Sisters Park & Recreation District
Board of Directors Work Session
Tuesday, October 8th 5:30 -7:30 p.m.

1. Call Meeting to Order – Jeff Tryens, Board President
   a. Reminders
   b. Adjustments and/or approval of agenda

2. Discuss Financial Management Policies
   a. Cover Memo
   b. Draft Policy

3. Vehicle Use Policy and Disposal
   a. Cover Memo
   b. Draft Policy

4. Strategic Plan Process Approach and Timeline
   a. Cover Memo
   b. Draft Timeline

5. Discuss November and December meetings
   a. Cover Memo

6. Other business

7. Adjourn Meeting

Upcoming Meetings/Special Events:
- Thursday, October 10, 2019 Senior Health Fair
- Tuesday, October 22, 2019 Board business meeting
- Fri-Sat, November 1-2, 2019 Happy Girl Run
Meeting Date: 10/08/2019

Subject: Financial management policies review

Presenter: Jennifer Holland, Executive Director

Board Action:
Review and provide feedback on Financial Management Policies in preparation for approval at the October 22, 2019 board of directors business meeting.

Background:

In an effort to create consistent financial business practices, create a foundation of principles for developing a cost recovery methodology and be compliant with local budget law, the district is proposing the implementation of the included financial management policies. Staff researched financial management policies from other park and recreation districts, SDAO and other regional local government agencies to determine best practices consistent with Oregon state law. Staff also incorporated existing financial related policies (scholarship policy) and current financial practices (refund practices) to create an inclusive document.

The draft financial management policies have been reviewed individually by the executive director, interim business manager, and the board appointed Financial Oversight Committee (Board members Tehan and Keefer). Following the individual review process, the team convened a working meeting to answer questions and review/update policies based on feedback. Key front-line staff also reviewed proposed policies to provide a well-rounded perspective on the implementation of the proposed policies.

Overview:

It is essential for Sisters Park & Recreation District to have clear and concise policies and expectations that outline the district financial management plan. This sets the district up for success and allows for a standard of financial operations that will allow for consistency in practice throughout staff transitions or turnover. A strong financial management plan also sets practices in place that helps protect the district from fraud, misuse of funds, and lack of transparency.

The Fees and Charges Policy included in the draft will create a solid foundation for the district to move forward in creating a cost recovery methodology. Included in this policy is the expectation that the district will set fees to pay for the programs/services we offer, which will be collected at the time of registration, that the district will have a higher fee for out of district patrons, and that fees will be determined based on the cost recovery methodology, which will include direct expenses and the percentage of subsidy that the board has approved, if at all. Staff is in the process of developing a process for drafting the cost recovery plan that will be presented to the Board of Directors in January 2020.
As SPRD has grown, and the cost of services continue to increase each year with inflation, staff is requesting that the Board consider increasing the executive director expenditure authority level to sign checks and approve purchases. Staff is proposing to increase the current level of expenditure authority from $2,500 to $10,000 with an internal control of the board treasurer or other Financial Oversight Committee reviewing invoices on a monthly basis. Additionally, checks or purchases over $5,000 would require a second signature on any checks, and any purchases over $9,999 would require board approval prior to committing the District to the expense.

Highlights:

- The Financial Oversight Committee includes two board members and is a yearly appointment made by the full Board of Directors.
- Under Fees & Charges Policy, there is a reference to direct and indirect costs as well as a Cost Recovery Pyramid. These will be defined in the upcoming Cost Recovery Plan to be presented to the Board of Directors in January 2020. However, this sets the foundation for staff to use as a guide as they develop the cost recovery methodology.
- The current staff structure has allowed the district to be able to institute stricter and more clearly defined internal controls due to separation of duties between the business manager position and the executive director.
- Scholarship Policy has been adopted previously by the Board of Directors. There are no changes proposed in this policy.
- Refund Policy is based on past practice, which is currently outlined in the recreation guide and on rental contracts
- The proposed policies include more verbiage around rentals. This is an effort to set the foundation for the district so we can target alternative revenue through a formal rental program.
- Past practice has allowed patrons to register for programs without collecting full payments. The new policy would eliminate that practice with the exception of a district created payment plan for care programs and an approved third-party billing process. New policies will allow the executive director and business manager set up a process to collect on outstanding debt including but not limited to suspension from programs until balance is paid off or until patron has an approved repayment agreement.

Financial Oversight Committee Big Picture Input/Recommendations:

- Asked staff to provide a quarterly report to the board on outstanding debt, credit balances on patron accounts, and year over year financial comparisons to ensure that the board is meeting their fiduciary responsibilities.
- Interested in seeing the annual budget broken out into monthly budget in the accounting system to understand cash flow and monthly financial trends.
• Interested in seeing the definition of direct and indirect costs that will be defined in the cost recovery plan, to be presented in January 2020.

Attachments:

• Draft financial management policies
RESOLUTION NO. 2020—____

A RESOLUTION ADOPTING FINANCIAL POLICIES OF THE DISTRICT

WHEREAS, financial management is necessary for the control of district affairs.

WHEREAS, sound accounting practices and policies are necessary for ensuring the integrity of financial records and district funds.

WHEREAS, the district is subject to Municipal Audit Law, ORS 297.405 to 297.555.

NOW THEREFORE, BE IT HEREBY RESOLVED by the Sisters Park and Recreation District Board of Directors as follows:

SECTION 1: We hereby adopt the following policies:
- Financial Management Policy
- Fees and Charges Policy
- Refund Policy
- Purchasing Policy
- Security Policy

SECTION 2: This resolution shall become effective immediately upon passage.

APPROVED by the Sisters Park and Recreation District Board of Directors and signed by the Board President this ___ day of ____ , 2019.

Ayes: _______
Nays: _______
Abstentions: _______
Absent: _______
Vacancies: _______

___________________, Board President

ATTEST:

______________________________
Amanda Seeley, Recording Secretary
FINANCIAL MANAGEMENT POLICY

Purpose
Sisters Park & Recreation District is committed to responsible fiscal management through financial integrity, prudent stewardship of public assets, planning, accountability and full disclosure. The broad purpose of our financial management policy is to enable SPRD to achieve and maintain a long-term stable and positive financial condition. These policies are adopted by the board of directors as the basic framework for overall financial management of SPRD. The policies are designed to guide day-to-day and long-range fiscal planning and decision making, and to achieve the following general financial goals:

1. Provide an adequate financial base to sustain a sufficient level of recreation services to maintain the social well-being and physical conditions of Sisters Country.

2. Deliver cost effective and efficient services to community members.

3. Provide the financial stability needed to navigate through economic downturns, adjust to changes in the service requirements of the community and respond to other changes as they affect the district’s residents.

4. Strive to meet the highest standards of financial management and reporting practices as set by the Government Finance Officers Association, the Governmental Accounting Standards Board and other related professional financial standards.

5. Fully comply with finance related legal mandates, laws and regulations.

To achieve these goals, financial policies generally cover areas of revenue management, budgeting, financial planning and forecasting, investment and asset management, debt management, accounting and financial reporting, reserves and internal controls. These policies are reviewed and updated every year as part of the annual budget preparation process.

Revenue Policies

1. The district will strive for and maintain a diversified and stable revenue system to prevent undue or unbalanced reliance on any one source of funds. This revenue diversity will shelter the district from short-run fluctuations in any one revenue source.

2. When evaluating new revenue sources, the following elements will be taken into consideration: sustainability of the revenues to the programs they are intended to support,
administrative costs, operational and maintenance costs, acceptability to the community, and the impact on economic competitiveness relative to other communities.

3. One-time and non-recurring revenues will be used only for one-time expenditures. The district will avoid using temporary revenues to fund mainstream services or for budget balancing purposes.

4. User fees and charges will be established for services provided that benefit specific individuals or organizations. Cost of service analyses will be prepared so that user fees and charges can or will be set at a level sufficient to recover the cost of services consistent with the district’s cost recovery plan. The district will systematically review user fees and charges to ensure they balance affordability with cost recovery.

5. All potential grants shall be evaluated for matching requirements and on-going resource requirements and balanced with the benefits of the grant before application and acceptance. Grants may be rejected to avoid commitments beyond available funding.

6. Revenues will be estimated realistically and prudently. Revenues of a volatile nature will be estimated conservatively; explanations of the underlying assumptions and risks to the forecast, including both upside and downside risks, will be provided. The district will estimate its revenues by an objective, analytical process using best practices as defined by the Government Finance Officers Association.

7. The cost of revenue collection efforts should not exceed the marginal additional revenue obtained and should not absorb a large percentage of the amount collected.

**Fees and Charges Policy**

1. As a publicly financed park and recreation system, Sisters Park & Recreation District shall provide a basic level of service at no additional cost to the public. However, fees and charges and other methods to recover costs are considered a responsible and necessary means to supplement tax revenue where appropriate.

2. In establishing fees and charges, the district will determine the direct costs of providing services and establish goals to recover those costs. The appropriate level of cost recovery will be based on an assessment of who is benefiting from the service provided. If the benefit is accruing to the community as a whole, it is appropriate to use taxpayer dollars to wholly or primarily fund the service. Examples of services that primarily provide community benefits may include non-monitored (and non-programmed) park and recreation facilities like Skate Park, Disc Golf, and Bike Park. District staff are not present at these facilities to specifically monitor programs, activities, or services.

3. As the benefit is increasingly specialized to an individual or select group of individuals, it is appropriate to charge fees for the service at an increasing rate of cost recovery.
Professionally directed programs, facilities and equipment that visitors can exclusively use, and products and services that may be purchased, provide examples where user fees are appropriate.

4. The district may also consider available resources, public need, public acceptance, historical practices, and the community economic climate, or other means when establishing fees and charges. The district reserves the right to adjust fees and charges for these and other reasons upon the approval of the executive director. In cases where certain programs and facilities are highly specialized by activity and design and appeal to a select user group, the district may consider additional fees charged by competitive services. Fees and charges may be set to recover costs in excess of direct and indirect costs, where appropriate, as a method of funding other service subsidies.

5. The district may subsidize the level of cost recovery for services for persons with economic need or for other targeted populations, as determined by the board, through tax-supported fee reductions, scholarships, grants or other methods. The board may also approve exceptional fees or fee waivers upon determinations that such fee arrangements will benefit the public interest. When this philosophy is applied to approved programs, said programs are not subject to the cost recovery pyramid per board direction.

6. The district will develop and implement a system of out-of-district fees and charges to be charged to non-tax paying patrons. Some level of additional fee will be determined and will be charged for district programs, facilities, and services with few exceptions (e.g. special events, partner programs, etc.). Non-district residents owning real property in the district are exempt from the out-of-district fee policy.

7. This policy is intended to provide an overarching philosophy on cost recovery, a methodology to utilize the district’s subsidy generated by the community’s tax investment and a structure for implementing fees and charges which is fairly and consistently applied. Staff will use a cost recovery methodology as guidance for this policy. The executive director or their designee will oversee the development and implementation of fees and charged based on the approved SPRD Cost Recovery Model, Pricing and Cost Recovery Pyramid.

8. Programs/Services
   a. All fees and charges must be taken at time of registration to complete the transaction. Certain programs approved by the executive director, such as care programs, will be able to utilize a payment plan schedule, allowing the patron to secure a spot for their child for longer lengths while committed to a monthly/weekly payment for service. Patrons who have an established third-party billing process will be allowed to register for care programs without full payment per the terms on their third-party billing agreement.

9. Rentals
   a. A deposit must be collected at the time of booking to secure the rental date. The full
rental fee must be paid seven business days prior to the rental date. Failure to pay the outstanding balance seven business days prior to the rental date may result in the loss of rental equipment, and the renter will forfeit their deposit.

Budget Policies

1. The district will prepare an annual budget for each fiscal year July 1 – June 30.

2. All budgetary procedures will conform to existing state and local regulations. Oregon budget law requires each local government to prepare a balanced budget and Oregon Administrative Rules state: 1) the budget must be constructed in such a manner that the total resources in a fund equal the total of expenditures and requirements for that fund, and 2) the total of all resources of the district must equal the total of all expenditures and all requirements for the district. Budgets for all funds will be prepared on a modified accrual basis consistent with Generally Accepted Accounting Principles.

3. The budget process will allocate resources to achieve the board’s strategic plan. Staff goals and objectives will be identified and incorporated into the budget process.

4. A budget preparation calendar is crucial for successful budget preparation and execution. Business Manager will prepare a budget calendar for board approval before the end of each calendar year.

5. The budget will be constrained to the total amount approved by the Budget Committee and as adjusted, adopted, and amended by the board of directors.

6. The board of directors shall adopt the budget for each department as required by budget law.

7. The summary of full-time equivalents (FTE), which includes regular and temporary employee’s department, shall be brought before board for adoption with the budget. The executive director may reassign positions among departments, restructure departments, and convert temporary positions to FTE without board approval, so long as the total number of positions adopted on the FTE schedule is not increased. Any increase to the FTE schedule must be approved by the board of directors.

8. Oregon budget law provides a means to adjust the budget for emergency expenditures or unforeseen circumstances. All resolutions adjusting the budget will be prepared by finance staff, at the direction of the executive director, for board approval to ensure compliance with budget laws.

9. Monthly reports comparing actual to budgeted expenditures will be prepared by finance staff and distributed to the executive director and board of directors. Significant budget to actual variances will be investigated and explained.
Expenditure Control Policies

1. Expenditures will be controlled through appropriate internal controls and procedures. Management must ensure expenditures comply with the legally adopted budget. Each program director will be responsible for the administration of their program budget. This includes accomplishing the goals and objectives incorporated into the budget and monitoring each program budget for compliance with spending limitations. Internal controls over payment requests include a review by the executive director or their designee. Payment requests are not considered approved and authorized for payment until the executive director or their designee has approved the disbursement.

2. The board will adopt the budget by fund at the department level. Expenditures anticipated to be in excess of these levels require approval of the board via a resolution.

3. All purchases of goods and services must comply with the district’s purchasing policies and with state and federal laws and regulations.

4. Before the district purchases any major asset or undertakes any operating or capital arrangements that create fixed costs or ongoing operational expenses, the implications of such purchases or arrangements will be fully determined for current and future years and presented to the board of directors for their consideration.

5. All compensation planning will include an analysis of the total cost of compensation. This includes evaluating salary increases, health benefits, retirement contributions, fringe benefits and other personnel costs. The board of directors will consider staffing and salary schedule changes, as well as proposed cost of living adjustments in the winter of each year prior to budget development so staff can include those changes in the proposed budget for the upcoming fiscal year.

6. The district will make every effort to control expenditures to ensure district services and programs provided to its community members and taxpayers are cost effective and efficient.

Accounting, Auditing, and Financial Reporting Policies

1. The District will comply with the following accounting and reporting standards:
   a. Generally Accepted Accounting Principles (GAAP) developed by Governmental Accounting Standards Board,
   b. Government Accounting, Auditing and Financial Reporting standards prescribed by the Government Finance Officers Association (GFOA),
   c. Government Accounting Standards, issued by the Comptroller General of the United States,
   d. Oregon Revised Statues relating to Municipal finance and
2. The primary responsibility for the district’s financial reporting and internal controls rests with the executive director as overseen by the board of directors. The board shall appoint two members to serve on a Financial Oversight Committee. The purpose of the Financial Oversight Committee is to provide oversight of the District’s financial reporting, audit, and other investigations. The Financial Oversight Committee’s authority includes retention of the district’s external auditors with approval of the board of directors, investigation of any matter brought to its attention with complete and unrestricted access to all books, records, documents, facilities, and personnel of the district, and retention of outside counsel, auditors, investigators, or other experts in the fulfillment of its responsibilities.

3. Monthly financial reports summarizing financial activity by fund will be presented to the executive director and board of directors.

4. A system of internal controls and procedures will be maintained to provide reasonable assurance of the safeguarding of assets and proper recording of financial transactions and compliance with applicable laws and regulations.
   a. Duties will be assigned to individuals in such a manner that no one individual can control all phases of collecting cash, recording cash, and processing transactions in a way that permits errors or omissions to go undetected.
   b. The executive director or their designee shall review all financial transactions made by the financial officer of the district on a weekly basis. The Board Treasurer may review the transactions monthly as an additional check and balance.
   c. Cash deposits should be received and counted by two people other than the depositor of the funds to ensure that funds are accounted for by multiple people.
   d. Deposits shall be made at the district’s financial institution on no less than a weekly basis. Should the district have more than $10,000 cash in the safe, it should be deposited on the bank’s next business day.
   e. All accounting computer records must be kept secure. Persons authorized to edit or review the records must be given passwords which only enable them to access the system. More than one person should be trained on the system. Accounting records should be backed-up on a regular basis.
   f. Any online bank transfers between district accounts must be reviewed/initialed by an authorized staff member.
   g. The person that does the reconciliation of district accounts should not be the same person that writes the checks. If it is not possible to have separate functions, then the books must at least be reviewed regularly by the executive director and board treasurer, since they do not write the checks.
   h. All large purchases should be authorized by someone other than the signer of the checks, consistent with district purchasing policies.
   i. Receipts should always be verified prior to paying an invoice. Procedures should be developed for checking receipts or packing slips to determine that merchandise or services have been received before payment.
j. Petty cash funds require full documentation, including the receipt, documented purpose of the expenditure and who received the petty cash funds. A second verification signature is required for all petty cash entries.

k. All checks written over $5,000 by the District require two signatures, including the executive director and at least one board member. If the executive director is unavailable, approved board members may sign checks. ORS 198.220 requires that any officer or employee of the district who is charged with the possession or control of district funds and properties be bonded or have an irrevocable letter of credit issued by a commercial bank.

5. In accordance with State law, a comprehensive financial audit will be performed annually by an independent public accounting firm with the objective of expressing an opinion on the District’s financial statements and assessing the accounting principles used and evaluating the internal controls in place.
   a. District employees are to cooperate with all auditors, external and internal, regarding any records maintained for or by the district.
   b. All external and internal audit reports are to be sent to the board of directors and the executive director.

6. The district will prepare its financial statements and maintain its accounting and internal control systems in accordance with applicable standards with the goal of obtaining an unqualified opinion from its auditors.

7. The district’s asset capitalization policy is to capitalize and depreciate assets greater than $____ with a useful life beyond two years. Capital assets costing less than $____ or having a useful life of two years or less will be treated as operating expenditures. The asset capitalization threshold will be applied to individual assets rather than to groups of assets (i.e. office furniture, computer equipment, radio equipment, etc.).

Banking Services

1. Banking services must meet the following minimum criteria:
   a. Verify that the bank you want to use is on the list of qualified depositories on the State Treasurer’s website at: https://www.oregon.gov/treasury/public-financial-services/public-depository-information/Pages/List-of-Qualified-Depositories.aspx.
   b. Be insured by the Federal Deposit Insurance Corporation.
   c. Provide annual audited financial statements.

2. All district bank accounts must be authorized and approved by the Board of Directors, including account signatories.
Cash on-hand

1. The district will maintain $250 in petty cash, locked in the District safe with limited access. See internal controls for additional details on the management of petty cash.

2. The district shall not exceed $2,500 in program/event start-up cash on hand at any time. If cash on hand approaches that amount, staff will collect excess cash and place it in the district safe until a deposit can be made on the next banking business day.

Accounts Receivable

1. Third Party Billing: The district will invoice all approved third party billing organizations for amounts due on a current basis. An accounts receivable age schedule will be prepared and monitored to ensure amounts due the district. Invoices are due within 30 days of billing date.

2. Patrons: The district will invoice all patrons with a balance on the last business day of the month.

Patron Outstanding Balances

1. As a public agency, Sisters Park & Recreation District has a fiduciary responsibility to collect all outstanding balances on accounts. Outstanding balances will be collected in accordance to the Outstanding Balance Procedure. Patrons that have an outstanding balance and who failed to meet repayment commitments may be sent to collections. Patrons who have a debt that has been written off as bad debt or has been sent to collections will lose the ability to utilize a payment plan schedule for any programs.

   a. If a patron has an existing balance on their account, the executive director and/or Business Manager will review the amount owed and determine an appropriate repayment schedule. Most repayments should occur within three months or less. For an amount larger than $500, the payment plan may be extended to six months.

   b. If a patron is on a repayment schedule and is making their payments on time, the patron will be allowed to register for programs and may take part in a payment plan if it is offered. However, if a payment is missed, including a declined card or bounced check, the patron loses the ability to continue to register for programs until the debt is paid in full.
2. Accounts with outstanding balances will be reviewed on a monthly basis. Any patron account that remains delinquent for more than 180 days will be written off as bad debt. Authorization for writing off bad debt shall be given to the financial officer, executive director, and board of directors at the following levels:

- $ 0 to 100  Business Manager
- $101 to 1000  Executive Director
- $1001 and above  Board of Directors

Refund Policy

**Program Refunds**

1. Refunds may be requested in person or by telephone. Complete refunds must be requested five business days prior to the beginning of the program. Requests that do not meet the five-day criteria will be handled as follows:
   a. Requests made three-four business days in advance of program start date will be issued a 50% refund minus an administrative fee.
   b. No credits or refunds will be issued for requests made two business days or less in advance of the program date.

2. Refunds will be issued consistent with the original payment received or as a credit on the participant’s account. Credits expire after a one-year period.

3. Refunds may be issued from the district to the patron per patron request. Refunds will be issued within fourteen business days of the request and will reflect an amount to recover administrative costs. Credits are not subject to a processing fee. The district reserves the right to deny refund requests for classes/activities which are specifically stated in program materials and/or the registration form.

**Rental Refunds:**

1. Refunds for facility deposits may be requested in person or by telephone. Request for refund of Rental Deposits will be refunded as follows:
   a. 75% if request is made 60 days or more before the rental
   b. 50% if request is made 30 – 59 days before the rental
   c. Less than 30 days before the rental date there will be no refund of the rental deposit. If the rental is scheduled less than 30 days before the rental date there will be no refund of the rental deposit.

2. Refunds will be mailed within fourteen business days. Patrons can request a credit for their refund.

3. Additional deposits and fees may be refunded subject to the guidelines in the rental agreement. The district reserves the right to deny refund requests for rentals specifically stated on the rental agreements.
Refund Procedure:
1. When a refund request is made meeting the criteria in the Refund Policy, the refund will be processed by a designated staff member. The designated staff member will complete the refund request. If a patron chooses to request a refund, the designated staff member sends applicable refund request information to the business manager. A $5.00 processing fee will be deducted from the amount of the refund.

2. The business manager will issue the refund within ten business days of the request. The refund must be paid through the original form of payment received. Staff should ensure that any scholarship amounts are deducted prior to giving the refund.

3. Cancelled Classes: If a program is cancelled, SPRD will issue complete refunds to program registrants without a processing fee. The program director or their designee will:
   a. Notify registrants
   b. Complete the program cancellations checklist
   c. Submit the appropriate paperwork to the business manager to process the refunds

Patron Credit Accounts
1. Refund credits will be tracked by a designated staff member. A patron with a credit for 11 months will be notified of their expiring credit and asked to voluntarily apply the credit to the District’s scholarship fund. With the patron’s authorization, their expiring credit will be transferred to the scholarship fund. If authorization is not received and the credit expires, the refund will be sent to the patron less a $5.00 processing fee.

Accounts Payable
1. The district will maintain a system to age accounts payable. Invoices will be analyzed to take advantage of any discounts available.

2. All obligations paid to the district will be reviewed to ensure proper documentation is attached and that all district requirements are met.

Authorized Personnel/Security
1. Checking accounts require one manual signature unless the check is over $5,000, in which case two signatures will be required. Signatures must be from individuals who are on the approved signers list appointed by the board of directors.

2. The executive director may not sign off on their timecard, mileage or reimbursement. These items must be signed off by a board member.

3. Checkbooks are to be in a secure place at all times during business hours and locked in a filing cabinet during non-business hours.

4. The executive director and board members with signing authority are responsible for maintaining a current signature card with the appropriate financial institution.
5. The board treasurer and/or another member of the Finance Oversight Committee will review invoices monthly.

Cash Forecasting
1. Each fiscal year the executive director and/or their designee will prepare an annual general fund cash flow budget for the district for approval by the board of directors.

2. Each month the cash flow statement will be adjusted to reflect the current month’s actual cash flow and revise the remaining estimated cash flow schedule. The updated cash flow budget will be provided with the monthly financials to the board of directors.

Scholarship Policy
1. Sisters Park & Recreation District (SPRD) Board of Directors is committed to providing scholarships to families who may not otherwise be able to afford participating in SPRD programs and activities. Scholarships are awarded based on financial need.

2. The SPRD scholarship program is partially supported by donations, and as a result has an annual maximum budgeted amount available for distribution. Once the budgeted amount is distributed, no additional scholarships can be awarded for the remainder of the fiscal year unless the Board of Directors takes action to allocate additional funds.

3. The maximum amount of scholarship funds awarded to a household is $500 per fiscal year (July 1-June 30). Recipients will need to reapply each fiscal year to receive scholarship support. Scholarships can be utilized for up to 50% of the registration cost for all eligible SPRD programs or activities (see below) and will be reduced after each use until there are no remaining funds available. At the end of the fiscal year (June 30), any unused scholarship funds will be forfeited.

4. SPRD scholarships cannot be used for the following:
   a. non-refundable registration deposits and fees
   b. program supply fees
   c. special event admissions
   d. team fees
   e. rental fees (tent, facility)
   f. third-party billings

Scholarship Procedure
1. All applicants need to fill out the SPRD scholarship application and provide one of the following documents for proof of eligibility:
   a. An Oregon Trail Card (food stamp card)
   b. WIC Card
c. Oregon Health Plan eligibility statement or Medicaid card
d. Family receiving support from Circle of Friends (COF)
e. A foster child who lives in Sisters Country is eligible to receive a scholarship for 100% of eligible registration fees (separate from their household of residence)
f. Resident of a Housing Works community in Sisters Country (info at https://housing-works.org/)

2. If an applicant does not meet the above eligibility criteria, they may provide a letter of hardship with their scholarship application explaining their situation and why they should be considered for a scholarship. The Executive Director or their designee will review all hardship letters and has the authority to approve hardship requests on a case-by-case basis.

3. Applicants with a balance on their SPRD account will not be eligible for a scholarship until the balance is paid in full.

4. Applications are accepted on an ongoing basis and will be funded on a first-come, first-serve basis. Submit applications:
   a. In person at Coffield Center
   b. Via email to sprd@sistersrecreation.com

Debt
1. Due to the nature of property tax receipts being received in the late fall, it may be necessary for the district to obtain short-term financing to cover operating expenditures during the months between July 1 – November 30.
   a. Any debt planned to be incurred by the District must be included in the District’s adopted budget
   b. Any short-term debt obtained by the District must be approved by the board of directors via a resolution.
   c. Any draws on the debt must include written pre-approval from both the executive director or their designee and a member of the Finance Oversight Committee.
   d. Short-term debt will be paid off upon receipt of current year property taxes and no later than December 31.

2. If feasible, the district may enter into long-term lease obligations or issue bonds to finance capital acquisitions upon approval of the board of directors.

3. Before issuing any debt, the district will consult with appropriate internal and/or external financial advisors.

4. All leases, as reported in the district’s annual financial report, will be limited as follows.
   a. Annual leases will be limited to the economic life of the equipment or facilities to be purchased, and in no case, shall be extended beyond 20 years or as otherwise authorized by Oregon Revised Statutes.
   b. Lease purchases of equipment and facilities will be limited to fit within the district’s stated mission, goal or government role.
   c. All lease-purchase payments must be included in the approved budget.
Investments
1. The district does not currently invest district funds. Should the district choose to in the future, the district will invest consistent with Local Government Investment Pool protocols.

Audits/Auditors
1. The district will conduct an annual audit in accordance with state regulations for public entities.
2. District employees are to cooperate with all auditors, external and internal, regarding any records maintained for or by the district.
3. All external and internal audit reports are to be sent to the board of directors and the executive director.

Reserve Policies
1. The district will strive to maintain sufficient contingency and reserves in each fund with the goal of:
   a. Mitigating short-term volatility in revenues and makeup the temporary shortfall in revenue
   b. Mitigating short-term economic downturns (2 years or less)
   c. Absorbing unanticipated operating needs that arise during the fiscal year but were not anticipated during the budget process
   d. Sustaining district services in the event of an emergency
   e. Meeting operating cash flow requirements before the collection of property taxes, grant proceeds and other operating revenues
   f. Meeting routine facility and equipment repair needs

2. General Fund Reserves
   a. The district will endeavor to maintain general fund unassigned reserves that equal at least two months of operating budget of the general fund.
   b. The district will endeavor to maintain a special revenue fund unassigned reserves that equal at least one month of operating budget of the special revenue fund.
PURCHASING POLICY

Purpose
The Sisters Park and Recreation District Board of Directors is designated as the local Contract Review Board under the State of Oregon Public Contracting Code. The Contract Review Board may from time to time, delegate its powers and responsibilities consistent with the Oregon Public Contract Code, the Model Rules, or the purchasing policy. The District executive director or their designee are designated as the District’s “Contracting Agency” for purposes of contracting powers and duties assigned to the District as a “Contracting Agency” under the State of Oregon Public Contracting Code or the Model Rules. Except as otherwise provided in these rules, the powers and duties of the local Contract Review Board, under the Public Contracting Code, shall be exercised and performed by the Sisters Park and Recreation District Board and all powers and duties given or assigned to Contracting Agencies by the Public Contracting Code shall be exercised or performed by the executive director or their designee.

Except as otherwise provided herein, the Sisters Park and Recreation District Contract Review Board has adopted the Model Rules, Division 46, 47, 48, and 49 adopted by the Attorney General under ORS 279A, 279B, and 279C as they now exist, and as they may be amended in the future are hereby adopted as the District’s Public Contracting Rules. Words and phrases used by these rules that are defined in ORS subchapters 279A, 279B, and 279C and in the Model Rules have the same meaning as defined in ORS subchapters 279A, 279B, and 279C and the Model Rules. In the event that rules adopted by the Local Contract Review Board do not address a particular situation, the Model Rules apply.

Types of Purchases
- **Goods and Services** are public contracts that are not contracts for public improvement or contracts for personal services.
- **Personal Services** means services performed as an independent contractor in a professional capacity including, but not limited to, the services of an accountant or accounting firm, attorney, landscape architect, architect or land use planning consultant, registered professional engineer, appraiser or surveyor, aerial photographer, computer programmers, consulting firms, contracts for services in the arts such as performing or fine arts, photography, contracts for services of a specialized creative and research-oriented noncommercial nature.
- **Public Improvement** means projects for construction, reconstruction or major renovation on real property by or for the District. “Public Improvement” does not include emergency work, minor alteration, ordinary repair or maintenance necessary in order to preserve a public improvement.
Types of Proposals for Services

- **Informal quote** is a procedure pursuant to which written or verbal offers are gathered by correspondence, telephone, e-mail, or personal contact stating the quantity and quality of goods or services to be acquired. In soliciting informal quotes, the executive director or their designee shall seek quotes from a sufficiently large number of potential offerors to ensure sufficient competition to meet the best needs of the District. An award based on less than three quotes may be made, provided the executive director or their designee makes a written record of the effort to obtain quotes.

- **Formal quote** is a procedure pursuant to which written offers are solicited by advertising or other writing stating the quantity and quality of goods or services to be acquired, and stating a date on or before which offers are to be received by the executive director or their designee. In soliciting formal quotes, the Contracting Agency shall seek quotes from a sufficiently large number of potential offerors to ensure sufficient competition to meet the best interest of the District. An award based on less than three formal quotes may be made provided the executive director or their designee makes a written record of the effort to obtain quotes.

- **Request for proposal (RFP)** means the solicitation of written competitive proposals, or offers, to be used as a basis for making an acquisition, or entering into a contract when specification and price will not necessarily be the predominant award criteria.

- **Bid** is a competitive offer in which price, delivery (or project completion) and conformance to specification and invitation to bid will be the predominant award criteria.

- **Competitive bidding** means the issuing of invitations to bid, which follow the formal process for advertising, bid, and bid opening required by ORS Chapter 279 and these rules.

- **Public contract** means any purchase, lease or sale by the District of personal property, public improvements or services other than agreements which are for personal and professional services.

- **Sole source procurement** is a contract for goods or services, or a class of goods or services, available from only one source.

Purchasing Authority

Sisters Park and Recreation District staff have contracting authority and responsibilities as follows:

1) The executive director or their designee is authorized to:
   a. Enter into District contracts for Goods and Services and Personal Services Contracts not to exceed $9,999 without additional authorization of the Contract Review Board.
   b. Enter into District contracts for Public Improvements that have been adopted through the budget process not to exceed $9,999 without additional authorization of the Contract Review Board.
   c. Recommend that the Contract Review Board approve or disapprove contract awards or Amendments as defined in Sections III through IV.
d. Define all lower levels of purchasing authority.

2) Purchases of goods from District employees shall require authorization of the executive director or their designee.

3) Each program director shall operate within their budget, or seek supplemental budgetary authority from the District Board of Directors with respect to the contract.

4) All contracting by programs shall be according to approved District purchasing procedures adopted by the Contracting Agency or the Contract Review Board.

5) Each program shall plan purchase requirements sufficiently in advance so that orders can be placed in economical quantities.

6) The District executive director or their designee is authorized to perform all acts necessary to implement this Public Policy, including specifically the terms and conditions set forth herein.

7) The Contract Review Board or the executive director or their designee may reject all offers, proposals and all bids in accordance with OAR 137-047-0650.

8) The Contract Review Board or the Executive director or their designee may cancel a procurement solicitation in accordance with OAR 137-047-0660.

Purchasing Process by Type of Purchase

Goods and Services
This section applies to public contracts that are not contracts for public improvements or contracts for personal services. A public contract shall not be artificially divided or fragmented to qualify for a different award procedure than that provided by this section.

The following classes of public contracts and respective award procedures are created:

a) A public contract for an amount which is valued at $10,000 or less shall be awarded by the executive director or their designee with or without informal quotes.

b) A public contract for an amount which is valued in excess of $10,000 but not exceeding $25,000 shall be awarded by the executive director or their designee based on informal quotes.

c) A public contract for an amount which is valued in excess of $25,000 but not exceeding $150,000 shall be awarded by the Board of Directors based on formal quotes.

Amendments to the contracts must fall within the scope of the original contract or solicitation or proposal. Contract amendments must be in writing. Amendments shall not be used to circumvent rules establishing approvals at certain monetary levels.

a. Amendments to Public Contracts valued at $10,000 or less may not cause the contract price to increase in excess of $12,000. These amendments must be approved by the executive director or their designee.

b. Amendments to Public Contracts valued at in excess of $10,000 but not exceeding $100,000 may not cause the contract price to exceed an amount that is greater than 25% of the original contract price. These amendments must be approved by the executive director or their designee.

c. Amendments to Public Contracts valued at in excess of $100,000 may not cause the contract price to exceed an amount that is greater than 25% of the original contract price.
contract price. These amendments must be approved by the Board of Directors.

e) The following classes of public contracts are hereby exempted from competitive procurement.

a. Any contract exempted by the state of Oregon Public Contracting Code or Model Rules
b. Application of Public Contracting Code pursuant to ORS 279A.025
c. Contracts for products or supplies under $10,000
d. Purchases through Federal Programs pursuant to ORS 279A.180
e. Cooperative Procurement pursuant to ORS 279A.200
f. Interstate Cooperative Procurements pursuant to ORS 279A.220
g. Contracts for goods or services, or a class of goods or services, which are available from only one source. To the extent reasonably practical, the Contracting Agent shall negotiate with the sole source to obtain contract terms advantageous to the District. The determination of a sole source must be based on written findings that may include:
   i. That the efficient utilization of existing goods requires the acquisition of compatible goods or services:
   ii. That the goods or services required for the exchange of software or data with other public or private agencies are available from only one source;
   iii. That the goods or services are for use in a pilot or experimental project;
   iv. Other findings that support the conclusion that the goods or services are available from only one source; or,
   v. Sole source contracts for goods or services, or classes of goods or services, which are available from only one source but do not exceed $9,999 must be approved by the Contracting Agent. Sole source contracts for goods or services, or classes of goods or services, which available from only one source which exceeds $10,000 must be approved by the Local Contract Review Board.

h. Emergency procurements pursuant to ORS279B.080
i. Contracts for the purpose of advertising, including that intended for the purpose of giving public or legal notice
j. Contracts for the purpose of investment of public funds or the borrowing of funds
k. Purchases of goods or services pursuant to a requirement contract which was established by a formal competitive selection process. Purchases may also be made at prices established by a requirement contract or other agreement between another public body and a contractor if the requirements contract was established by a formal competitive selection process.
l. Contracts for the purchase of goods or services where the rate of price for the goods or services being purchased is established by federal, state, or local regulating authority.
m. Any other contract (including brand name specification contracts) where the public interest would be promoted by exempting the contract from the competitive bidding process, provided that the Contract Review Board adheres
to the Public Contracting Code and the Model Rules in making the exemption.
n. Amendments to contracts exceeding the limits in subsection (1) above if the Board of Directors determines that it is not reasonably feasible to require additional competitive procurement to complete the purpose of the contract; otherwise the Board shall direct additional competitive procurement and the competitive procurement procedure required for the amendment.
o. By resolution, the Board of Directors may exempt other public contacts or classes of public contracts from the requirements of subsection (1) pursuant to ORS 279B.085.

Personal Services Contracts
The following policy shall apply to the award of personal services contracts:
1) Personal service contracts will be used to retain the services of independent contractors. A personal services contract shall not be artificially divided or fragmented to qualify for a different award procedure than that provided by this section. Nothing in this section shall apply to the employment of regular District employees.
2) Personal Service Contracts involving an anticipated fee valued at not exceeding $9,999 or less shall be awarded by the executive director or their designee based on direct appointment.
3) Personal Service Contracts involving an anticipated fee valued at in excess of $9,999 but not exceeding $25,000 shall be awarded by the executive director or their designee based on informal quotes.
4) Personal Service Contract valued at in excess of $25,000 but not exceeding $100,000. Personal Service Contracts involving an anticipated value at in excess of $25,000 but not exceeding $100,000 shall be awarded by the Board of Directors following solicitation of offers for personal services by written invitation or advertisement in sufficient number to provide a choice for the District from among qualified service providers. The executive director or their designee shall determine the selection criteria to be included in the written invitation or advertisement and shall have authority to negotiate and enter into the contract.
5) Personal Service Contracts having an anticipated fee valued at in excess of $100,000 shall be awarded by the District Board of Directors based on competitive sealed bids or competitive sealed proposals pursuant the District’s Public Contracting Rules and any other selection criteria which may be required by the Superintendent or his/her designee or the District Board of Directors before offers are solicited.
6) Amendments to the Personal Services Contracts must fall within the scope of the original contract or solicitation or proposal. Contract amendments must be in writing. Amendments shall not be used to circumvent rules establishing approvals at certain monetary levels.
   a. Amendments to Personal Services Contracts valued at $9,999 or less may not cause the contract price to increase in excess of $12,000. These amendments must be approved by the executive director or their designee.
   b. Amendments to Personal Services Contracts valued at in excess of $9,999 but not exceeding $100,000 may not cause the contract price to exceed an amount
that is greater than 25% of the original contract price. These amendments must be approved by the Board of Directors.

c. Amendments to Personal Services Contracts valued at in excess of $100,000 may not cause the contract price to exceed an amount that is greater than 25% of the original contract price. These amendments must be approved by the Board of Directors.

7) The following criteria shall be considered in the evaluation and selection of personal services contractor. This section does not preclude the use of other additional criteria:

a. Total cost to the District for delivery of services.
b. Expertise of the contractor in the required area of specialty.
c. References from completed projects managed by the contractor.
d. Capacity and capability to perform the work, including any specialized services within the time limitations for the work.
e. Educational and professional record, including past record of performance on contracts, including past record of performance on contracts with governmental agencies and private parties with respect to cost control, quality of work, ability in these schedules and contract administration, where applicable.
f. Availability to perform the assignment and familiarity with the area in which the specific work is located, including knowledge of designer techniques peculiar to it, where applicable.
g. Utilization of locally procured goods, services, or personnel.
h. Other services provided by the contractor not specifically listed in the Request for Proposal.
i. Timeliness of delivery of services.
j. Other criteria specially listed in the solicitation document on a case by case basis.

8) Unless otherwise approved by the executive director or their designee, all personal services contracts shall require the following provisions:

a. The contract to defend, indemnify, and hold harmless the District, its officers, agents and employees against and from any and all claims for damages of any kind arising out of or connected in any way with the contractor’s performance there under and shall include a waiver of contractor’s right to ORS 30.285 and ORS 30.287, Indemnification and Defense.
b. A provision requiring the Independent Contractor to obtain and maintain liability insurance coverage in at least the amount of $1,000,000, name the District as an additional named insured during the life of the contract and where appropriate additional insurance provisions including but not limited to errors and omissions coverage.
c. Provision requiring the contractor to maintain all contract provisions mandated by State law which may be incorporated in the personal service contract by reference to State Law.

9) The selection procedures described in this section may be waived by the executive director, at their discretion where an emergency exists that could not have been reasonably foreseen and requires such prompt execution of a contract to remedy the situation that there is not sufficient time to permit utilization of the selection
10) The executive director, or their designee, is delegated the authority to sign all personal service contracts that have been approved by the appropriate position per the purchasing policy.

11) Nothing contained in this section shall preclude the District from complying with provisions of Federal or State law that require the District to utilize a different selection or contracting procedure.

12) Personal service contract proposals may be modified or withdrawn at any time prior to the conclusion of discussions with an offeror.

Public Improvements

A public improvement contract is defined pursuant to the Public Contracting Code and does not include contracts for minor alterations, ordinary repair and maintenance of public improvements, contracts for projects for which no funds of the District are directly or indirectly used except for participation that is incidental or related primarily to project design or inspection, and does not include any other construction contract that is not defined as a public improvement under the Public Contracting Code. A public improvement contract shall not be artificially divided or fragmented to qualify for a different award procedure than that provided by this section.

1) Except as may be permitted by sections I through V, all public improvement contracts shall be awarded by the Board of Directors based on competitive sealed bids or competitive proposals pursuant to the Public Contracting Code.

2) Exemptions. The requirements of subsection (1) do not apply to the following classes of public improvement contracts.
   a. Public Improvement Contracts valued at less than $5,000 or less shall be awarded by the executive director or their designee without informal or formal quotes.
   b. Public Improvement Contracts valued in excess of $5,000 but not exceeding $9,999 shall be awarded by the executive director or their designee based on informal quotes.
   c. Public Improvement Contracts valued in excess of $10,000 shall be awarded by the Board of Directors based on formal quotes.
   d. Emergency public improvement contracts may be exempted from competitive bidding if the executive director or their designee determines that an emergency exists and that conditions require the prompt execution of a contract.
      i. Emergency public improvement contracts shall be awarded in accordance with the Public Contracting Code. The executive director or their designee shall provide the Board with a written statement indicating the nature of the emergency and stating with particularity the emergency conditions and why they pose an imminent threat to the public health, safety, or welfare. The executive director or their designee shall not declare the same emergency more than two times in any 90-day period.
   e. By resolution, the Board of Directors may exempt from competitive bidding a public improvement contract or class of public improvement contracts not
otherwise exempt under the section pursuant to ORS 279C.335.

3) A request for proposal shall comply with the provisions of ORS 279C.400.

4) If all responsive offers on a public improvement contract exceed the budget for the project, the executive director or their designee may, prior to contract award, negotiate for a price within the budget under the following procedures:
   a. Negotiations shall start with the lowest responsive, responsible offeror. If negotiations are not successful, then the Superintendent or his/her designee may negotiate with the second lowest responsive, responsible offeror, and so on.
   b. Negotiations may include value engineering and other options to attempt to bring the project cost within the budgeted amount.
   c. A contract may not be awarded under this section if the scope of the project is significantly changed from the description in the original solicitation documents.
   d. The records of an offeror used in contract negotiations under this section are not subject to public inspection until after the negotiated contract has been awarded or the negotiation process has been terminated.

5) The Contract Review Board or the executive director or their designee may reject all offers, proposals and all bids.

6) Amendments on public improvement contracts must be for additional reasonably related work and shall be approved as follows:
   a. Contracts may be increased up to 25% above the original amount of the contract by the executive director or their designee.
   b. Contracts may be increased greater than 25% above the original amount by the Board of Directors.

7) The performance and payments bonds requirements and exceptions of the Public Contracting Code shall apply to all public improvement contracts.

Purchasing Authority levels (regardless of purchase type)

<table>
<thead>
<tr>
<th>Staff</th>
<th>Level:</th>
<th>Who can approve:</th>
<th>Signatory:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff</td>
<td>Up to $99</td>
<td>Staff member</td>
<td>Staff member</td>
</tr>
<tr>
<td></td>
<td>Over $100</td>
<td>Program director</td>
<td>Program Director</td>
</tr>
<tr>
<td>Program directors</td>
<td>Up to $499</td>
<td>Executive director</td>
<td>Executive Director</td>
</tr>
<tr>
<td></td>
<td>Over $500</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Executive Director</td>
<td>Up to $4,999</td>
<td>Executive director and authorized board member</td>
<td>Executive Director</td>
</tr>
<tr>
<td></td>
<td>$5,000-$9,999</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Over $10,000</td>
<td>Board of directors</td>
<td>Authorized board member</td>
</tr>
</tbody>
</table>

Electronic Publication

Notice of request for proposals and requests for bids may be published electronically in lieu or in addition to other publication or notice where the executive director or their designee finds that such publication is likely to be cost effective.
Disposition of Surplus Property
The executive director or their designee shall have the authority to dispose of surplus property by any means determined to be in the best interest of the District with due regard for the value the District will receive from the disposal of the surplus property including but not limited to:

1) Sold to the highest qualified buyer meeting the sale terms and the sale has been advertised at least once in a newspaper of general circulation of Sister country not less than one week prior to the sale;
2) Traded in on the purchase of replacement equipment or supplies;
3) Sold at public auction advertised at least once in a newspaper of general circulation in Sisters country not less than one week prior to the auction. The published notice shall specify the time, place, and terms upon which the personal property shall be offered and a general description of the personal property to be sold;
4) Sold at a fixed price retail sale;
5) Recycle, destroy or otherwise dispose of the property when it is determined that the value and the condition of the property does not warrant the cost of sale;
6) All personal property sold pursuant to this section shall be sold as is without any warranty, either express or implied, of any kind;
7) Sales of surplus personal property may be conducted electronically.
SECURITY POLICY
FINANCIAL & PERSONAL INFORMATION

Purpose: The purpose of this policy is to safeguard the district’s checks, financial records, payroll records, petty cash, change funds and other district assets.

Check Stock: All general, payroll and other checks will be locked in a filing cabinet. This includes both signed and unsigned checks. Checks and cash will be locked in a drawer or safe at all times. The keys are to be kept in the possession of the assigned personnel and not left on the premises.

Outgoing payroll and accounts payable checks are not to be left unattended, but will be held until delivered to the post office. Payees, not personally known to district employees, who pick up checks, must show identification.

Front Desk Till: The administrative assistant will manage the front desk till to ensure it maintains $120 of cash at all times. The till will only be at the front desk during normal business hours and/or during special events/programs. During non-business hours the till will be removed to the safe.

Access to the safe: Access to the District safe will be limited to only those staff required to have access, including the executive director and their designee(s), business manager, and the administrative assistant. All other staff who need to access safe contents will request access from a designated staff member.

Petty Cash/ Change Funds: Petty cash/change funds will remain locked in the safe at all hours and will be monitored by the finance coordinator.

Bank Deposits: Collections received by the finance staff will be reviewed by the executive director or their designee. Personnel making deposits and deposit times will be varied so as not to create a routine pattern. As much as is possible with a small staff, deposits will be made by a staff member other than the finance coordinator.

General Security: District records with personal, identifiable information will be maintained in a locked file cabinet behind a locked door with limited access by staff authorized by the executive director.

Patron Payment Information: Patron payment information will be maintained in a PCI compliant registration program and/or in a locked cabinet with limited access.
Meeting Date: 10/08/2019  
Subject: Vehicle use policy and proposed vehicle disposal  
Presenter: Jennifer Holland, Executive Director

<table>
<thead>
<tr>
<th>Board Action:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Review and provide feedback on draft Vehicle Use Policy.</td>
</tr>
<tr>
<td>2. Review and provide feedback on the proposed disposal of district vehicles.</td>
</tr>
</tbody>
</table>

Reason for Board discussion:

1) Sisters Park & Recreation District does not currently have a vehicle use policy. A vehicle use policy establishes the purpose behind having district vehicles and how vehicle usage will be prioritized.

2) Sisters Park & Recreation District currently owns and insures five district vehicles. Three of these vehicles are of no value and are not used for programs. Staff would like to bring resolution in the future dispose of three or of the five vehicles.

Background on Vehicle Use:

Sisters Park & Recreation District has historically owned and maintained vehicles to provide transportation for district programs. Additionally, SPRD committees, community groups and school groups have been allowed to utilize district vehicles to supplement transportation services for their events or programs. As a district, we need to have a way to set vehicle use priorities and recover the cost of vehicle operations.

The draft Vehicle Use Policy refers to the District Vehicles Drivers User Guide. This is a procedural guide for district drivers to understand their roles and responsibilities as a district driver including what needs to be completed prior to being approved to drive vehicles, pre-trip and post-trip checks, what to do in case of an emergency, etc.

If we don’t move forward with a vehicle use policy, the district is open to inconsistent practices, the inability to recover costs for vehicle usage which could impact our budgetary capability to maintain, repair or replace vehicles when necessary.

Financial impact:

The proposed policy’s financial impact is currently unknown, as the District has not historically recouped indirect vehicle costs from external users. If anything, the policy would improve the District’s ability to pay for vehicle maintenance, particularly given the policy’s clear statement regarding the recovery of costs.

Background on Disposal of Vehicles:

Sisters Park & Recreation District currently owns and insures five vehicles, three of which have outlived their useful lives and are no longer suitable for district use. Two of these three vehicles, according to District records, had previously been ‘scrapped’, but are still in use by the District.
Staff could not locate board minutes indicating they had been disposed of by the Board of Directors, which is why staff is including them in this proposed vehicle disposal.

The following vehicles are proposed for disposal:

<table>
<thead>
<tr>
<th>Year</th>
<th>Make/Model</th>
<th>Original Value</th>
<th>Depreciated Value</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1987</td>
<td>GMC bus</td>
<td>Unknown</td>
<td>$0</td>
<td>Used once in the last year. Not approved for out of town trips. Back door does not latch securely.</td>
</tr>
<tr>
<td>1994</td>
<td>Dodge van</td>
<td>$3,052</td>
<td>$0</td>
<td>Vehicle does not start. Roof is caved in due to vandalism.</td>
</tr>
<tr>
<td>1994</td>
<td>Ford bus-large</td>
<td>Donated</td>
<td>$0</td>
<td>Vehicle does not start without being jumped. There is a recall on this vehicle dating back to 2012.</td>
</tr>
</tbody>
</table>

The cost of bringing the above vehicles to suitable safety standards and the on-going maintenance required for vehicles 25 year and older outweighs the benefit that these three vehicles bring to the district. The longer the district owns these vehicles, the more they will deteriorate, and there is an increased likelihood that they will be vandalized again as well as impact the professional appearance of SPRD.

While staff would love to have a third vehicle to provide more flexibility with summer programming, there has been no intent to use the three vehicles that the district is asking to dispose of due to the condition and age of the vehicles. Staff has been tasked with looking at alternatives to transportation, including the potential of contracting out with the school district. Ultimately, if there are no other options, staff will plan around multiple program usage with slight design changes to accommodate vehicle scheduling needs.

Attachments:
  - Draft Resolution and Vehicle Use Policy
  - Draft Resolution for Disposal of Vehicles
RESOLUTION NO. 2020-__

A RESOLUTION ADOPTING VEHICLE USE POLICY

WHEREAS, the Sisters Park & Recreation District owns vehicles that are used for conducting business for the District; and

WHEREAS, the Sisters Park & Recreation District has external requests from community agencies to use vehicles resulting in a need to prioritize use and recoup expenses for use; and

WHEREAS, it is in the best interest of the District to develop a policy that allocates the cost of maintenance of its vehicles to programs and external partners who use them, as well as develop a standardized on-boarding for district drivers;

NOW, THEREFORE, BE IT HEREBY RESOLVED by the Sisters Park & Recreation Board of Directors that:

Section 1. We hereby adopt the Vehicle Use Policy.

Section 2. This resolution shall become effective immediately upon passage.

APPROVED by the Sisters Park & Recreation District Board of Directors and signed by the Board President this 22nd day of October 2019.

Ayes: _______
Nays: _______
Abstentions: _______
Absent: _______
Vacancies: _______

___________________________________
Jeff Tryens, Board President

ATTEST:

___________________________________
Mandee Seeley, Recording Secretary
Vehicle Use Policy

1. Sisters Park & Recreation District will provide and maintain vehicles to conduct the business and mission of the District. Vehicles will be used in accordance with State of Oregon Revised Statutes for motor vehicles and the District Vehicle Driver’s Guide.

2. All District vehicles are to be maintained on a regular schedule by the appropriate staff member or outsourced to the appropriate vendor.

3. No use of tobacco or tobacco products is permitted in any District vehicle including but not limited to cigarettes, vaping, and smokeless tobacco.

4. Sisters Park & Recreation District sponsored/cosponsored activities and business shall have priority use with District vehicles. District vehicles may be used by other local governmental agencies if requests do not conflict with District’s scheduled use. The executive director shall have the authority to authorize the use of District vehicles by local civic and service organizations if requests do not conflict with District’s scheduled use.

5. The District shall not incur any expenses as a result of approved outside agencies use of vehicles. The District may recover costs of operation of the vehicle based on the Fees and Charges Policy.

6. District vehicles shall only be driven by approved District drivers as defined in the District Vehicle Driver’s Guide.
RESOLUTION NO. 2020-__

A RESOLUTION APPROVING THE DISPOSAL OF THREE DISTRICT VEHICLES

WHEREAS, the Sisters Park & Recreation District owns vehicles that are no longer serviceable for the District; and

WHEREAS, the board hereby finds that the vehicles have outlived their useful lives and that they are no longer suitable for District use; and

WHEREAS, it is in the best interests of the District to dispose of the vehicles listed below;

NOW, THEREFORE, BE IT HEREBY RESOLVED by the Sisters Park & Recreation Board of Directors that:

Section 1. Vehicles to be disposed. The following vehicles are authorized for disposal:

<table>
<thead>
<tr>
<th>Year</th>
<th>Make/Model</th>
<th>Original Value</th>
<th>Depreciated Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>1987</td>
<td>GMC bus</td>
<td>Unknown</td>
<td>$0</td>
</tr>
<tr>
<td>1994</td>
<td>Dodge van</td>
<td>$3,052</td>
<td>$0</td>
</tr>
<tr>
<td>1994</td>
<td>Ford bus-large</td>
<td>Donated</td>
<td>$0</td>
</tr>
</tbody>
</table>

Section 2. Method and authority. The executive director, and/or their designee, is hereby authorized to (i) cause the vehicles to be auctioned individually ‘as is,’ to the highest bidder and (ii) any vehicles that are not successfully auctioned may be discarded in a manner consistent with state law.

Section 3. Effective date. This resolution shall be in full force and effect from and after its passage and approval by the board of directors.

APPROVED by the Sisters Park & Recreation District Board of Directors and signed by the Board President this 22nd day of October, 2019.

Ayes: _______
Nays: _______
Abstentions: _______
Absent: _______
Vacancies: _______

___________________________________
Jeff Tryens, Board President

ATTEST:

_______________________________________
Mandee Seeley, Recording Secretary
Meeting Date: 10/08/2019  
Subject: Strategic plan timeline  
Presenter: Jennifer Holland, Executive Director

<table>
<thead>
<tr>
<th>Board Action:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Review and provide feedback on strategic plan timeline and approach.</td>
</tr>
<tr>
<td>2. Brainstorm facilitator for board retreat.</td>
</tr>
<tr>
<td>3. If agreed upon, set a date for board retreat.</td>
</tr>
</tbody>
</table>

Background:

Sisters Park & Recreation District’s current strategic plan goes through the end of 2019. In order for the district to set goals, plan for growth and maximize the potential of the district, it is key for the board of directors to evaluate the existing strategic plan, determine where the district’s current strengths and weaknesses are, assess the feedback we have heard from the needs assessment process and set new goals and outcomes for Sisters Park & Recreation District.

The executive director worked with past SPRD leadership, researched old files and processes for SPRD’s strategic plan and consulted the Jeff Tryens, Board President. Presented is an aggressive timeline to be able to complete an updated Strategic Plan for 2020.

Attachments:

- Draft strategic plan timeline
2020-2022 Strategic Plan Timeline

October – December 2019  Communicate to the community

- The Nugget
- Email follow-up
- Social media (Facebook, Instagram)

Beginning of November 2019  Board of Directors Retreat- 4 hours

- State of SPRD- review of 2017-2019 Strategic Plan
- Review mission and vision statements
- SWOT analysis
- Identify top properties (Heart/Star exercise)
- Are mission and vision still aligned with future direction?

Middle of November 2019  Sub-committee Meeting

- Determine timeframe of top priorities
- Assess budgetary impacts of priorities

December 2019 Board Meeting  Strategic Plan Draft

- Final thoughts and input from Board

January 2020 Board Meeting  Draft 2020-2022 Strategic Plan finalized

- Adopted by board of directors
Meeting Date: 10/08/2019
Subject: Board of directors’ meetings- Nov/Dec
Presenter: Jennifer Holland, Executive Director

Board Action:
1. Review and provide feedback to the proposed board of directors meeting schedule.

Background:

As we enter into the holiday months of November and December, both scheduled business meetings land on the same week as major holidays. In preparation to be able to conduct business and allow for individuals personal vacation schedule, we are asking the board of directors to consider adjusting the meeting schedule.

Proposed Schedule:

- Board of Directors Retreat: Week of November 4-8, 4 hours
- Board of Directors Business Meeting: November 19, 5:30-7:30 p.m.
- Board of Directors Work Session: December 3, 5:30-7:30 p.m.
- Board of Directors Business Meeting: December 17, 5:30-7:30 p.m.

2020 Meeting Schedule:

Meetings would resume on the second and fourth Tuesdays of the month in January 2020.