined with the inherent limitations of internal control, and because we will not perform a detailed examination of all transactions, there is an unavoidable risk that some material misstatements may not be detected by us, even though the audit is properly planned and performed in accordance with GAAS. In addition, an audit is not designed to detect immaterial misstatements or violations of laws or governmental regulations that do not have a direct and material effect on the financial statements. However, we will inform the appropriate level of management of any material errors, fraudulent financial reporting, or misappropriation of assets that comes to our attention. We will also inform the appropriate level of management of any violations of laws or governmental regulations that come to our attention, unless clearly inconsequential. Our responsibility as auditors is limited to the period covered by our audit and does not extend to any later periods for which we are not engaged as auditors.

We will also conclude, based on the audit evidence obtained, whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the District's ability to continue as a going concern for a reasonable period of time.



Board of Directors  
Sunset Empire Park & Recreation District  
April 7, 2023  
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Our procedures will include tests of documentary evidence supporting the transactions recorded in the accounts, tests of the physical existence of inventories, and direct confirmation of receivables and certain assets and liabilities by correspondence with selected individuals, funding sources, creditors, and financial institutions. We will also request written representations from your attorneys as part of the engagement.

#### **Audit Procedures – Internal Control**

We will obtain an understanding of the District and its environment, including internal control relevant to the audit, sufficient to identify and assess the risks of material misstatement of the financial statements, whether due to error or fraud, and to design and perform audit procedures responsive to those risks and obtain evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentation, or the override of internal control. An audit is not designed to provide assurance on internal control or to identify deficiencies in internal control. Accordingly, we will express no such opinion. However, during the audit, we will communicate to you and those charged with governance internal control related matters that are required to be communicated under AICPA professional standards and *Oregon Minimum Standards*.

We have identified the following significant risk(s) of material misstatement as part of our audit planning:

- Management override of controls (this is a presumed risk under GAAS)
- Improper revenue recognition

#### **Audit Procedures – Compliance**

As part of obtaining reasonable assurance about whether the financial statements are free of material misstatement, we will perform tests of the District's compliance with provisions of applicable laws, regulations, contracts, agreements, grants. However, the objective of those procedures will not be to provide an opinion on overall compliance, and we will not express such an opinion in our report on compliance issued pursuant to *Oregon Minimum Standards*.

#### **Other Services**

We will also assist in preparing the financial statements and related notes of the District in conformity with U.S. generally accepted accounting principles based on information provided by you. We will also prepare the annual Summary of Revenues and Expenditures form required by the Oregon Secretary of State, Audits Division. We will perform the services in accordance with applicable professional standards. The other services are limited to the financial statement services previously defined. We, in our sole professional judgment, reserve the right to refuse to perform any procedure or take any action that could be construed as assuming management responsibilities.

You agree to assume all management responsibilities for the financial statements, related notes, and any other non-audit services we provide. You will be required to acknowledge in the management representation letter our assistance with the preparation of the financial statements and related notes and that you have evaluated the adequacy of our services and have reviewed and approved the results of the services, the financial statements, and related notes prior to their issuance and have accepted responsibility for them. Further, you agree to oversee the non-audit services by designating an individual, preferably from senior management, with suitable skill, knowledge, or experience; evaluate the adequacy and results of those services; and accept responsibility for them.

Board of Directors  
Sunset Empire Park & Recreation District  
April 7, 2023  
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### **Responsibilities of Management for the Financial Statements**

Our audit will be conducted on the basis that you acknowledge and understand your responsibility for designing, implementing, and maintaining internal controls relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error, including monitoring ongoing activities; for the selection and application of accounting principles; and for the preparation and fair presentation of the financial statements in conformity with accounting principles generally accepted in the United States of America with oversight of those charged with governance.

Management is responsible for making drafts of financial statements, all financial records, and related information available to us and for the accuracy and completeness of that information (including information from outside of the general and subsidiary ledgers). You are also responsible for providing us with (1) access to all information of which you are aware that is relevant to the preparation and fair presentation of the financial statements, such as records, documentation, identification of all related parties and all related-party relationships and transactions, and other matters; (2) additional information that we may request for the purpose of the audit; and (3) unrestricted access to persons within the Organization from whom we determine it necessary to obtain audit evidence. At the conclusion of our audit, we will require certain written representations from you about the financial statements and related matters.

Your responsibilities include adjusting the financial statements to correct material misstatements and confirming to us in the management representation letter that the effects of any uncorrected misstatements aggregated by us during the current engagement and pertaining to the latest period presented are immaterial, both individually and in the aggregate, to the financial statements taken as a whole.

You are responsible for the design and implementation of programs and controls to prevent and detect fraud, and for informing us about all known or suspected fraud affecting the District involving (1) management, (2) employees who have significant roles in internal control, and (3) others where the fraud could have a material effect on the financial statements. Your responsibilities include informing us of your knowledge of any allegations of fraud or suspected fraud affecting the District received in communications from employees, former employees, grantors, regulators, or others. In addition, you are responsible for identifying and ensuring that the District complies with applicable laws and regulations.

You are responsible for the preparation of the supplementary information in conformity with accounting principles generally accepted in the United States of America. You agree to include our report on the supplementary information in any document that contains, and indicates that we have reported on, the supplementary information. You also agree to include the audited financial statements with any presentation of the supplementary information that includes our report thereon.

### **Engagement Administration, Fees, and Other**

We understand that your employees will prepare all cash or other confirmations we request and will locate any documents selected by us for testing.

If you request, we will provide copies of our reports directly to the Division of Audits of the Oregon Secretary of State on your behalf; however, management is responsible for distribution of the reports and the financial statements. Unless restricted by law or regulation, or containing privileged and confidential information, copies of our reports are to be made available for public inspection.

The audit documentation for this engagement is the property of Kern & Thompson, LLC and constitutes confidential information. However, pursuant to authority given by law or regulation, we may be requested to make certain audit documentation available to the Division of Audits of the Oregon Secretary of State or its designee, for purposes of a quality review of the audit, to resolve audit findings, or to carry out oversight responsibilities. We will notify you of any such request. If requested, access to such audit documentation will be provided under the supervision of Kern & Thompson, LLC personnel.

Board of Directors  
Sunset Empire Park & Recreation District  
April 7, 2023  
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We expect to perform audit work remotely during **July, 2023**, complete audit fieldwork in early **November, 2023**, and to issue our reports no later than **December 31, 2023**. Rick Proulx is the engagement partner and is responsible for supervising the engagement and signing the reports or authorizing another individual to sign them.

We estimate that our fees for these services (inclusive of report reproduction, word processing, postage, travel, copies, telephone, etc.) will not exceed \$23,500. The fee estimate is based on anticipated cooperation from your personnel and the assumption that unexpected circumstances will not be encountered during the engagement. If significant additional time is necessary, we will discuss it with the District's management and arrive at a new fee estimate before we incur the additional costs. Our invoices for these fees will be rendered each month as work progresses and are payable on presentation. Payment is due upon receipt of the invoice. If not paid when due, a late charge of 1-1/2% per month will be imposed and we shall be entitled to stop rendering services until payment is made. In accordance with our firm policies, work may be suspended if the District's account becomes 90 days or more overdue and will not be resumed until the District's account is paid in full.

#### **Reporting**

We will issue a written report upon completion of our audit of Sunset Empire Park & Recreation District's financial statements. Our report will be addressed to the Board of Directors of Sunset Empire Park & Recreation District. Circumstances may arise in which our report may differ from its expected form and content based on the results of our audit. Depending on the nature of these circumstances, it may be necessary for us to modify our opinion, add a separate section, or add an emphasis-of-matter or other-matter paragraph to our auditor's report, or if necessary, withdraw from this engagement. If our opinion is other than unmodified, we will discuss the reasons with you in advance. If, for any reason, we are unable to complete the audit or are unable to form or have not formed an opinion, we may decline to express an opinion or withdraw from this engagement.

We appreciate the opportunity to be of service to you and believe this letter accurately summarizes the significant terms of our engagement. If you have any questions, please let us know. If you agree with the terms of our engagement as described in this letter, please sign the attached copy and return it to us.

Sincerely,

**KERN & THOMPSON, LLC**



Richard V. Proulx, CPA  
Partner

RVP/kja  
Enc.

Board of Directors  
Sunset Empire Park & Recreation District  
April 7, 2023  
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This letter correctly sets forth the understanding of  
**Sunset Empire Park & Recreation District**

By \_\_\_\_\_

\_\_\_\_\_  
Print name and title

Date \_\_\_\_\_

April 25, 2023

To: SEPRD Board of Directors  
Re: District Goals 2023, April Update

Hi Directors,

Here are the goals established and agreed upon by the Board and an update on those goals as of April 2023 (33% of 2023 completed).

**1. Explore and learn more about Systems Development Charges (SDC's) and bring information back to the Board**

Identified a consulting firm (FCS Group) that could come and inform the Board on this topic. Attended the ORPA Admin Retreat where staff from FCS Group presented information. Direction from the Board at the March meeting indicated that they would like to revisit this around the end of Summer/early Fall.

**2. Start conversation with out-of-District communities for possible District expansion**

Not begun yet. Would look to the Board for guidance on how they'd like to move forward on this or if there is a designee from the Board to assist with this effort.

**3. Return Sunset Pool to pre-pandemic hours of operation, offering more weekend hours and open swims**

This month we have been able to be open on Saturdays and also offered open swim during the weekdays of Spring Break with strong participation. The Aquatics team has set goals to revive the Friday night open swims and provide open swims on the 'no school' days from 1-3pm.

**4. Create more opportunities for patrons to get to know staff, particularly the Executive Director**

Staff had a great conversation and put a plan in place to initiate more opportunities. We will host an event in May that will highlight the improvements made in the West Wing and give patrons an opportunity to interact with some staff.

**5. Enhance utilization**

No update.

**6. Obtain full occupancy for the Sunset Recreation Center and begin the process of utilizing the building spaces, providing more recreation and community space.**

Update provided earlier in the meeting.

- Hire a grantwriter to fundraise for phased improvements at the Sunset Recreation Center, in coordination with the Sunset Park & Rec Foundation. Utilize the position to develop a strategy aimed to increase programming and capacity at the SRC.

Grantwriter has been hired and begun their work. Site visit has occurred and grant writing has begun!

- Edit or recreate the IGA between the City, SSD, and SEPRD regarding Broadway Field

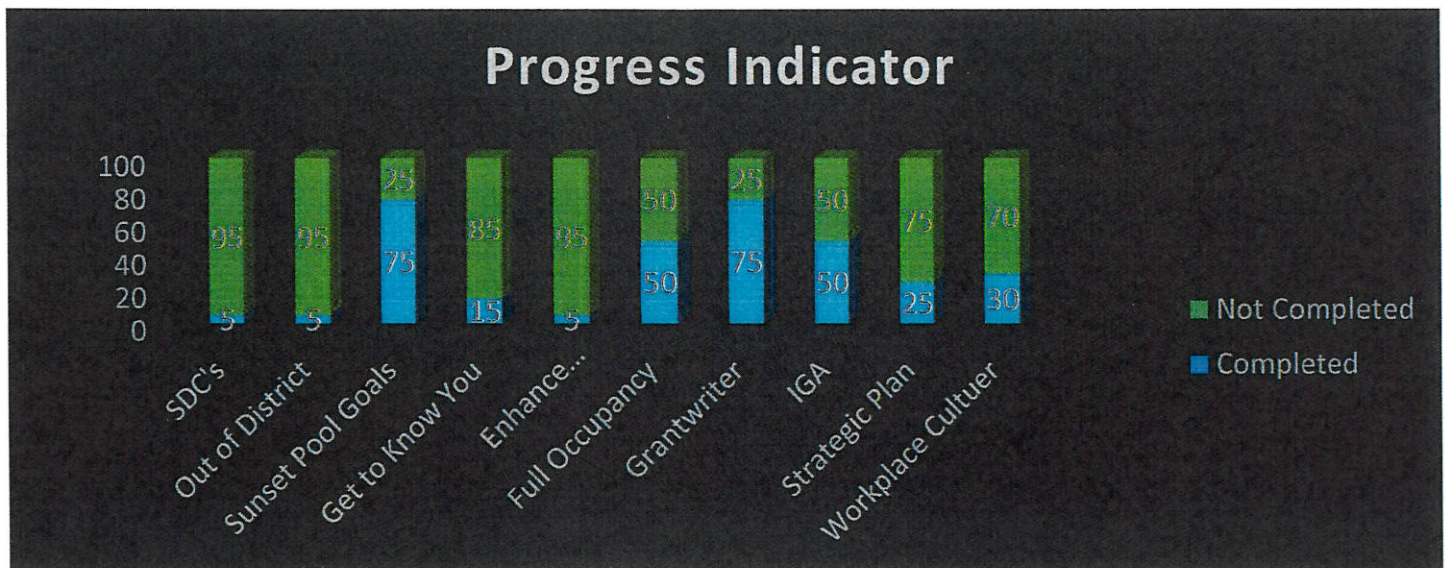
Update provided earlier in the meeting.

- Complete the Strategic Plan, in conjunction with consultants from SEA and SFA

Update provided earlier in the meeting.

- Align recruitment and retention goals to ensure a healthy workplace culture while meeting program needs.

Lots to do in this area but efforts made thus far include the District apparel program, expanded efforts in staff recognition and other retention efforts but open to insight from the Board of Directors



Sincerely,



Skyler Archibald | Executive Director | Sunset Empire Park & Recreation District

1140 Broadway | Seaside, Oregon 97138

503-738-3311 | sarchibald@sunsetempire.com | sunsetempire.com

# SHIP & SAVOR

*"The Final Voyage"*



**Where: Seaside Civic & Convention Center**  
**When: Sunday May 7th | 4:00-6:30pm**  
**Tickets: \$45/ea purchase at Sunset Pool or**  
**online at [sunsetempire.com](http://sunsetempire.com)**

**Featuring Wine, Beer, and Treats From Local Restaurants!**



**This is a partnership between the Sunset Park & Recreation Foundation  
and the Seaside Rotary Club Foundation**

