



**PROPOSAL**  
**RECREATION AND AQUATIC CENTER OPERATIONS/MANAGEMENT**

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**Tualatin Hills Park & Recreation District  
Recreation and Aquatic Center -  
Operations/Management Proposal**

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## 1.0 - Organization Experience and Qualifications

Tualatin Hills Park & Recreation District is a special district governed by five elected board members<sup>1</sup> by Oregon Revised Statute (ORS) 198 – Special Districts and Oregon Revised Statute (ORS) 266 – Park and Recreation Districts and is a resident bidder pursuant to ORS 279A.120. The board of directors has the authority to set district-wide governance policies and approve the district’s budget. The board delegates statutory and operational authority to the general manager, Doug Menke<sup>2</sup>. THPRD holds regular board meetings on a monthly basis and posts a notice of public meeting at all facilities. Board packets, agendas, and minutes are recorded and provided to the public.

The 2016-2017 organizational chart<sup>3</sup> shows the relationship between the district’s citizens, the board of directors, and THPRD staff. The director of Park & Recreation Services, Aisha Panas<sup>4</sup>, oversees the Recreation Department led by Eric Owens<sup>5</sup>, superintendent of Recreation. The Recreation Department oversees management of four recreation centers including Conestoga Recreation & Aquatic Center, supervised by Sabrina Taylor-Schmitt<sup>6</sup>, THPRD’s only combined recreation and aquatic center.

THPRD is the largest special park district in Oregon, spanning 50 square miles and serving about 240,000 residents in the greater Beaverton area. The district provides year-round recreational opportunities for people of all ages and abilities. Offerings include thousands of diverse classes, 95 park sites with active recreational amenities, nearly 70 miles of trails, eight swim centers, four recreation centers, and about 1,500 acres of natural areas. The 2017 Fact Sheet<sup>7</sup> and our seasonal Activities Guides break down these offerings. All operations of the district are guided by THPRD’s Mission, Vision, and Diversity and Inclusion Statements.

THPRD has been in the business of owning and operating recreational facilities since 1955. Beginning with a single pool and growing to the multi-facility agency it is today, THPRD has a broad experience in athletic facilities, senior center management, recreation and aquatic facilities, and nature education. Contact information can be found in the Organizational Overview<sup>8</sup> documents.

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<sup>1</sup> Board of Directors Roster

<sup>2</sup> Doug Menke Resume

<sup>3</sup> 2016–17 Organizational Chart

<sup>4</sup> Aisha Panas Resume

<sup>5</sup> Eric Owens Resume

<sup>6</sup> Sabrina Taylor-Schmitt Resume

<sup>7</sup> THPRD Fact Sheet

<sup>8</sup> Organizational Overview

### **Mission Statement**

The mission of the Tualatin Hills Park & Recreation District is to provide high-quality park and recreation facilities, programs, services, and natural areas that meet the needs of the diverse communities it serves.

### **Vision Statement**

We will enhance healthy and active lifestyles while connecting more people to nature, parks, and programs. We will do this through stewardship of public resources and by providing programs/spaces to fulfill unmet needs.

### **Diversity & Inclusion Vision Statement**

We provide all individuals the opportunity to play, learn, and explore, and all employees and volunteers the opportunity to further the district's mission.

We do this by removing barriers to participation, fostering an inclusive culture, and offering programs that celebrate the district's diverse population.

## 2.0 - Operation Plan

### Management Plan

Tualatin Hills Park & Recreation District recreational facilities are managed in accordance with the district's 2013 Comprehensive Plan Update. The plan is consistent with the district's mission and goals, specifically addressing the provision of quality sports and recreation facilities and programs for residents and workers of all ages, cultural backgrounds, abilities and income levels.

The Sherwood facility would be managed within the same framework further guided by the Programs Functional Plan<sup>9</sup>. This plan is an evolving document that guides development and delivery of program and recreation services. A review scheduled every 3-5 years will ensure program delivery is renewed to meet industry trends, changing demographics, and evolving needs of residents. The plan also contains elements to assist staff in forecasting program direction and budget development.

Program standards and determinants have been established for all program areas to ensure a consistent approach is utilized for determining community needs and expectations. These standards also integrate and adapt to shifting goals and initiatives.

Financial stability and market position are integral parts of the plan. By incorporating cost recovery expectations, guidance is provided to programming staff to ensure proper stewardship of resources.

A staffing plan for the facility would be developed to indicate key proposed full-time and part-time positions and their essential functions. Job description examples include a program coordinator<sup>10</sup>, office tech<sup>11</sup>, evening/weekend supervisor<sup>12</sup>, and building maintenance tech<sup>13</sup>.

The full-time center supervisor<sup>14</sup> would report directly to the superintendent of Recreation, attending bi-weekly center supervisor meetings in Beaverton and reporting on attendance, customer services topics, revenue and expenditures, and performance management. The center supervisor would be responsible for the day-to-day operation of the facility, and the development, coordination, and supervision of all personnel and programs. The supervisor would exercise full supervision over employees including performance coaching and recommending and administering disciplinary actions. The center supervisor would be assigned

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<sup>9</sup> Programs Functional Plan

<sup>10</sup> Program Coordinator Job Description

<sup>11</sup> Office Tech Job Description

<sup>12</sup> Evening/Weekend Supervisor Job Description

<sup>13</sup> Building Maintenance Tech Job Description

<sup>14</sup> Center Supervisor Job Description

annual goals (reviewed quarterly) by the superintendent of Recreation that align with strong management of the facility in areas of:

- program development
- fiscal accountability
- performance coaching and staff development
- collaboration among staff and the community
- customer service
- excellent service delivery

THPRD would also provide information to Kristen Switzer, Community Service Director, along with customized reports detailing information desired by the City of Sherwood.

Operational performance of Conestoga Recreation & Aquatic Center<sup>15</sup> would be utilized as a guide to monitor the Sherwood facility's performance and provided to the city on a quarterly basis. Likely, an existing THPRD center supervisor would be transferred to the Sherwood facility, bringing along the knowledge and experience of running a successful THPRD center. THPRD employs 12 center supervisors with expertise in recreation and performance management. The experience and knowledge of these staff members would be available to the center supervisor operating the Sherwood facility. Any additional data requested by the city could be incorporated in this reporting.

THPRD does not own or manage any facilities that would compete with the Sherwood facility.

A sponsorship strategy would be developed with city staff that ensures that the relationship between sponsor and the city does not encumber the city with cost or liability more than the benefit provided and is in keeping with the mission, policies and philosophy of the city.

Additional milestones and specific responsibilities would be determined with the city staff during further discussions.

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<sup>15</sup> Operational Performance CRAC

## Marketing Plan

THPRD marketing of programs and services is managed by our marketing specialist<sup>16</sup> through our Marketing Plan<sup>17</sup>. The plan is informed by market research including Nielsen Consumer Data, ESRI Tapestry data, Census data for the City of Beaverton, district satisfaction surveys, and Google Analytics data. The marketing plan serves THPRD's strategic goals and mission by communicating public opportunities for interaction with nature and recreational activities through a variety of media.

The plan includes branding and publication styles that position messaging to targeted audiences. THPRD utilizes a wide array of marketing channels to achieve customer acquisition and retention goals, including web, social, print, paid advertising, public relations, and e-mail, among others. Marketing efforts are organized into a hierarchy of large, small, and individual campaigns. Each campaign is measured through a variety of key performance indicators including participation, engagement, and sales metrics. A specific marketing plan and timeline would be developed for the Sherwood facility.

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<sup>16</sup> Marketing Specialist Job Description

<sup>17</sup> THPRD Marketing Plan

## Staffing

### **Personnel Management Philosophy & Retention**

Tualatin Hills Park & Recreation District is committed to providing equal opportunities to all qualified persons without regard to race, religion, creed, color, national origin, gender identity, age, disability, marital status, veteran or military status, sexual orientation, genetic information, injured worker status, disability, union participation, associations with members of a protected class, or any other protected status consistent with applicable local, state, or federal law.

THPRD's personnel management philosophy is to continue to attract, retain, and train high-quality employees.

Actions:

- THPRD provides professional development and training opportunities, including participation in professional organizations, educational conferences, in-house training and other similar activities.
- THPRD reviews and adjusts compensation and other personnel policies about industry standards, as needed to maintain competitive standards.

### **Recruitment**

The district uses NEOGOV, a web-based applicant tracking system, allowing the district to expedite the hiring process from the job posting request form through the selection and closure of the recruitment. Most of the district's recruitments require interested applicants to apply through Government Jobs by creating a user profile. Government Jobs is the external interface where all NEOGOV customers' jobs are posted for applicants. Government Jobs has created easy-to-follow instructions for applicants. Once the applicant has created a profile, applying for other positions within Government Jobs is an easy and seamless process.

As part of the Collective Bargaining Agreement revised in July 2016, open recruitments shall be posted at each facility for a minimum of ten working days. This process ensures the district is selecting the most qualified applicant. A majority of THPRD recruitments are open to both external and internal candidates, while management can strategically offer promotional opportunities to internal candidates for employee development purposes.

THPRD defines the employee selection process through the Employee Selection Guidelines<sup>18</sup>, Hiring Regular Part-Time and Full-Time Employees<sup>19</sup>, and Hiring Part-Time Employees<sup>20</sup> policies.

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<sup>18</sup> Employee Selection Guidelines

<sup>19</sup> Hiring Regular Part-Time and Full-Time Employees

<sup>20</sup> Hiring Part-Time Employees



All hiring decisions are made through an objective process that includes application scoring, a skills test (if applicable), and a competitive interview process. All exempt, full-time recruitments are managed by the Human Resources department to ensure that the process is competitive and equitable.

THPRD participates in the Equity Seminar Series, an annual training with neighboring agencies that promotes diversity, equity, and inclusion and often addresses topics related to personnel management.

New employees receive training on the district’s philosophy of workforce diversity in a new employee orientation and information is provided in the Full-Time Employee Handbook<sup>21</sup> and Part-Time Employee Handbook<sup>22</sup>.

**Proposed Full-time Staffing Plan**

Title of Position Full Time	Facility Coverage						
	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Center Supervisor	8 am- 5 pm	9 am- 6pm	8 am- 5 pm	9 am- 6pm	8 am- 5 pm		
Program Coordinator	10 am- 7 pm	1:30 -10:30 pm	10 am- 7 pm	10 am- 7 pm	10 am- 7 pm		
Fitness Inst./Coordinator	4:45 am-1:45 pm	8 am- 5 pm	4:45 am-1:45 pm	8 am- 5 pm	4:45 am-1:45 pm		
Office Tech	8 am- 5 pm	4:45 am-1:45 pm	8 am- 5 pm	4:45 am-1:45 pm	8 am- 5 pm		
Maintenance Tech	3 pm-12 am	3 pm-12 am	3 pm-12 am	3 pm-12 am	3 pm-12 am		
Weekend Evening Supervisor	1:30-10:30 pm			1:30-10:30 pm	1:30-10:30 pm	10:30 am-7:30 pm	9:30 am-6:30 pm
AQ Coach/Instructor Coordinator	10 am- 7 pm	10 am- 7 pm	1:30-10:30 pm			7:30 am-4:30 pm	8:30-5:30 pm

**Proposed Staffing Plan for Initial Startup**

Title of Position Full Time	Monthly Rate	Hours per Week	Yearly Salary
Center Supervisor	\$ 5,802.00	40	\$ 69,624.00
Program Coordinator	\$ 4,383.00	40	\$ 52,596.00
Fitness Inst./Coordinator	\$ 4,824.00	40	\$ 57,888.00
Office Tech	\$ 3,295.07	40	\$ 39,540.84
Maintenance Tech	\$ 3,625.00	40	\$ 43,500.00
Weekend Evening Supervisor	\$ 3,622.67	40	\$ 43,472.04
AQ Coach/Instructor Coordinator	\$ 4,824.00	40	\$ 57,888.00
Total Salary			\$364,508.88
Benefits & Taxes			\$182,254.44
Salary w/benefits			\$546,763.32

<sup>21</sup> Full-Time Employee Handbook

<sup>22</sup> Part-Time Employee Handbook

## Programming

### Hours of Operation

THPRD does not propose any changes to existing operational hours.

Facility Hours of Operation		Hours Per Day	Hours per Week	Hours Per Year
Mon.-Fri.	5 am-10 pm	17	85	4,420
Saturday	6 am-7 pm	13	13	676
Sunday	8 am-6 pm	10	10	520
Total Facility Operational Hours				5,616

### Details on Services THPRD Would Provide

Tualatin Hills Park & Recreation District programming efforts are guided by Goal 2 of the Strategic Plan, which states the district will: “Provide quality sports and recreation facilities and programs for park district residents and workers of all ages, cultural backgrounds, abilities and income levels.” Activities and programs are developed to reach all individuals across our community. Particular focus is given to planning activities that strengthen the overall health and wellness of the individual.

THPRD’s programming serves patrons of all proficiency levels, socioeconomic levels, racial and ethnic backgrounds, ages, and genders. Currently, THPRD offers approximately 3,000 camps, activities, and classes. THPRD would continue this practice at the Sherwood facility, with a focus on fitness, aquatic programming, and youth and senior programming.

### Program Delivery Model & Evaluation

THPRD’s program delivery model is a systematic and consistent approach to program development, delivery, and monitoring and includes the following:

- Idea: Program inception or design is generated by staff or the community, current industry trends, and during program and success monitoring
- Service Determinants: Six screening questions used by staff to ensure program or service idea meets district mission and priorities
- Service Assessment: Tools to determine community access, market position, fit, and financial viability
- Budget: Allocation of district resources. Planning begins in November and involves several steps, including identifying the category of service and cost recovery goals. Any new funding requests require the approval of a business plan

- Class Management: Development of the class, which includes a lesson plan, program goals, category of service, program fee/calculation sheet
- Marketing: Development of the Activities Guide and other promotional material
- Program Monitoring: Consists of several components, including program evaluations, program observation forms, satisfaction surveys, registration monitoring, cancellation practices, and wait list management.

THPRD reviews recreation and leisure trends through local, national, and global resources. THPRD utilizes National Recreation and Park Association's (NRPA) Facility Market Reports to review census and marketing data and insights about the direct market served by our facilities. Periodic surveys, Facebook engagement, and program evaluations identify local trends. THPRD reviews a variety of reports each year to analyze national trends. The Physical Activity Council produces an annual report that tracks sports, fitness, and recreation participation, inactivity and spending levels. Other resources that THPRD uses include the annual NRPA Field Report, the NRPA Connect networking tool, American Engagement with Parks Survey, NRPA Out-of-School Time Survey, Americans' Broad-Based Support for Local Recreation and Park Services report, and The Economic Impact of Local Parks report. A service assessment tool is used to evaluate THPRD's programs and activities to assist with a decision on the program continuation, and to identify which providers in the community offer competing services. THPRD would apply the same logic to developing programs to meet the needs of the Sherwood community.

THPRD is passionate about educating the community on the benefits of recreation. The district utilizes several methods to reach and teach the community on the benefits and values of recreation. The methods currently being used are advertising through community newsletters, email, postcards, the district's website, social media, and program and facility-based presentations to community organizations and the local school district.

For example, wellness classes have program descriptions including the importance of self-awareness and benefits of recreation. Some programs such as the THRIVE Afterschool Program include recreational and wellness education through teaching individuals values of responsible health education. In the same fashion, the district partners with programs such as SilverSneakers and Silver&Fit to provide wellness opportunities to seniors to increase muscular strength and improve their daily living.

## Financial Plan

	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
<b>REVENUE<sup>1</sup></b>					
Memberships	\$1,554,600	\$1,601,238	\$1,649,275	\$1,698,753	\$1,749,716
Programs (Swim Lessons, Camps, Preschool)	\$417,400	\$429,922	\$442,820	\$456,104	\$469,787
Concessions	\$25,000	\$25,750	\$26,523	\$27,318	\$28,138
Facility Rentals	\$10,000	\$10,300	\$10,609	\$10,927	\$11,255
<b>Total Revenue</b>	<b>\$2,007,000</b>	<b>\$2,067,210</b>	<b>\$2,129,226</b>	<b>\$2,193,103</b>	<b>\$2,258,896</b>
<b>EXPENDITURES<sup>1</sup></b>					
Program Full-Time Staff	\$321,009	\$330,639	\$340,558	\$350,775	\$361,298
Program Part-Time Staff	\$943,852	\$972,167	\$1,001,332	\$1,031,372	\$1,062,313
Maintenance Full-Time Staff	\$168,449	\$173,502	\$178,708	\$184,069	\$189,591
Maintenance Part-Time Staff	\$49,929	\$51,427	\$52,970	\$54,559	\$56,196
Benefits & Payroll Taxes	\$344,107	\$354,430	\$365,063	\$376,015	\$387,295
Program Materials & Services	\$50,000	\$51,500	\$53,045	\$54,636	\$56,275
Maintenance Services & Operating Supplies	\$71,088	\$73,221	\$75,417	\$77,680	\$80,010
Other Maintenance Expenses <sup>2</sup>	\$204,295	\$210,424	\$216,737	\$223,239	\$229,936
Center Overhead <sup>3</sup>	\$58,171	\$59,916	\$61,713	\$63,565	\$65,471
First-Year Startup Costs <sup>4</sup>	\$22,364	\$0	\$0	\$0	\$0
<b>Total Operating Expenditures</b>	<b>\$2,233,263</b>	<b>\$2,277,226</b>	<b>\$2,345,543</b>	<b>\$2,415,909</b>	<b>\$2,488,386</b>
<b>OPERATING NET INCOME (LOSS)</b>	<b>(\$226,263)</b>	<b>(\$210,016)</b>	<b>(\$216,317)</b>	<b>(\$222,806)</b>	<b>(\$229,490)</b>
<b>CAPITAL REPLACEMENT RESERVE<sup>1</sup></b>					
Annual Replacement Reserve Contribution <sup>5</sup>	\$60,579	\$62,396	\$64,268	\$66,196	\$68,182
Unfunded Replacement Reserve Balance <sup>5</sup>	\$954,609	\$0	\$0	\$0	\$0
<b>Total Capital Expenditures</b>	<b>\$1,015,187</b>	<b>\$62,396</b>	<b>\$64,268</b>	<b>\$66,196</b>	<b>\$68,182</b>
<b>OPERATING &amp; CAPITAL NET INCOME (LOSS)</b>	<b>(\$1,241,451)</b>	<b>(\$272,412)</b>	<b>(\$280,585)</b>	<b>(\$289,002)</b>	<b>(\$297,672)</b>
<sup>1</sup> Assume 3% annual inflation.					
<sup>2</sup> Other Maintenance Expenses include:					
Staff Transportation					
Technical Services					
Telecommunications					
Utilities					
<sup>3</sup> Center Overhead includes variable costs for:					
Finance/Accounting	Timekeeping software licenses				
Information Services	Network and internet connection				
Recreation Administration	Conferences, dues, training, additional program supplies				
Risk & Contract Management	Workers' comp				
Security Operations	Security and fire monitoring				
<sup>4</sup> First-Year Startup Costs include:					
Finance/Accounting	Timekeeping software installation				
Human Resources	Job postings				
Information Services	Phone connections, network switch, antivirus installation				
Security Operations	Keyless card access				
First-Year Startup Costs do not include the following:					
Computers					
Fitness Equipment					
Phones					
<sup>5</sup> Capital Replacement Reserve amounts calculated based off of the Facilities Asset Management Plan provided by the City of Sherwood.					

## Strategy for Minimizing Annual Operating Expenses and Maximizing Annual Operating Revenues

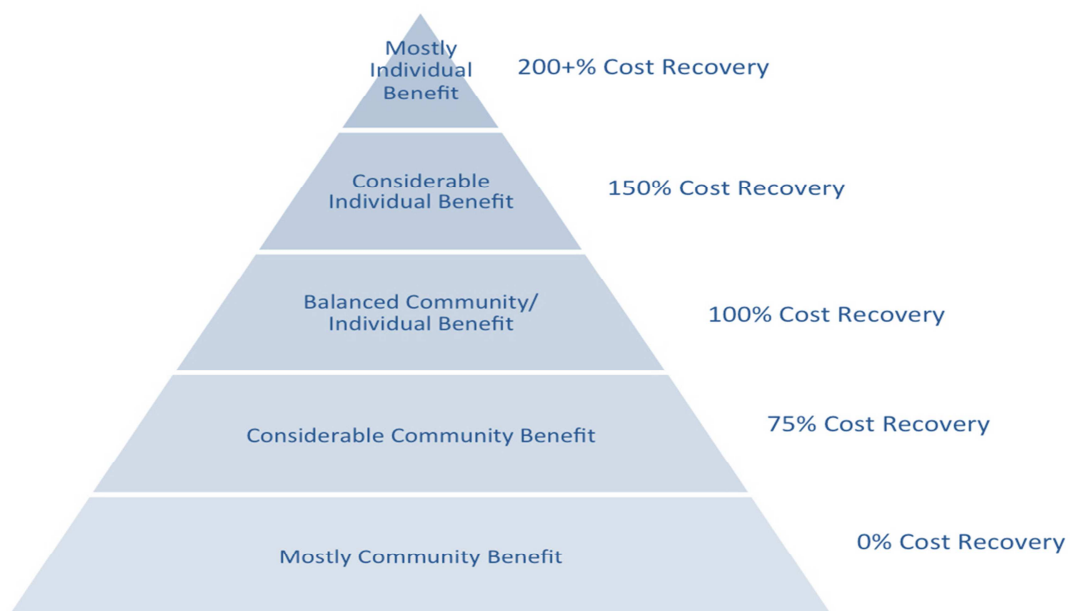
### Cost Recovery and Fees

One of THPRD's goals is to create a balanced cost recovery model that identifies and establishes financial accountability and sustainability goals, while equally supporting the core values, vision, and mission of the district and the community it serves. As community need grows and evolves, the district will continue to approach the allocation of funds thoughtfully and responsibly to maintain the quality standards established for our programs and services.

By focusing on community benefit, we have established a cost recovery and pricing model that meets our core values as stewards of the public dollar and as a quality service provider.

### Cost Recovery Methodology

A pyramid methodology (shown below) is used to sort categories of service and determine cost recovery targets. The pyramid details cost recovery and subsidy goals corresponding with the benefit received by the community. The programs at the Sherwood facility would be on Tier III at 100% cost recovery. Anything less than meeting the 100% cost recovery targets, cannot be funded by THPRD.



- Tier I: target 0% cost recovery - mostly community benefit
- Tier II: target 75% cost recovery - considerable community benefit
- Tier III: target 100% cost recovery - balanced individual and community benefit
- Tier IV: target 150% cost recovery - considerable individual benefit
- Tier V: target 200% cost recovery - mostly individual benefit

## **Pricing Methodology**

Program pricing methodology is based on the value/cost of service provision, market conditions, demand, industry trends and cost recovery targets.

- Cost recovery pricing: a fee based on cost recovery goals within market pricing ranges.
- Market pricing: a fee based on demand for a service and what the market will bear
- Competitive pricing: a fee based on what similar service providers or competitors are charging
- Arbitrary pricing: a fee that ignores market conditions and cost recovery goals based on a general provision to meet budget goals. This applies when goals for cost recovery are not required but the service can sustain a fee

## **Financial Sustainability**

Program prices are set based on cost recovery goals which are established to achieve financial sustainability. When cost recovery targets require a price to be at a level where they are no longer affordable to the user, cost control measures, as well as alternate funding options, must be explored. Alternative funding sources can include:

- Grants
- Partnerships
- Donations
- Collaborations
- Volunteer contributions

## **THPRD Scholarship Program**

Providing accessible programs and services to patrons of diverse populations is part of THPRD's overarching goals. THPRD's Community Outreach Roadmap outlines four goals:

- Increase the accessibility of THPRD programs and services for un-served and underserved populations
- Develop a welcoming and inclusive environment at THPRD
- Promote active public participation and engagement
- Improve the quality of existing outreach programs and activities

THPRD takes a proactive approach to accomplishing these goals. It is district policy to make accommodations for qualifying low-income patrons through the THPRD Scholarship Program. THPRD's scholarship funds can be used for eligible classes, frequent user passes, and other drop-in programs. Scholarships for participants at the Sherwood facility would have to be funded through another source.

**User Fee Schedule**

Club Memberships	Cost Per Month	
	Sherwood Resident	Non-Resident <sup>1</sup>
Initiation fee	\$100.00	\$125.00
Family Membership (includes Child Care)	\$125.00	\$156.25
Individual Membership (does not include Child Care)	\$75.00	\$93.75
Adult Couple	\$100.00	\$125.00
Young Adult	\$25.00	\$31.25
Youth	\$25.00	\$31.25

Swim Lesson Program	Cost Per Participant	
	Sherwood Resident	Non-Resident <sup>1</sup>
Fall/Win/Spr Morning	\$51.00	\$63.75
Fall/Win/Spr Evening	\$51.00	\$63.75
Fall/Win/Spr Weekend	\$51.00	\$63.75
Summer Morning	\$51.00	\$63.75
Summer Evening	\$51.00	\$63.75
Summer Weekend	\$51.00	\$63.75
<b>Camp fees</b>		
Before care 6 am-9 am	\$30.00	\$37.50
10 weeks summer Camp	\$200.00	\$250.00
Aftercare 3-6 pm	\$30.00	\$37.50
<b>9-month Preschool</b>		
Before care 6 am-8:30	\$200.00	\$250.00
Preschool MWF 8:30-3 pm	\$600.00	\$750.00
Preschool TR 8:30-3	\$400.00	\$500.00
Aftercare 3-6 pm	\$350.00	\$437.50

<sup>1</sup> Non-Resident rates are calculated at a 25% premium above Resident rates.

## Maintenance Plan

THPRD has established maintenance standards for its facilities and parks. These standards are derived from the district's mission statement. The purpose of the standards is to:

- Provide a consistent set of standards for facilities districtwide
- Clearly define staff roles and level of service expectations
- Be used as a training/learning tool

The Facilities Maintenance Standards Manual includes, but is not limited to:

- Building envelope
- Restrooms and locker rooms
- Storage, mechanical, and custodial rooms
- Classrooms, pool decks, and gymnasiums
- Lighting
- Flooring
- Furnishings
- Safety
- HVAC

The daily upkeep and the maintenance of major systems would be managed with guidance from a manual specifically designed for Sherwood. This manual would follow the format of the Conestoga Maintenance Staffing Plan<sup>23</sup> and the Conestoga Maintenance Duties Checklist.<sup>24</sup>

Maintenance funding is included in the Financial Plan on page 12

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<sup>23</sup> Conestoga Maintenance Staffing Plan

<sup>24</sup> Conestoga Maintenance Duties Checklist



## **Compensation**

### **Key Principle**

Operations and maintenance of the Sherwood recreation and aquatic facility would be funded through center revenues and City of Sherwood contributions. THPRD taxpayer subsidies would not be used to support this facility.

### **Compensation Proposal**

As the 5-year financial plan projects net losses for the facility, the City of Sherwood would reimburse THPRD for the total operating and capital loss. The City of Sherwood would also fund the purchase of any necessary equipment not included in first-year startup costs in the financial plan or already included in the facility (e.g., computers and phones, fitness equipment).

If the center outperforms the projections, then THPRD will reduce the City of Sherwood's contribution by an amount equal to the variance between actual and projected results, up to the breakeven point.

If the center generates positive net operating and capital income, then THPRD and the City of Sherwood would split the profits at a percentage to be negotiated.

## **3.0 – Referenced Documents**

1. Board of Directors Roster
2. Doug Menke Resume
3. 2016–17 Organizational Chart
4. Aisha Panas Resume
5. Eric Owens Resume
6. Sabrina Taylor Schmitt Resume
7. THPRD Fact Sheet
8. Organizational Overview
9. Programs Functional Plan
10. Program Coordinator Job Description
11. Office Tech Job Description
12. Evening/Weekend Supervisor Job Description
13. Building Maintenance Tech Job Description
14. Center Supervisor Job Description
15. Operational Performance CRAC
16. Marketing Specialist Job Description
17. THPRD Marketing Plan
18. Employee Selection Guidelines
19. Hiring Regular Part-Time and Full-Time Employees
20. Hiring Part-Time Employees
21. Full-Time Employee Handbook
22. Part-Time Employee Handbook
23. Conestoga Maintenance Staffing Plan
24. Conestoga Maintenance Duties Checklist