

AGENDA
SPECIAL MEETING

6 PM July 17, 2025

CHEHALEM PARK AND RECREATION DISTRICT | BOARD OF DIRECTORS

CPRD ADMINISTRATION OFFICE | 125 S. ELLIOTT ROAD, NEWBERG, OR 97132

Online: <https://us02web.zoom.us/j/89262810439> Zoom Webinar ID 892 6281 0439

- I. Call to Order
- II. Pledge of Allegiance
- III. Roll Call
- IV. Action Items
 - A. Appointment of Board Officers
 - 1. President
 - 2. Vice President
 - 3. Secretary/Treasurer
 - B. Appointment to internal CPRD committees
 - 1. Financial and Personnel
 - 2. Recreation Programming
 - 3. Parks and Development
 - C. Appointment of Board liaisons to other municipal entities and agencies
 - 1. County of Yamhill
 - 2. Special Districts Association of Oregon
 - 3. Council of Governments
 - 4. City of Newberg
 - 5. City of Dundee
 - 6. Newberg School District
 - 7. Chehalem Valley Chamber of Commerce
 - 8. Dundee Committee
 - 9. Chehalem Cultural Center and Cultural District
 - 10. Unspecified community groups
 - D. Appointment of Liaisons to Citizens' Advisory Committees
 - 1. Trails Advisory Committee
 - 2. Pickleball Advisory Committee
 - 3. Golf Course Advisory Committee
 - E. Approval to Proceed/Bid selection and Approval for two capital projects:
 - 1. Sander Estate (developing park)
 - 2. Jaquith Park Pickleball Courts
- VI. **Strategic Priorities and Policies Update Work Session**
- VII. Adjournment

Next meeting: 6 p.m. on Thursday, Aug. 28, 2025.

ADA STATEMENT

Contact the Public Information Office for physical or language accommodations at least two (2) business days before the meeting. Call (971) 832-4222 or email kricker@cprdnewberg.org.



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125 South Elliott Road
Newberg, OR 97132
cprdnewberg.org

Board Letter

Hearing Date: July 17, 2025

Staff: Casey Creighton

Subject: Sander Estate Park

Order on Agenda: Action Item

RECOMMENDATION

To accept the low bid from The Saunders Company for the Sander Estate Park Development Phase I for \$3,031,511.00.

DISCUSSION

Chehalem Park and Recreation District acquired Sander Estate in February 2017, thanks to a legacy donation by owner and longtime Dundee resident Janis Sander. Jan's intention is that this property be used in a way to benefit the citizens of Dundee.

BID OPENING – RESPONSIVENESS WORKSHEET

Date of Bid Opening July 14, 2025 @ 2pm

Project Name: Sander Estate Park

125 S Elliott Rd, Newberg, Oregon.

Contractor	Bid Form	First Tier		Noncullision Affidavit	Resident Bidder	Bid Security	Non Discriminatory	Bid
		Subcontractor Form						
Pihl Inc. CCB# 121460 todd.pittman@pihl-inc.com	Y	Y		Y	Y	Y	Y	\$3,625,000.00
Lawson Corp CCB# 216882 mike@lawson-corp.com 503 852 0035	Y	Y		Y	Y	Y	Y	\$3,367,000.00
Paul Brothers Inc. CCB# 64461 ppaul@paulbrothersinc.com 503 663 1220	Y	Y		Y	Y	Y	Y	\$3,432,600.00
The Saunders Company Inc. CCB# 88343 office@thesaunderscompany.net 503 537 9950	Y	Y		Y	Y	Y	Y	\$3,031,511.00



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1. Qualifications and required documents of apparent low bidder(s) are to be verified. District Board will award to lowest responsive and responsible bidder, based on the scope of work selected at the time of award. Alternates do have a cumulative effect in the award.
2. Projects over \$100,000 require the First-Tier Sub-contractor form is to be submitted 2 hours after the bid opening by the apparent low bidder(s).

Notice of Intent to Award will be sent after the Board of Directors meeting approving the award of the project

PROJECT SCHEDULE

Invitation to Bid in Daily Journal of Commerce	June 18, 2025
Pre-Bid Meeting	June 24, 2025, 2:00 PM
Last Day for Questions (10-days prior to Due Date)	July 3, 2025, 2:00 PM
Last Addendum Published (7-days prior to Due Date)	July 7, 2025
Sealed Bids Due and Bid Closing Time	July 14, 2025, 2:00 PM
Bid Opening	July 14, 2025, 2:30 PM
CPRD Board of Directors Meeting	July 17, 2025
Notice of Intent to Award	July 21, 2025

Notice to Proceed (approx.)	July 28, 2025
Preconstruction Conference with City (approx.)	August 4, 2025
Site Mobilization (approx.)	August 9, 2025
Desired Project Duration- Notice to Proceed to Substantial Completion.	April 3, 2026
Final Acceptance	April 10, 2026

FISCAL IMPACT

\$3,150,993.00

ATTACHMENTS

Sander Bid Review 7 15 2025.pdf

Bid Opening – Responsiveness Worksheet

Project Name: Sander Estate Park

125 S Elliott Rd, Newberg, Oregon

Date of Bid Opening July 14, 2025 @ 2pm

Contractor	Bid Form	First Tier Subcontractor Form	Noncollusion Affidavit	Resident Bidder	Bid Security	Non Discriminatory	Bid
Pihl Inc. CCB# 121460 todd.pittman@pihl-inc.com	Y	Y	Y	Y	Y	Y	3,625,000
Lawson Corp CCB# 216882 mike@lawson-corp.com 503 852 0035	Y	Y	Y	Y	Y	Y	3,367,000
Paul Brothers Inc. CCB# 64461 ppaul@paulbrothersinc.com 503 663 1220	Y	Y	Y	Y	Y	Y	3,432,600
The Saunders Company Inc. CCB# 88343 office@thesaunderscompany.net 503 537 9950	Y	Y	Y	Y	Y	Y	3,031,511

Notes:

1. Qualifications and required documents of apparent low bidder(s) are to be verified. District Board will award to lowest responsive and responsible bidder, based on the scope of work selected at the time of award. Alternates do have a cumulative effect in the award.
2. Projects over \$100,000 require the First-Tier Sub-contractor form is to be submitted 2 hours after the bid opening by the apparent low bidder(s).
3. Notice of Intent to Award will be sent after the Board of Directors meeting approving the award of the project.

SCHEDULE OF PRICES & UNIT PRICES FORMS

Provide price breakout for the following major categories of items including percentage of overhead and profit.

1. General Conditions	\$ 211,990.00	2
2. Site Preparation	\$ 66,834.00	2
3. Earthworks	\$ 417,039.00	3
4. Utilities	\$ 413,886.00	1
5. Asphalt Paving & Striping	\$ 268,043.00	2
6. Concrete Paving, Curbs, & Walls	\$ 517,365.00	2
7. Water Feature Equipment	\$ 185,000.00	3
8. Site Furnishings	\$ 44,500.00	2
9. Irrigation	\$ 160,000.00	3
10. Seeding	\$ 85,000.00	(2)
11. Electrical System & Lighting	\$ 374,354.00	3
12. Soil Preparation	\$ 200,000.00	3
13. Stone Masonry	\$ 87,500.00	1
Total Base Bid	\$ 3,031,511.00	(1) ✓

Provide the following miscellaneous costs and mark ups as noted.

1. Expected trade permits	\$2,500.00	
2. Insurance	1.0	%
3. Overhead/profit	15	%
4. Bonding	1.15	%

END OF BID FORM

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SCHEDULE OF PRICES & UNIT PRICES FORMS

Provide price breakout for the following major categories of items including percentage of overhead and profit.

1. General Conditions	\$	100,000.00	1
2. Site Preparation	\$	35,000.00	1
3. Earthworks	\$	294,000.00	2
4. Utilities	\$	505,000.00	2
5. Asphalt Paving & Striping	\$	305,000.00	3
6. Concrete Paving, Curbs, & Walls	\$	735,000.00	4
7. Water Feature Equipment	\$	163,000.00	2
8. Site Furnishings	\$	26,000.00	1
9. Irrigation	\$	252,000.00	4
10. Seeding	\$	254,000.00	4
11. Electrical System & Lighting	\$	396,000.00	4
12. Soil Preparation	\$	92,000.00	1
13. Stone Masonry	\$	210,000.00	4
Total Base Bid	\$	3,367,000.00	(2)

Provide the following miscellaneous costs and mark ups as noted.

1. Expected trade permits	\$10,000.00	
2. Insurance	10	%
3. Overhead/profit	15	%
4. Bonding	2	%

END OF BID FORM

SCHEDULE OF PRICES & UNIT PRICES FORMS

Provide price breakout for the following major categories of items including percentage of overhead and profit.

1. General Conditions	\$ 374,573.00	4
2. Site Preparation	\$ 374,114.00	4
3. Earthworks	\$ 444,293.00	4
4. Utilities	\$ 591,602.00	3
5. Asphalt Paving & Striping	\$ 207,607.00	1
6. Concrete Paving, Curbs, & Walls	\$ 467,112.00	1
7. Water Feature Equipment	\$ 119,245.00	1
8. Site Furnishings	\$ 82,608.00	4
9. Irrigation	\$ 135,597.00	2
10. Seeding	\$ 32,979.00	1
11. Electrical System & Lighting	\$ 319,959.00	1
12. Soil Preparation	\$ 109,715.00	2
13. Stone Masonry	\$ 173,196.00	3

Total Base Bid \$ 3,432,600.00 (3)

Provide the following miscellaneous costs and mark ups as noted.

1. Expected trade permits	\$ 5000.00	
2. Insurance	2.00	%
3. Overhead/profit	15.00	%
4. Bonding	1.50	%

END OF BID FORM

SCHEDULE OF PRICES & UNIT PRICES FORMS

Provide price breakout for the following major categories of items including percentage of overhead and profit.

1. General Conditions	\$ 285,000	3
2. Site Preparation	\$ 155,000	3
3. Earthworks	\$ 115,000	1
4. Utilities	\$ 615,000	4
5. Asphalt Paving & Striping	\$ 365,000	4
6. Concrete Paving, Curbs, & Walls	\$ 725,000	3
7. Water Feature Equipment	\$ 190,000	4
8. Site Furnishings	\$ 60,000	3
9. Irrigation	\$ 120,000	1
10. Seeding	\$ 85,000	(2)
11. Electrical System & Lighting	\$ 345,000	2
12. Soil Preparation	\$ 450,000	4
13. Stone Masonry	\$ 115,000	2
Total Base Bid	\$ 3,625,000	(4)

Provide the following miscellaneous costs and mark ups as noted.

1. Expected trade permits	\$ 5,000	
2. Insurance	3	%
3. Overhead/profit	(3)	%
4. Bonding	1	%

END OF BID FORM

7/15/2025

Project: Sander Estate Park
Subject: Bid Review and Recommendation

Casey,

Lango Hansen has reviewed the bid submissions for the construction of Sander Estate park and we are recommending that CPRD award the project to the low-bidder, Saunders Company.

We reviewed the following bids:

Saunders Company - \$3,031,511.00

Lawson Corporation - \$3,367,000.00

Paul Brothers - \$3,432,600.00

PIHL - \$3,625,000.00

Our review of the bids included a comparative analysis of the bid form from the 4 bidders, as well as a review to ensure that each bidder had met the requirements of the RFP, including demonstration of the relevant experience and ability to do the work, as well as submission of required forms. In this review, we found nothing disqualifying of Saunders Company bid and so we therefore recommend award the contract to them.

If you have any questions or comments or if you require additional information, please don't hesitate to reach out

Best,



Brett Hoornaert

Senior Associate + Landscape Architect

Lango Hansen Landscape Architects

brett@langohansen.com

971-380-3452.



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Board Letter

Hearing Date: July 17, 2025

Staff: Casey Creighton

Subject: Jaquith Park Pickleball Courts Bids

Order on Agenda: Action Item

RECOMMENDATION

To accept the low bid from Lee Contractors for the Jaquith Park Pickleball Courts for \$785,879.00 to replace the surfacing on the existing tennis courts and add 6 new pickleball courts to Jaquith Park.

DISCUSSION

We received Completed Bid Packets for the Jaquith Pickleball Courts from 5 Contractors on Wednesday July 9th, 2025. Publically opened at 2:00 PM and recorded Bids. Received all Tier I Subcontractors by 5 PM except for Pihl Inc.. They did not submit.

Bid Opening – Responsiveness Worksheet

Project Name: Jaquith Park Pickleball Courts

125 S Elliott Rd, Newberg, Oregon

Date of Bid Opening July 9, 2025 @ 2pm

Contractor	Bid Form	First Tier Subcontractor Form	Noncullision Affidavit	Resident Bidder	Bid Security	Bid
Lee Contractors LLC CCB# 196535 randy@leecontractorswa.com	Y	Y	Y	N	Y	\$785,879.00
Lawson Corp. CCB# 216882 mike@lawson-corp.com	Y	Y	Y	Y	Y	\$1,150,000.00
North Santiam Paving Co. CCB# 53247 quotes@nspor.com	Y	Y	Y	Y	Y	\$1,195,300.00
Paul Brothers Inc. CCB# 64461 ppaul@paulbrothersinc.com	Y	Y	Y	Y	Y	\$1,140,464.00
Pihl Inc. CCB# 121460 todd.pittman@pihl-inc.com	Y		Y	Y	Y	\$1,291,000.00



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Bid Advertisement	June 18, 2025
Pre-Bid Conference	N/A
Bidder Questions Due	July 2, 2025, 2:00PM
Question Responses	July 3, 2025
Bids Received	July 9, 2025, 2:00PM
Board of Directors Meeting	July 17, 2025 (to approved bid from recommended contractor)
Notice of Intent to Award	July 18, 2025
Award Contract	July 24, 2025
Pre Construction Meeting	July 24, 2025
Begin Construction	August 1, 2025 (on or before) Anticipated
Construction Completion Date	December 31, 2025

FISCAL IMPACT

Budgeted \$694,266.00 for New development of the Jaquith Park Pickleball Courts and replacement of the Tennis Court surface from the General Fund.

ATTACHMENTS

NA



Board Letter

Hearing Date: August 28, 2025

Staff: Clay Downing, Superintendent

Subject: Work Session on Strategic Priorities and Fiscal Policies

Order on Agenda: Action Item

RECOMMENDATION

No action by the Board is requested.

DISCUSSION

Staff hope to guide a work session focused on a variety of topics to ensure understanding of the Board's vision for the District. In preparation for the work session, a slide deck is provided as Attachment 1 which will be used to guide the discussion of CPRD strategic priorities and fiscal issues. The conversation is expected to include:

- Review of the District Mission and Vision. Do these still resonate? Are there changes needed?
- Strategic Goals and Objectives. Are these goals and objectives still relevant? Do they still resonate with the Board? Do they give adequate direction to staff which allow for prioritization in the face of limited financial, staff, and other resources?
- Changes Since Last Strategic Planning Session in 2023. Have the District's goals and objectives changed since the Board last participated in a discussion of high level goals and objectives? If so, what has changed?
- Staff Observations. Staff will share observations related to the status of the District, policy issues, challenges, and relative strengths to aid the Board in setting policy goals.
- Issues with Existing and Planned Services and Facilities. Is the District meeting community needs for our existing parks, programs, and facilities? How do those needs balance against priorities associated with future development?
- Administrative Strengthening. For issues that are support staff and the District in the work that occurs day-to-day, what issues are visible and of high priority to the Board?
- Fiscal Issues Relating to Cost Recovery. Discussion of cost recovery in the District with a focus on Special Services Division.
- Fiscal Issues Relating to Revenue Diversity. Discussion of revenue streams within the District.
- Fiscal Issues Relating to Capital Outlay. Discussion of capital outlay and its balance of funding towards both "repair and replace" and new development projects.



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- Fiscal Issues Relating to Administrative Projects. Discussion of projects on the horizon which are administrative and support the strengthening of districtwide finances, planning, and standards.

Staff looks forward to the conversation and welcomes questions leading up the work session so that the Board can have a productive discussion amongst one another and with staff.

Background Information

CPRD Strategic Planning Outline and Key Terms

- **Mission:** A statement describing CPRD's purpose and values.
- **Vision:** A description of how CPRD work to fulfill its Mission.
- **Strategic Goals:** Achievements that CPRD will accomplish in order to implement its Vision and Mission.
- **Objectives:** Specific, measureable, achievable targets that support meeting CPRD's Goals

CPRD Mission Statement: To connect and enrich our community through parks, recreation, open spaces, natural areas, and educational opportunities.

CPRD Vision

1. Look to the Future. Have a long term, positive growth orientation. Believe that you have a vital role to play in the community. Plan to succeed, evolve, and adapt your services to community changes.
2. Maintain a Lean Management Staff. Keep your management staff small and able to adapt rapidly to sudden social, cultural, political, and economic shifts. The more complex the staff, the more difficult it may be to modify.
3. Establish Alternative Plans. Develop alternative plans to meet potential changing conditions. Be proactive rather than reactive. Considering the worst scenario in advance is better than dealing with it after the fact.
4. Cultivate Positive Rapport with Our Constituency. Promote your image. Gather intelligence via marketing research. Know your consumer. Build a relationship of mutual respect and trust that will carry you through thick and thin.
5. Promote Opportunities for Learning and Growth Within Your Organization. There is a tremendous need to handle information that is being created in our new technical society. People need to constantly upgrade their knowledge.
6. Build and Promote Social Capital.

CPRD Strategic Goals



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1. Continue to promote and communicate success and mission of Chehalem Park and Recreation District
2. Continue plans for a Dundee Community Center
3. Continue development of the Chehalem Cultural Center and District
4. Continue plans for third nine and clubhouse at Chehalem Glenn Golf Course
5. Continue to prioritize Chehalem Park and Recreation District projects with job generation
6. Continue to develop the Heritage Trail system along the river and connect communities and parks
7. Continue to acquire land for future parks
8. Continue to develop and improve neighborhood parks
9. Continue to plan and develop Bob and Crystal Rilee Park
10. Continue to develop property on Highway 219 and the river
11. Continue to develop a campground on the river
12. Continue to develop a paddle launch along the river
13. Continue to develop Sander Estate Park
14. Continue to develop the riverfront in Newberg and Dundee
15. Continue to develop community programs

Objectives

- Develop a 27-hole golf course with clubhouse at cost of \$10 million
- Develop Chehalem Cultural Center at a cost of \$11.5 million
- Develop a community center for Dundee at a cost of \$3.5 million
- Develop a trail system at a cost of \$79 million
- Develop an aquatic and fitness center at accost of \$26 million
- Develop a campground along Oregon Highway 219 at a cost of \$9 million
- Develop a sports complex at a cost of \$3 million
- Develop Bob & Crystal Rilee Park at cost of \$5 million
- Develop Ewing Young at a cost of \$3 million

Fiscal Issues



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Many of the fiscal issues to be discussed will hinge on information contained within the District's recently adopted budget which is available online at <https://www.cprdnewberg.org/general/page/budget-information>. High level information found within the Budget Message, Fund Summary, Revenue Synopsis, and Capital Outlay portions of the adopted budget are expected to be discussed during the work session. Additionally, the slide deck includes references to cost recovery models used by another special district, Willamalane Park and Recreation District. Information from the district can be accessed online at <https://www.willamalane.org/about>.

FISCAL IMPACT

None.

ATTACHMENTS

Attachment 1. Work Session Slide Deck



STRATEGIC PRIORITIES & POLICIES UPDATE

BOARD OF DIRECTORS WORK SESSION

JULY 17, 2025



STRATEGIC PRIORITIES DISCUSSION

STRATEGIC PRIORITIES & POLICIES

Strategic Planning Discussion Areas	Fiscal and Other Policy Discussion Areas
- Are the Vision, Strategic Goals, and Strategic Objectives still relevant? Have they changed? If so, where? - Are there new Goals and/or Objectives that staff should work to address? - What other priorities exist which are not reflected in those Goals and Objectives?	- Potential capital projects not yet in the 5-year capital funding pipeline - Repair & replacement needs for parks and facilities - Fiscal policy and setting cost recovery expectations - Administrative project pipeline

2023 STRATEGIC PLANNING WORK SESSION

MISSION & VISION



To connect and enrich our community through parks, recreation, open space, natural resources, and educational opportunities.

- 1. Look to the Future.** Have a long term, positive growth orientation. Believe that you have a vital role to play in the community. Plan to succeed, evolve, and adapt your services to community changes.
- 2. Maintain a Lean Management Staff.** Keep your management staff small and able to adapt rapidly to sudden social, cultural, political, and economic shifts. The more complex the staff, the more difficult it may be to modify.
- 3. Establish Alternative Plans.** Develop alternative plans to meet potential changing conditions. Be proactive rather than reactive. Considering the worst scenario in advance is better than dealing with it after the fact.
- 4. Cultivate Positive Rapport with Our Constituency.** Promote your image. Gather intelligence via marketing research. Know your consumer. Build a relationship of mutual respect and trust that will carry you through thick and thin.
- 5. Promote Opportunities for Learning and Growth Within Your Organization.** There is a tremendous need to handle information that is being created in our new technical society. People need to constantly upgrade their knowledge.
- 6. Build and Promote Social Capital.**



2023 STRATEGIC PLANNING WORK SESSION

STRATEGIC GOALS

1. Promote and communicate success and mission of Chehalem Park and Recreation District.
2. Plan for a Dundee Community Center.
3. Develop the Chehalem Cultural Center and District.
4. Plan for third nine and clubhouse at Chehalem Glenn Golf Course.
5. Prioritize Chehalem Park and Recreation District projects with job generation.
6. Develop the Heritage Trail system along the river and connect communities and parks.
7. Acquire land for future parks.
8. Develop and improve neighborhood parks.
9. Plan and develop BCRP.
10. Develop property on Hwy 219 and river.
11. Develop a campground on the river.
12. Develop a paddle launch along the river.
13. Develop Sander Estate Park.
14. Develop the riverfront in Newberg and Dundee.
15. Develop community programs.



2023 STRATEGIC PLANNING WORK SESSION

OBJECTIVES

- Develop a 27-hole golf course with clubhouse at cost of \$10M
- Develop Chehalem Cultural Center at cost of \$11.5M
- Develop a community center for Dundee at a cost of \$3.5M
- Develop an aquatic and fitness center at a cost of \$26M
- Develop a sports complex at a cost of \$3M
- Develop BCRP at a cost of \$5M
- Develop Ewing Young Park at a cost of \$3M

	Objectives	Goals
Ewing Young Park		1. District Communication 2. Dundee Community Center 3. Cultural Center and District 4. Third 9 and Club House 5. Projects w/job generation 6. Heritage Trail System 7. Acquire land for future 8. Improve Neighborhood Parks 9. Develop BCRP 10. Develop Hwy 219 Property 11. Campground on river 12. Paddle Launch 13. Sander Estate Park 14. Riverfront in Newberg & Dundee 15. Community Programs

2023 STRATEGIC PLANNING OUTPUT RESULTS

Comments from Board:

- Sander Estate Park is a priority (4 members)
- More sports fields and youth field access (4 members)²⁴
- Park improvements (5 members) including permanent restrooms at EYP (4 members) and Jaquith (2 members).
- Develop partnerships including with GFU (3)

Short-Term	Mid-Term	Long-Term
Chehalem Cultural Center Renovation	Newberg-Dundee Bypass Trail	Hwy 219 Campground
Renne Field Project	Crabtree Park Culvert	Golf Course Third 9
	BCRP Master Plan	Golf Course Club House
Sander Estate Park		Heritage Trail System (separate from Bypass Trail)
Restrooms at EWP, JP, and Memorial Park		
	Pickleball Courts (14)	
Paddle Launch		

STAFF OBSERVATIONS | SWOT ANALYSIS



Public Involvement (Committees, Volunteers) Institutional Knowledge (Staff, Board) High Revenue Generation Model Lean Staffing / Fiscal Stewardship Successful Land Banking Practices Existing Service Levels		Lack of Strategic Communication and Messaging Inconsistent Service Delivery and Progress Reporting Inadequate Master Plan for Future Growth Lack of Sports Fields or Sports Complex Lack of Asset Tracking Program Lean Staff / Excessive Span of Control Lack of Management Training No River Access	
STRENGTHS		WEAKNESSES	
Celebrate and Communicate “Brand” and Successes Capital Improvement Program w/ Asset Tracking Maintenance Management Standards and Plan Enhanced Management and Leadership Training Fiscal Projects (Sinking Fund, SDC Update, Budget Reformat) Grant(s) for Master Plan Update Leadership Training for Early- and Mid-Career Staff		Repair/Replace Outpacing General Fund Monies Maintenance Obligations Increasing Basic Service Obligations Expanding Aging Infrastructure – Especially Playgrounds Lack of Meaningful Connection with Public Multiple Senior Leadership Roles Nearing Retirement Zone High Expenditure Model (Large Facilities + Special Services)	
OPPORTUNITIES		THREATS	



2025 STRATEGIC PLANNING DISCUSSION

NEW OR ADDITIONAL GOALS/OBJECTIVES?

- Community Outreach and Communication
- Places for Bicycles
- Pre-School Restart/Rehabilitation
- Bathroom Enhancement and Construction
- Sports Field Complex
- Parks and Facilities' Standards
- Administrative Strengthening for fiscal & operational stability including audits, budget reformatting, capital planning program, and SDC methodology update
- District Master Plan Update
- Digital Modernization (Registration Software, IT Systems, Record Retention/ORMS)

2025 STRATEGIC PLANNING DISCUSSION

OTHER ISSUES NOT ON THE LIST?

- Strategic and/or key relationships?
- Service level enhancements?
- Community services and programs?
- Sustainability?
- Communication and outreach?
- Reporting and accountability?





FISCAL ISSUES

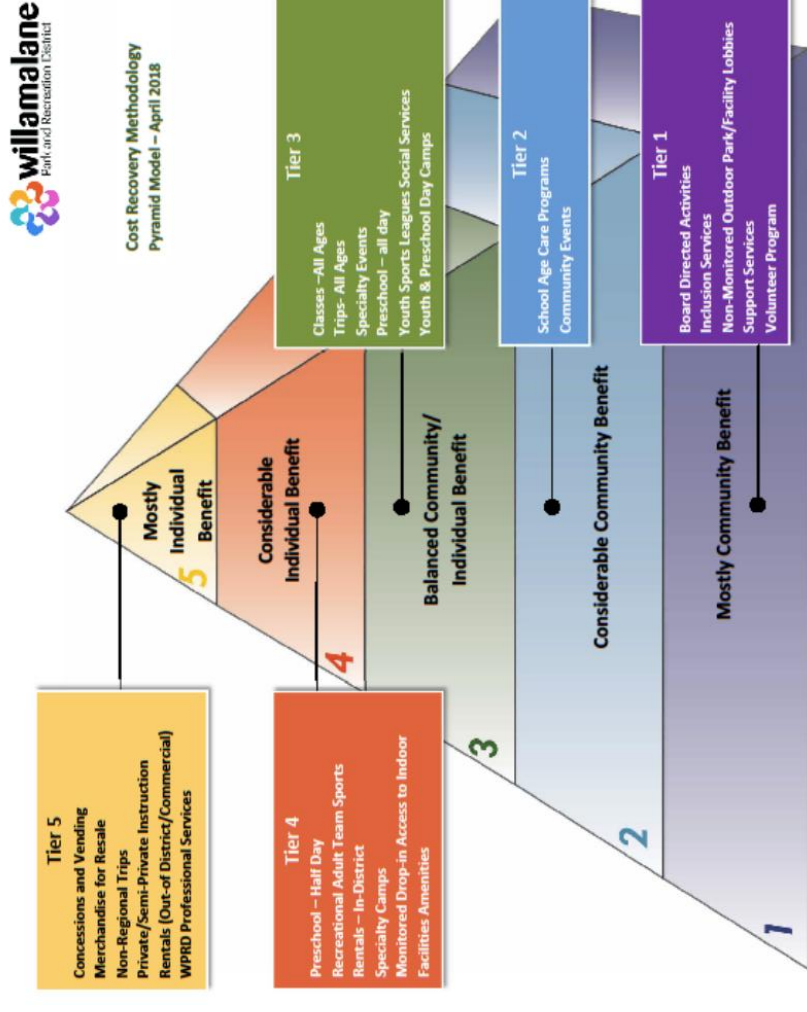
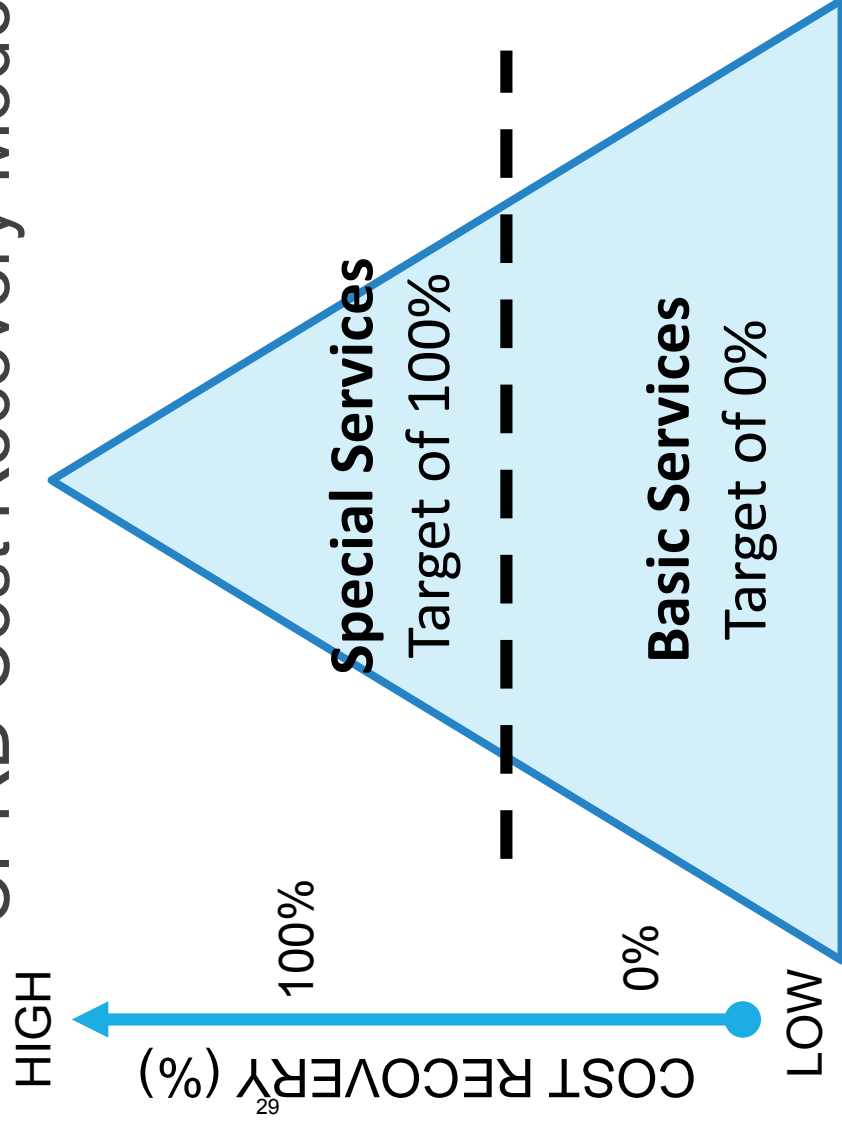
2025 STRATEGIC PLANNING

FISCAL ISSUES – COST RECOVERY MODELS



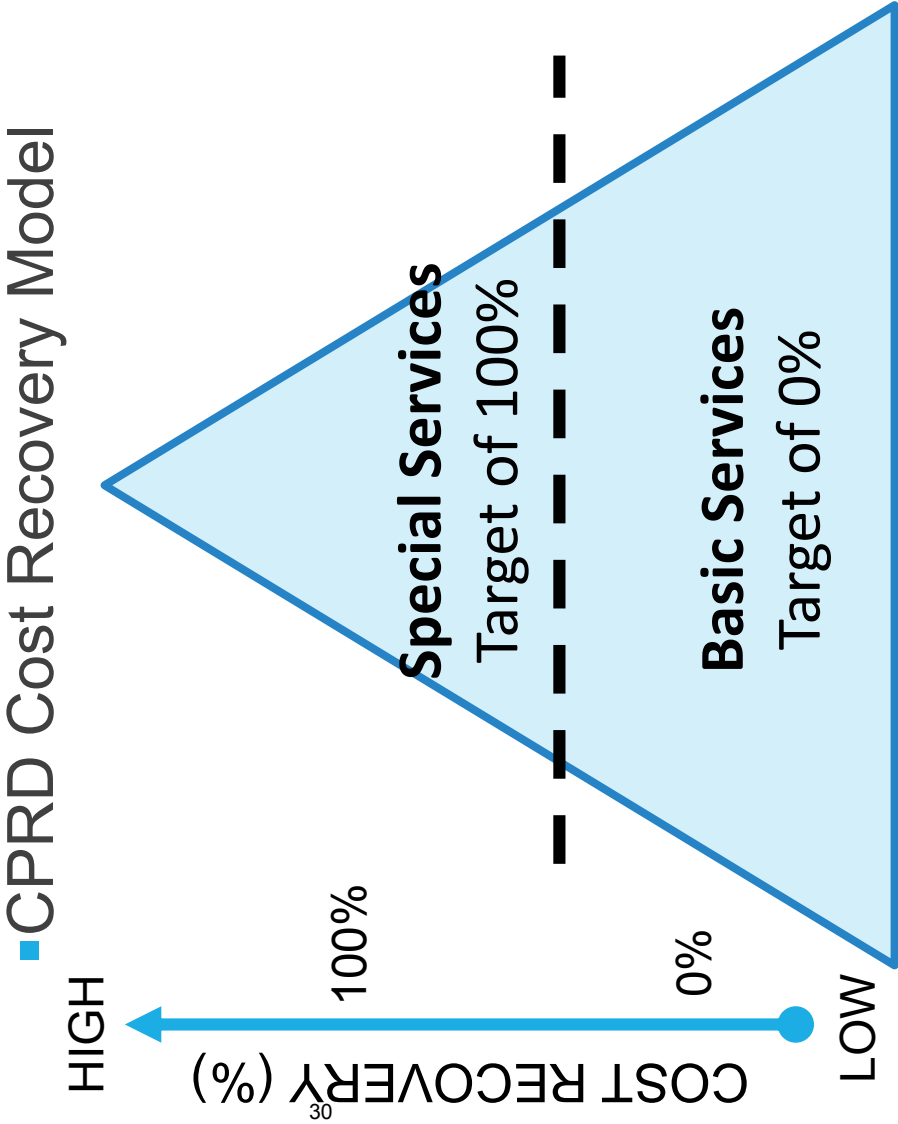
■ CPRD Cost Recovery Model

■ Similar Models in the Region



2025 STRATEGIC PLANNING

FISCAL ISSUES – COST RECOVERY MODELS

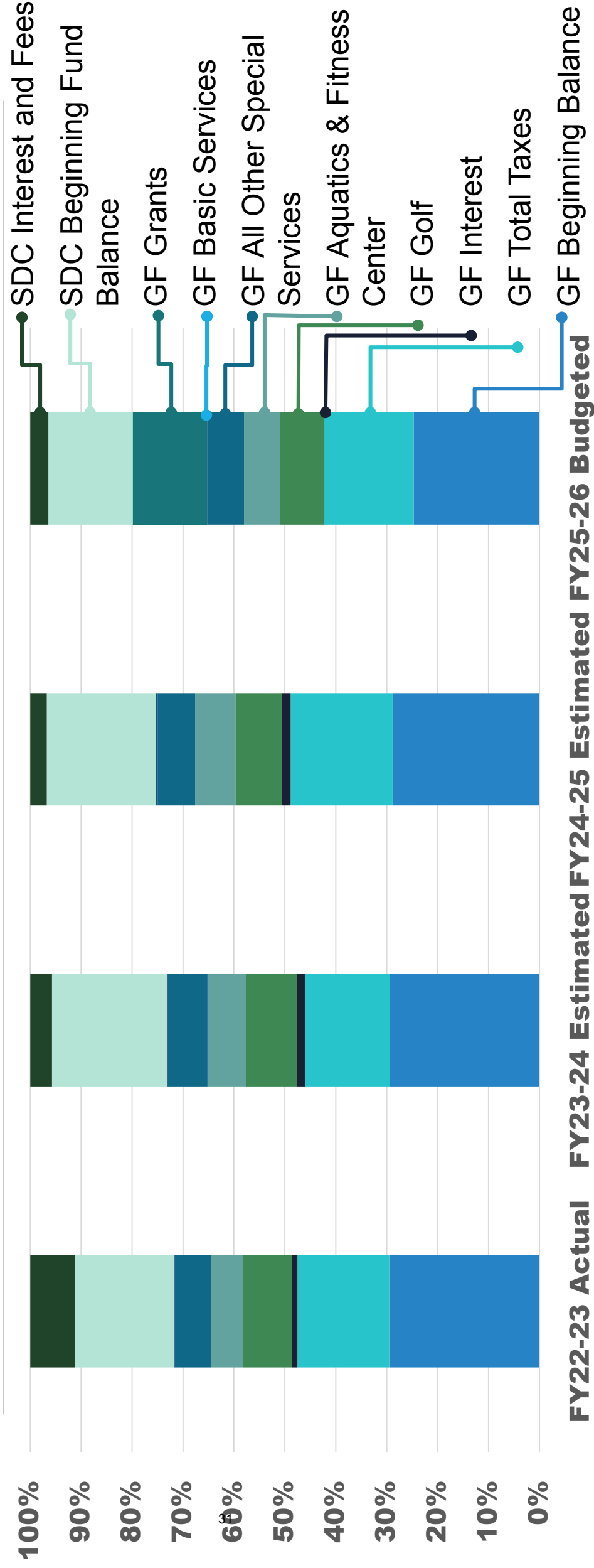


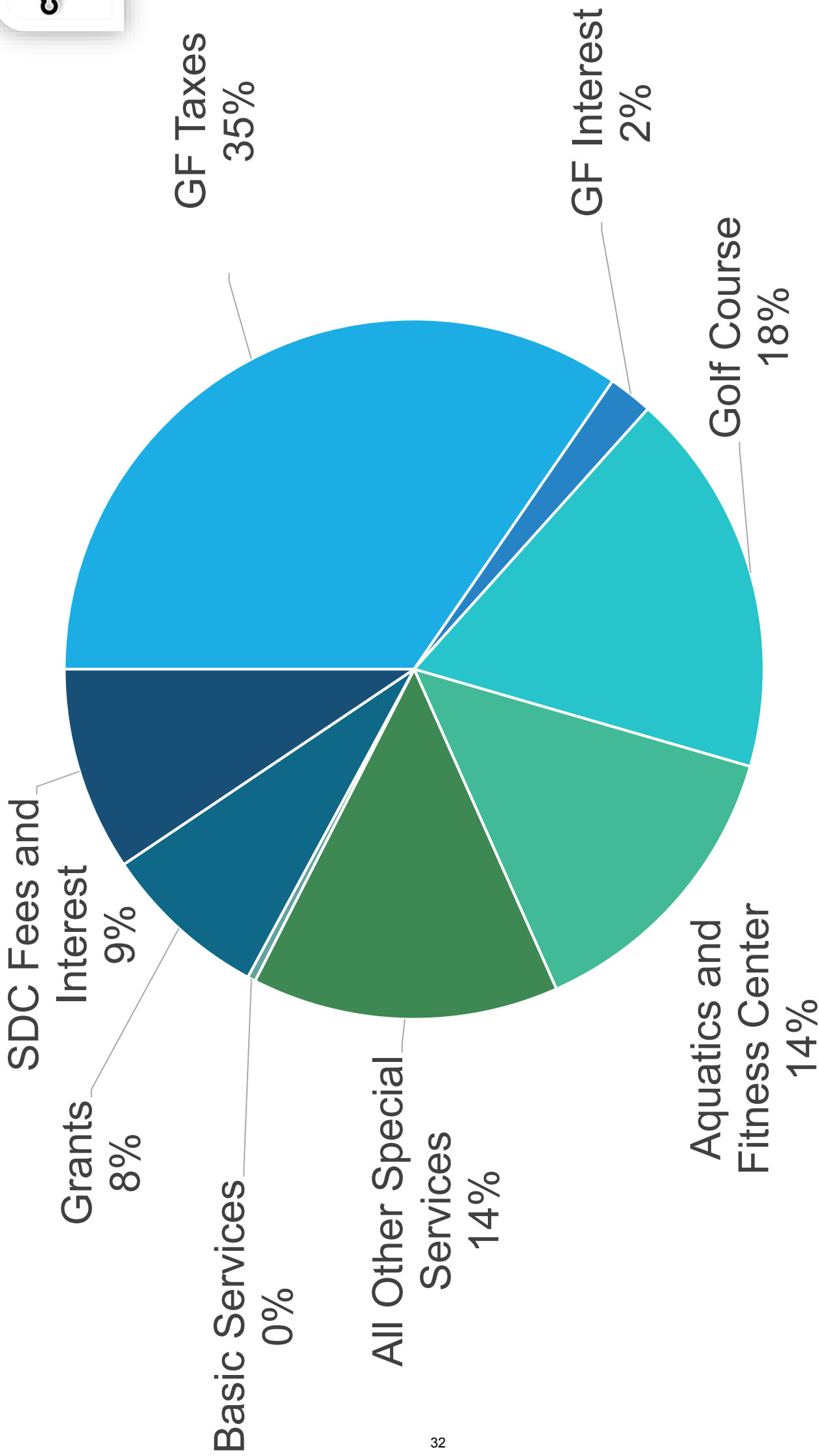
Comparison by Year (General Fund)	Special Services Expenditures	Special Services Revenue	Cost Recovery
FY24-25 Estimated	\$5,180,976	\$5,284,585	102%
FY23-24 Estimated	\$4,369,203	\$5,322,254	122%
FY22-23 Actual	\$3,828,777	\$4,356,461	114%
FY21-22 Actual	\$3,084,507	\$4,071,534	132%
FY20-21 Actual	\$2,462,032	\$3,265,834	133%



2025 STRATEGIC PLANNING

FISCAL ISSUES – REVENUE DIVERSITY





Where does CPRD's base of funding come from? (Minus Beginning Balance)



2025 STRATEGIC PLANNING FISCAL ISSUES – OTHER PROJECTS

Related Projects

- Budget Reformatting
- Annual Activity Reporting
- SDC Methodology Update
- Capital Planning Project
- Facility & Park Standards Management Plan

- 5-Year Capital Projects
 - What's missing?
 - Beyond Year 5?



2025 STRATEGIC PLANNING 5-YEAR CAPITAL PROJECT PIPELINE

SOURCE: FY25-26 BUDGET, CAPITAL OUTLAY BY FISCAL YEAR

[illegible]

2025 STRATEGIC PLANNING **THANK YOU!**

- Questions?
- What's missing from this conversation?
- Next steps?