

**FACILITIES COMMITTEE MEETING**  
**Wednesday, September 20, 2023; 11:00 a.m.**

Fargo Park District Board Room  
701 Main Avenue, Fargo

**Board Committee Members:**

***Joe Deutsch, Aaron Hill and Dawn Morgan***

**AGENDA**

1. Review proposals for Strategic Plan Services; Susan Faus, presenter.
2. Review Addendum to the Memorandum of Understanding between National Audubon Society, Inc., d/b/a Dakota Audubon and the Fargo Park District for additional sites for Urban Woods and Prairies Initiative; Sam DeMarais, presenters.
3. Review bids for Osgood Irrigation Central and Decoder Upgrade; Dave Bietz, presenter.
4. Request Permission to Solicit Bids for the Furniture Package for the Fargo Parks Sports Center; Kali Mork and Tyler Kirchner, presenters.
5. Review of G.O. 2023A Bond Sale of Phase II of Fargo Parks Sports Center; Broc Lietz, presenter.
6. Review of BND Infrastructure Loan for Phase II of Fargo Parks Sports Center; Broc Lietz, presenter.
7. Update on 2024 Annual Budget; Broc Lietz, presenter.
8. Discussion on sale of Depot; Susan Faus and Broc Lietz, presenters.
9. Other

***Next Fargo Park Board Meeting: October 3, 2023; 5:30 p.m.***  
***Next Facilities Committee Meeting: October 25, 2023; 11:00 a.m.***



## MEMORANDUM

DATE: September 12, 2023

TO: Park Board Facilities Committee

FROM: Susan Faus, Interim Executive Director

RE: Agenda Item No. 1 – Review proposals for Strategic Plan Services

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The Park District advertised for Request for Proposals (RFP) for Strategic Plan Services for the Fargo Park District on July 26, August 2 and 9. Proposals were to be submitted on August 18, 2023.

Three proposals for Strategic Plan Services for the Fargo Park District were received on August 18, 2023. Attached please find the scoring sheet for interview selections. After reviewing and scoring the three proposals, the evaluation selection committee interviewed Schatz & Associates, LLC and Strategic Consulting & Coaching, LLC. Interviews took place on September 8, 2023. The interview team consisted of Commissioner Jerry Rostad, Susan Faus, Interim Executive Director, Dave Bietz, Deputy Director of Operations and Tara Nielsen, Executive Assistant.

After the interviews, staff recommend Schatz & Associates, LLC for Strategic Plan Services for the Fargo Park District in the amount of \$45,000 for the Services.

If you have any questions before the Committee meeting, please contact me.

Thank you.

Fargo Park District  
 Strategic Plan Services Proposals  
 RFP Due August 18, 2023; 4:30 pm

Initial Ranking of Proposals for Interview Selection

Firm Name	Completeness of the Proposal (0-5)	Project Understand and Approach (0-30)	Prior experience or similar projects (0-)	Project Personnel (0-20)	Cost of Services (0-25)	Total Score	Ranking	Total Cost of Project	Notes
Alla Breve Consulting	18	75	35	40	45	213	3	Lead and Assess Cost: \$25,000 Strategize Cost: \$24,500	No experience with Park and Rec; Paying for a lot of travel.
Schatz & Associates, LLC	20	120	75	55	80	350	1	Flat fee of \$45,000 for Services	Very complete; Thoroughly understands the outcome that we want to see; Vast experience with similar entities; One person team; Higher estimate.
Strategic Consulting & Coaching, LLC	20	85	55	50	75	285	2	Total Cost: \$32,500	Liked the DEI section; Leadership transitions, Coaching, Less experience with working with P & R, Lack understanding of complexities; Paying for a lot of travel; lowest proposal.



## Strategic Planning Project Design Proposal

PRESENTED BY: DR. JEFFRY M SCHATZ

SCHATZ & ASSOCIATES, LLC



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August 18, 2023

Susan Faus, Deputy Director  
Fargo Park District

Dear Susan,

For your review, I have prepared a project design document to outline the work I would engage in with the Fargo Park District. This document describes a strategy to assist the Park District in strategically focusing its work efficiently and effectively.

The process I have outlined in this proposal is one that I have found successful in developing strategic plans for various organizations. As evidenced by the list of projects I have completed over the past five years, I feel that I am highly qualified to assist and lead the Park District in a strategic planning process.

I have an intimate knowledge of the Park Districts' operations through my services as a past Board Member of the Fargo Park District Foundation. During my service, I assisted the Foundation in developing a strategic framework for its future development (see Appendix 3). In addition, I worked with the Executive Director to create a set of Governance Policies that have been adopted and guide the work of the Foundation Board and Executive Director.

Completing a strategic plan for the Fargo Park District would align directly with the focus and support that the Foundation is now positioned to facilitate.

The following information will provide information about my consulting services and explain the process I would use to assist the Park District in developing a new strategic plan.

#### **FIRM NAME AND CONTACT INFORMATION – SCHATZ AND ASSOCIATES, LLC.**



Dr. Jeffrey M. Schatz, Owner/Consultant  
Schatz & Associates, LLC.  
Strategic Planning and Leadership Development  
Cell: 701-213-3017  
[jm.schatz@outlook.com](mailto:jm.schatz@outlook.com)



#### **FIRM EXPERIENCE, QUALIFICATIONS, AND SIZE**

A Fargo native, Dr. Jeffrey M. Schatz graduated from Fargo North High School. He completed his undergraduate studies at NDSU and received a master's degree in educational leadership and a doctorate in educational administration from UND.

Dr. Schatz has been dedicated to education and the youth of North Dakota since 1983 when he became a teacher at Sargent Central in Forman, North Dakota. From 1985 to 1988, he was the Direct of Training and Volunteers at the North Dakota Special Olympics State Office in Grand Forks. In 1988, he joined the Grand Forks Public Schools, where he devoted more than 20 years of his life to the students of that district, serving as a teacher, athletic director, associate principal, and head principal. In 2009, he joined Fargo Public Schools as the first principal of

Davies High School. The Board of Education of the City of Fargo hired Dr. Schatz as the Superintendent of Schools in the spring of 2012. He officially assumed the position in July 2012. He served the district as Superintendent for six years, retiring in June 2018.

He is the owner and Strategic Planning Consultant for Schatz and Associates, LLC. and is the *sole proprietor and employee*. He specializes in board governance review and development, leadership training, change management, and **strategic planning and implementation**. Over the past four (5) years, he has worked with 50 school districts in North Dakota and Minnesota, 18 non-profit organizations in the Fargo Moorhead region, and most recently, with the City of Fargo, ND; City of Moorhead, MN; and the City of Oakdale, MN.

**FIRM EXPERIENCE**

The following lists the schools, non-profits, and city municipalities I have guided and led through Strategic Planning and overall Organizational Governance *in the past five years*.

School Districts/University - Strategic Planning & Governance	
Barnes County North	Maddock
Belcourt	Midkota
Beulah	Milnor
Bismarck	Minnesota State University Moorhead
Bowman	Minto
Burke Central	New Rockford
Carrington	North Sargent (Gwinner)
Central Cass	Oakes
Devils Lake	Oberon
Edgely	Park River
Ellendale	Powers Lake
Finley-Sharon	Ray
Grand Fors	Richland #44
Griggs County Central (Cooperstown)	Rugby
Hankinson	South East Education Cooperative (SEEC)
Hettinger	Stanley
Hope-Page	Turtle lake Mercer
James River Special Education Unit	Wahpeton
Jamestown	Watford City
Kenmare	Williams County, ND - County Schools Study

Kindred	Williston
Lake Park, Mn	WilMac Special Education Unit - Williston
Lidgerwood	Wilton
Litchville-Marion	Wyndmere

<b>Non-Profits - Strategic Planning &amp; Governance</b>
Barnesville Community Fund – Barnesville, MN
Boys and Girls Clubs of the Red River Valley – Fargo, ND
Downtown Community Partnership – Fargo, ND
Dakotas Electrical JATC - Electrical Apprentice Program
Emergency Food Pantry – Fargo, ND
<b>Fargo Park District Foundation – Fargo, ND</b>
Fargo Public Schools Foundation – Fargo, ND
Greater Northwest Career and Technical Center - Williston
HERO - Healthcare Equipment Recycling Organization – Fargo, ND
Lake Agassiz Habitat for Humanity- Cass Clay Counties
Legacy Children Foundation – Fargo, ND
Metro Flood Diversion Authority (MFDA) Metro Area Communities
ND Center for Autism – Fargo, ND
Ronald McDonald House – Fargo, ND
Ronald McDonald Siouxland Sioux City, IA
The Village Family Service Center – Fargo, ND
TNT Kids Fitness – Fargo, ND
Unity Health Care Foundation - Grafton, ND

<b>City Municipalities</b>
City of Fargo, ND - Governance Policies
City of Moorhead, MN - Strategic Planning
City of Oakdale, MN - Leadership Development & Governance



## **LEAD MEMBER OF THE PROJECT TEAM**

Dr. Jeffry M. Schatz will be the lead consultant for this project.

Assistance may be obtained from Gretchen K. Schatz, an associate with the firm who has strategic planning experience as the Associate Director at UND in the Department of Extended Learning. Retired, Gretchen has assisted with projects under contract with the firm and currently provides administrative assistance.

Assistance may be contracted with Dr. David Flowers, an experienced Public Education Administrator. Dr. Flowers is an expert in Strategic Planning and overall organizational governance. If obtained to assist with this project, he would be subcontracted through Schatz & Associates, LLC. and assist with strategic planning committee meetings.

## **REFERENCES**

### **Boys & Girls Clubs of the Red River Valley**

2500 18th St S Fargo, ND 58103

Robin Nelson, Chief Executive Officer

Work Phone: 701.235.2147

Cell Phone: 701.238.1188

Email: [robin@bgcrv.org](mailto:robin@bgcrv.org)

### **Fargo Public Schools Development Foundation**

Becky Bakke, Executive Director

700 7th Street S Fargo ND 58103

Work Phone: 701.446.1041

Email: [jagelsr@fargo.k12.nd.us](mailto:jagelsr@fargo.k12.nd.us)

### **Fargo Park District Foundation**

Craig Bjur, Executive Director

701 Main Ave Fargo, ND 58103

Work Phone: 701.499.6060

Cell Phone: 701.212.0734

Email: [cbjur@fargoparks.com](mailto:cbjur@fargoparks.com)

## **PROJECT DESIGN AND DEFINITIONS**

The following information will outline the project design and describe the relationship between organizational governance, strategic plans, and the operational execution of a strategic plan.

### **ORGANIZATIONAL STRATEGIC ALIGNMENT**

As you engage in a strategic planning process, the following definitions can clarify overall organizational structure and alignment.

There are three main tenants of organizational governance and strategic alignment – board governance, strategic planning, and operational planning. The following definitions help clarify each role in a strategically aligned organization.

#### **Board Governance**

The Park Districts governance is provided by the Commissioners, who are the elected officials charged with hiring and supervising the Executive Director, overseeing the Park District's budgeting and finances, and ensuring that a strategic plan is in place with foundational pillars that include a Mission, Vision, and Values statements. Monitoring governance policies and the progress made to achieve the goals and strategies that guide the park district are the main roles and responsibilities of the commissioners.

#### **Strategic Planning**

A strategic plan is a living document used to communicate the Park District's short and long-range goals, the priorities needed to achieve those goals, and metrics used to measure progress on those goals. The plan outlines a mission, vision, values, and strategic initiatives (focus) for three to five years. A focused strategic plan strengthens operations and ensures that employees, commissioners, and stakeholders work toward common goals. Once strategic goals are established, the strategies for achieving the goals are developed. These strategies are generally three to five years and monitored during this period.

#### **Operational Planning**

An operational plan is a yearly plan that focuses on the Park District's work during one calendar year. The operational plan is the mechanism used to implement a strategic plan. It is directly aligned with the strategic plan and includes identified metrics to measure the plan's progress throughout the year. A one-year operational and action plan becomes the strategic assignment for administration and staff to address. The operational plan emphasizes the park district's programmatic and operational aspects. This integration provides the proper balance between planning and acting to ensure the forward movement of the strategic plan. The key is to make this challenging yet manageable, as the Park District still must meet its day-to-day responsibilities.

In short, an aligned Park District has a governing board of commissioners that approves policy and budget while monitoring results and helps shape the Park District's vision by adopting a

strategic plan. Then, the administration executes an annual operational plan to carry out the initiatives listed in the strategic plan.

### ELEMENTS OF A STRATEGIC PLAN

An excellent strategic plan includes a mission statement, vision statement, belief or value statements, strategic initiatives, goals, strategies, and results.

### STRATEGIC PLANNING MODEL



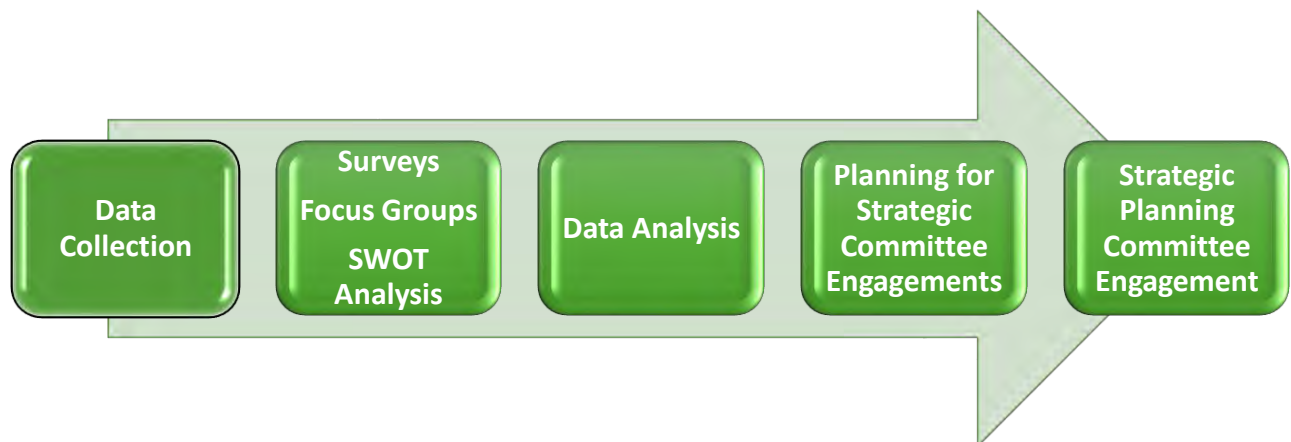
Once strategic priorities are established, the strategies for achieving the goals are developed by using the following steps:

- Rationale for Strategic Priorities (Anchors): Using data, trend information, and committee feedback, identify and articulate the rationale for this strategic anchor.
- Measurable Goals: Identify and define measurable goals to achieve desired outcomes for this priority area.
- Objectives/Strategies: Identify objectives/strategies to accomplish this priority area's defined goal(s).
- Progress Monitoring/Key Performing Indicators: Identify key performance indicators that will be used to measure and monitor progress in achieving this strategic priority. The indicators could be timelines or data metrics.

The final step in this process is to develop an implementation roadmap that aligns with the progress monitoring of your progress in meeting the goals you have outlined in your plan.

### PREPARING FOR STRATEGIC PLANNING

Preparing for a strategic planning process includes several different steps. The following diagram depicts this process.



## DATA COLLECTION OR ENVIRONMENTAL SCANNING

Engaging in a strategic planning process involves looking at the internal and external factors, both perceptual and factual, associated with the Park District’s current performance. A method typically used to complete this task is called “Environmental Scanning.”

Environmental Scanning is a process where internal and external factors that impact the effectiveness of a Park District are examined. The method identifies the strengths and challenges facing the Park District and occurs through several different processes, including a review of the following:

- Past and current strategic and operational plans.
- Park District policies, i.e., Phase I Strategic Planning document, etc.
- Identification and review of current Park District studies and Initiatives.

Also, with these reviews, internal and external stakeholder surveys or focus groups can be used to provide feedback regarding the perceived strengths and challenges of the Park District. These focus groups may include:

- Internal Stakeholders
  - Park District Board
  - Administrative Leadership Team
  - Staff
- External Stakeholders
- Community Leaders
- Community Partners

A SWOT Analysis Survey can identify internal and external factors that impact the effectiveness of the Park District. Strengths, weaknesses, opportunities, and threats analysis (SWOT Analysis) can assist in identifying these factors.

### Strengths

Strengths are internal factors representing what you do well. Strengths are factors you have complete control over and may include programs, facilities, equipment resources, skilled employees, location, etc.

### Weaknesses

Weaknesses are internal factors that hinder your progress. They inhibit you from functioning effectively. Identifying weaknesses highlights areas where improvements can be made.

### Opportunities

Opportunities are external factors that, when considered, could help you enhance overall effectiveness. You can proactively communicate and collaborate with external resources by identifying possible external opportunities.

## Threats

Threats are external factors that can negatively impact your ability to be effective. These external factors may include economic markets, funding, lack of resources, human resource shortages, etc.

A sample set of questions that can be used in a focus group or a survey follow:

### **Questions for all Staff and Board Members or External and Internal Stakeholders**

1. Strengths are internal factors that represent things that Fargo Park District does well. Please identify two elements you would characterize as strengths.
2. Weaknesses are internal factors that can hinder progress in an organization. They inhibit your ability to function effectively. Please identify two things you would characterize as weaknesses in the Fargo Park District.
3. Opportunities are external factors that, when considered, could help an organization enhance overall effectiveness. Please identify two things you would characterize as opportunities that could strengthen the work of the Fargo Park District.
4. Threats are external factors out of your control but can negatively impact an organization's effectiveness. Please identify two things you would characterize as threats to the effective operations of the Fargo Park District.
5. What two things should not change in the operations of the Fargo Park District?
6. What two things should change in the operations of the Fargo Park District?
7. The Fargo Park District's core mission is focused and known by everyone in the organization.
8. The Fargo Park District has a clear vision that has been adequately communicated and shared by everyone in the organization.
9. The Fargo Park District has a clear set of values that drives the organization's work.
10. The Fargo Park District has a strategic plan that guides the strategic focus of the organization's work and accomplishments.
11. What future trends or developments should be considered when setting priorities for the future focus and work of the Fargo Park District organization?
12. What are the most critical decisions the Fargo Park District must make in the next 1-2 years?
13. As the Fargo Park District embarks on a process to focus on its future, do you have any other comments or thoughts you want to share?

\*\* Questions can be added or deleted depending on the client's preferences.

***If the Fargo Park District Board desired, I would conduct individual meetings with each commissioner to get feedback about their desired outcomes for a strategic planning process. In addition to the questions above, additional questions outlined below could be used in the one-to-one meetings.***

### **Park Board Commissioners Survey Questions**

1. In your own words, describe what you think your role is as a Park Board Commissioner.
2. The roles and responsibilities of current Commissioners are identified, defined, and guide the work of the board.
3. I get excited about my work as a Commissioner for the Fargo Park District.
4. If there were one thing about your role as a Commissioner - that changing it would improve your effectiveness - what would that be?
5. What must the Fargo Park District organization do to create the best possible Board of Commissioners?
6. What you LIKE - Behaviors or conditions you hope will continue in the board room for the Fargo Park District.
7. What DON'T you LIKE - Behaviors or conditions in the board room that bother you and why?
8. What you WANT – What improvements would you desire to ensure a positive culture for staff and the board for the Fargo Park District?
9. How would you define or describe the best possible future for the Fargo Park District and the community you serve?
10. If there were one thing about the Fargo Park District that you could change, it would improve the Fargo Park District's effectiveness - what would it be?
11. Do you have any suggestions or comments that would be helpful as we plan to engage in discussions about Fargo Park District and its strategic vision?

\*\* Questions can be added or deleted depending on the client's preferences.

The results of this SWOT Analysis process will be used to help guide the next steps in this process.

### **Developing a Strategic Planning Process**

Developing a strategic planning process is the agreed-upon process that identifies the steps to complete the process. This will occur through discussions with the Executive Leadership Team consisting of the Deputy Director of Administration and Deputy Director of Operations. Directly communicating with the Executive Leadership Team ensures agreement on meeting agendas, developing strategic initiatives, and ultimately developing a strategic plan.

### **Strategic Planning Committee**

Setting strategic planning committee meeting dates and recruiting a broad-based strategic planning committee is critical in preparing for the planning process. The Deputy Director's and any associated staff would recruit a strategic planning committee. Representation should be broad-based and **may** include:

### **Strategic Planning Committee Members**

• Park Board Commissioner(s)	(2)
• Deputy Directors	(2)
• Department Directors	(10)
• Front Line Staff	(6)
• Foundation Executive Director	(1)
• Foundation Board Members	(2)
• Community Leaders	(4)
• Community Partners	(5)
<b>Total</b>	<b>(32)</b>

The committee size will be at the discretion of the Park District executive leadership team. Individuals recruited to participate on the strategic planning committee should be committed to attending all committee meetings in person at the site selected for the meetings.

### **Strategic Planning Meetings and Agendas**

Strategic planning committee meetings shall be 2 hours long, with agendas discussed and agreed upon with the Executive Leadership Team before each session. The following is an example of tentative agendas for a strategic planning process:

#### **Committee Meeting #1 Orientation & Overview – TBD**

- Introductions of committee members (10 minutes)
- Meeting dates, times, and locations review (5 minutes)
- Meeting Norms and Expectations – Reaching Consensus (10 minutes)
- Strategic Planning Overview – (20 minutes)
- Current Trends in Park Districts Discussion (15 minutes)
- Current Park District Initiatives Presentation (20 minutes)
- Finance Report (10 Minutes)
- Desired Outcomes Exercise (15 Minutes)
- Introduction to discussions about Mission Statements, Vision Statements, and Core Values. ( 15 minutes)

#### **Committee Meeting #2 – TBD**

- Pre-Strategic Planning Focus Group and Survey Data Review (30 minutes)
- Emerging Themes from pre-strategic planning data (45 minutes)
- Mission Statement, Vision/Core Values Review or Development (45 minutes)

#### **Committee Meeting #3 – TBD**

- Finalize Mission, Vision, and Values (30 minutes)
- Strategic Initiatives/Goals Discussions (60 minutes)



#### Committee Meeting #4 – TBD

- Review Feedback on Initiatives (30 minutes)
- Finalize Initiatives (60 minutes)
- Agree on Strategic Plan Framework (30 minutes)

#### Committee Meeting #5 – TBD

- Review the Draft Strategic

### INVESTMENT VALUE

The desired outcome of a strategic planning process is a critical investment to be seriously considered by the Park Board. Therefore, it is essential to understand the services I will provide for you and the collaboration needed to develop a successful strategic plan. The following client and consultant responsibilities include:

#### PARK DISTRICT'S ROLE:

- Select and confirm meeting dates in association with the consultant's schedule.
- Complete and return to the consultant a *park district information form* (provided by the consultant at the beginning of the process)
- Select and secure a commitment from individuals to serve on your Strategic Planning Committee.
- Review with me (consultant) any current district planning documents.
- Prepare a packet/folder of Park District information for the consultant and strategic planning committee. The packet or folder should contain, if available:
  - Current Strategic and Operational Plans.
  - Demographics and Trends
  - Review of Current Initiatives
- **Identify a writing team to develop your goals, objectives, and progress monitoring metrics.** (This shall be the Executive Leadership Team and other selected staff members).
- Meeting space for the Strategic Planning Committee meetings. The area should include access to a projector, HDMI adaptor, and screen (I will bring my computer).
- Provide basic supplies such as pens, post-it notepads, poster boards, etc. In addition, provide copies of materials prepared by the consultant for meetings.
- Provide administrative assistant support if needed for the process.
- Ensure direct access to the Deputy Directors during the process.

#### CONSULTANTS ROLE:

- Dr. Jeffrey M. Schatz will be the sole consultant for the project.
- Review documents related to initial planning processes and policies.
- Organize and conduct/lead each of the strategic planning committee sessions.
- Create and administer (with your assistance) any feedback surveys during the process.
- Write and develop a draft and final Mission, Vision, and Values statements with the information gathered from each meeting and final approval of the committee.

- **Assist** the writing team in developing your strategic initiatives, goals, strategies, and progress monitoring metrics.
- Work directly with you between sessions to ensure we move in the same direction.
- Develop a draft strategic plan report to be reviewed by the strategic planning committee.
- **Deliverable:** Prepare a final strategic plan report which the Park Districts Marketing Department will re-produce with pictures, graphics, etc., creating a final version for distribution purposes.)
- Conduct any Park Board presentations, as requested.
- Assist with training in developing an implementation plan.

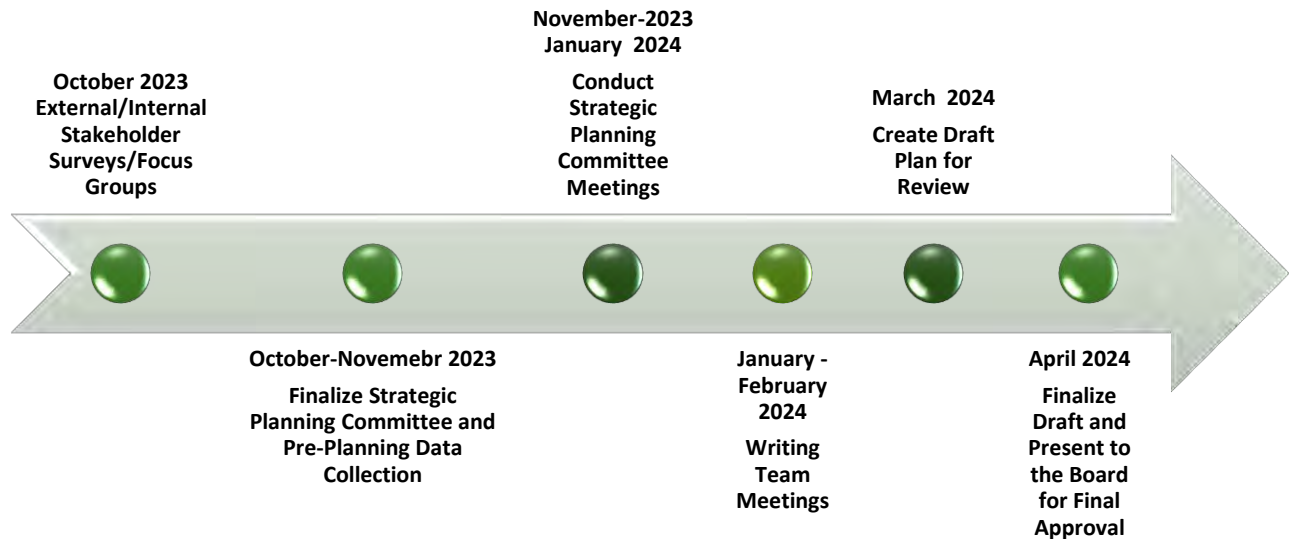
I would anticipate four to five Strategic Planning Committee meetings to complete the process of developing a Strategic Plan for the Park District. Planning for meetings, developing and executing a pre-strategic planning survey, and conducting focus groups (the focus groups would be facilitated in collaboration with the Fargo Park District Administration and Staff. I would facilitate the focus groups (using a set number of agreed-upon questions), crafting feedback loops during the process, and finalizing a Strategic Plan for Park Board approval would require an investment of a flat fee of ***\$45,000.00 for the Services.***

**TOTAL INVESTMENT VALUE**

<b>Engagement</b>	<b>Time Estimate</b>	<b>Total Investment</b>
Survey Development and Analysis	40 hours X \$200.00/hour	\$8,000.00
Focus Group (3)	20 hours X \$200.00/hour	\$4,000.00
Strategic Planning Committee Meetings (4)	40 hours X \$200.00/hour	\$8,000.00
Research, Developing Meeting Agendas, Meetings with Leadership Team, and Writing Team's Final Strategic Plan Report with ongoing Operational Planning Support through Implementation	125 hours x \$200.00/hour	\$25,000.00
<b><i>Total Investment</i></b>	<b><i>225 hours x \$200.00/hour</i></b>	<b><i>\$45,000.00</i></b>

## PROPOSED SCHEDULE/TIMELINE

The timeline for completing a strategic planning process usually occurs over 3-6 months, depending on schedules and writing team timelines. The following is an example/draft timeline that can be adjusted depending on the Park District's needs.



### **Summary**

My background in Strategic Planning and working with a wide variety of organizations, including both non-profit and public entities, makes me uniquely qualified for this project. In addition, my service on the Park District Foundation Board and the development of strategic vision and governance for that board gives me an intimate understanding of the Park District. As a Fargo native and former Superintendent of the Fargo Public Schools, I understand our community's needs and complexities, which provides a hometown experience that I believe adds value to my service in this capacity.

Let me know if you have questions or want to discuss this proposal further. If you choose to move forward, a contract for services will be written and signed by both parties. Thank you for the opportunity to submit this proposal.

I look forward to working with the Fargo Park District Commissioners and Executive Leadership Team.

Dr. Jeffry M. Schatz,  
Strategic Planning Consultant  
701-213-3017  
[jm.schatz@outlook.com](mailto:jm.schatz@outlook.com)

## **APPENDIX 1 BACKGROUND - FARGO PARK DISTRICT OVERVIEW**

Fargo is a city of about 125,000 residents along the eastern border of North Dakota. Fargo is one of several communities that make up the Fargo-Moorhead metro area. Other communities include Moorhead, MN; Dilworth, MN; West Fargo, ND; and Horace, ND. The population base of this metro area exceeds 200,000 residents.

The Park District of the City of Fargo (Park District), located at 701 Main Ave, Fargo, ND 58103, seeks consulting services to facilitate a comprehensive strategic plan for the Park District. This strategic plan will guide the Park District's short- and long-range planning by integrating board members, employees, local user groups, and community input. The Park District anticipates the final draft will take 6-8 months from initiation.

The Fargo Park District seeks to produce a Strategic Plan that:

- It is concise and easy to understand.
- It relies heavily upon graphics, photos, tables, and charts to convey information.
- Includes a template for a concise, easy-to-update, easy-to-track Annual Action Plan
- Includes tangible performance measures.
- Includes a method for tracking progress.

The Fargo Park District has its own taxing authority and publicly elected five-member Board of Commissioners. The Park District is not part of the City of Fargo or Cass County. The Fargo Park District started in 1910 with one park (Island Park). The Park District provides recreation programs, facilities, and park resources for District residents.

The Park District employs 138 full-time and 1,100 regular part-time and seasonal staff annually. The Park District maintains over a 2,400-acre system consisting of local and regional parks, playgrounds, biking and walking paths, nature parks, campground, river parks, and sports complexes; it owns and operates five golf courses, of which there are two 18 – hole courses, an urban park (Broadway Square - public/private partnership) and five outdoor pools, 100,000 square-foot fitness center, senior centers, and three indoor ice facilities. The Park District produces and manages over 500 recreational programs/events.

The Fargo Park District will open the Fargo Parks Sports Complex in the spring 2024. The entire complex will open in December 2024 – January 2025. The scope for the whole complex will consist of 8 hardwood courts, 1 indoor soccer field, an elevated 400-meter walking/running track, 2 sheets of ice, 6 pickleball courts, 3 large multipurpose community rooms, 6 small multipurpose community rooms, an indoor playground with 4 birthday party rooms, Fargo Park District offices and Sanford Sports Center.

## **APPENDIX 2 STRATEGIC PLANNING 2023**

The Fargo Park District plans to develop its new Comprehensive Strategic Plan beginning in October 2023. The Comprehensive Strategic Plan calls for maintaining a high level of service for residents and should acknowledge the goals the Park District has set forward.

The Fargo Park District Board will adopt the Comprehensive Strategic Plan upon completion. To facilitate the eventual adoption, staff, with assistance from the consultants, will provide the board with regular updates throughout the project.

### **Scope of Services:**

Elements to be included in the Final Strategic Plan Document

- Mission, Vision, and Values
- Strategic Goals and Objectives
- Measurable Outcomes, Including a Timeline over 5 years.
- Annual Operational Plan Template for staff utilization in planning for the use of resources and focus staff's work to achieve the annual targets.
- Executive Summary outlining the final proposed plan and documenting the process used to complete the Comprehensive Strategic Plan.

### **Elements to be included in the process of developing the comprehensive strategic plan.**

- Environmental Scan
- SWOT analysis of strengths and weaknesses internal to the organization, opportunities, and threats, external forces.
- Surveys, focus groups, and other forms of acquiring input and feedback from/with: Staff, Commissioners, and Community Stakeholders. These might overlap with environmental scan and SWOT elements in the process.
- Development/clarification of mission, vision, goals, measures, and implementation strategy.
- Other steps/processes that the consultant(s) might use, which they should describe in their proposal.

### **Proposal and Submission Requirements**

The proposals shall be organized as specified below to achieve a uniform review process and obtain maximum comparability.

One page shall be interpreted as one side of single-spaced, typed, 8½" x 11" sheet of paper with 1-inch margins. The typeface of all pages in this proposal shall be 12 font or greater.

### **Proposal Narrative**

All respondents to the Request for Proposals should include the following criteria and be structured accordingly. All the listed items should be addressed entirely and follow, as closely as

possible, the order and format in which they are listed below. These categories and criteria will be major considerations in evaluating and determining the most qualified and capable firm(s).

**Evaluation Criteria**

Selection of the successful proposal will be based on proposal reviews and responses provided by the references. The evaluation committee will score the proposal in the following areas with the maximum points available.

Points Available 100

- Completeness of the proposal; 5
- Project Understand and Approach; 30
- Prior experience on similar projects; 20
- Project Personnel; 20
- Cost of services; 25

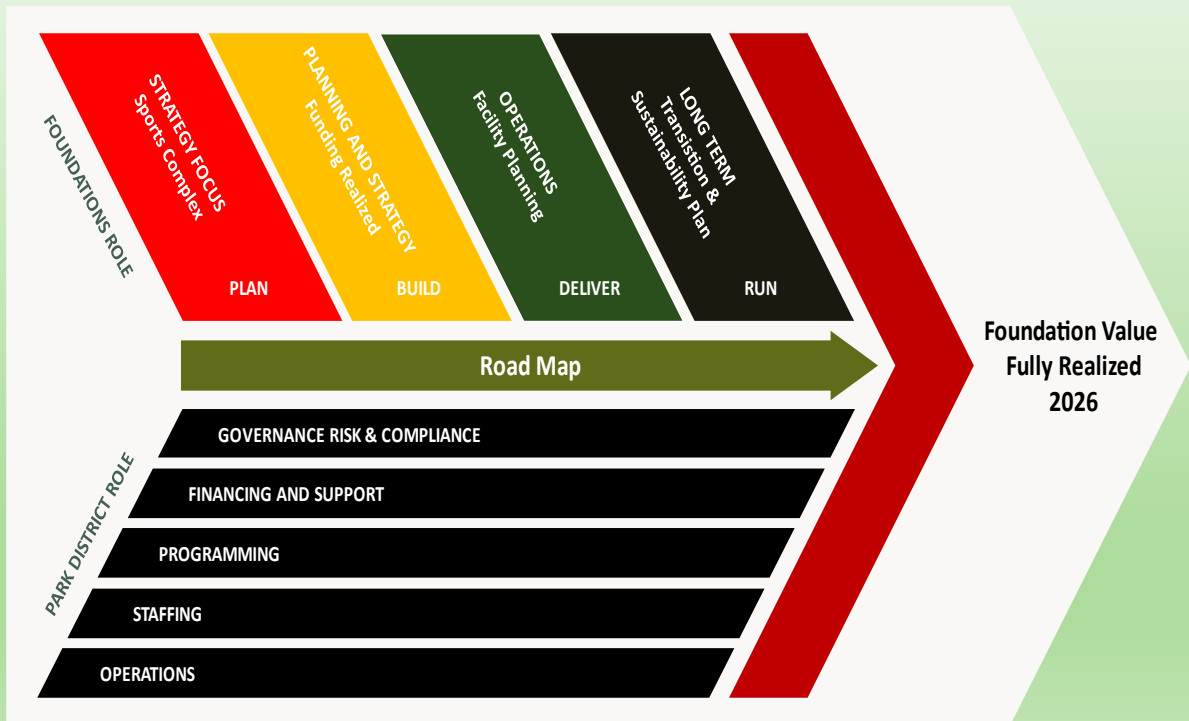
The evaluation committee will be the Executive Leadership Team consisting of the Deputy Director of Administration, Deputy Director of Operations, and one/two Park District Commissioners.

The Park District reserves the right to reject all proposals.

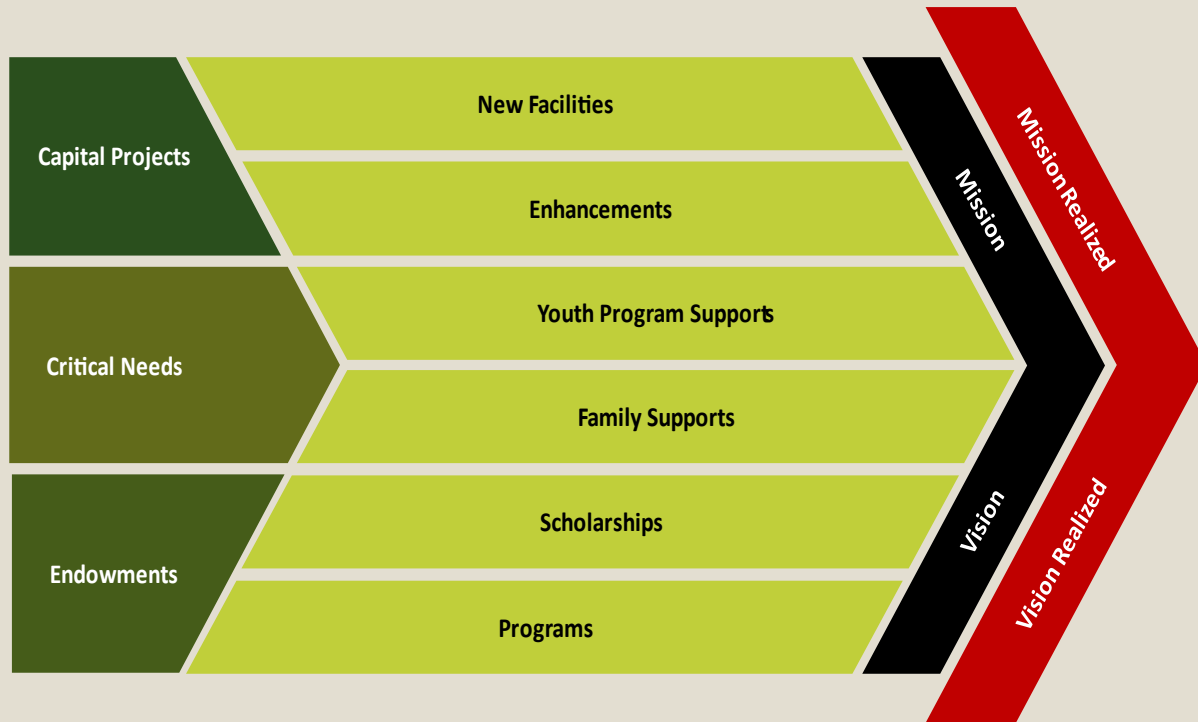
APPENDIX 3 FARGO PARK DISTRICT FOUNDATION STRATEGIC FRAMEWORK



Fargo Park District Foundation  
Long Range Planning



## Fargo Park District Foundation Future Focus



### Timeline

2021 - PD 100% support to initiate Foundation Sustainability: Complex realization and build, sports complex operations, Foundation transition Strategic Planning

2025 - PD 50% Support for Foundation Operations – Framework and Funding Realized at 50%

2030 - PD 20% Support for Foundation Operations – Potentially fully funded and self-supporting capability.



# PROPOSAL

August 17, 2023

## Strategic Plan

Prepared for

# Fargo Park District

by Strategic Consulting & Coaching, LLC



strategic consulting & coaching  
*creating new paths for growth & success*

[WWW.STRATEGIC-CC.COM](http://WWW.STRATEGIC-CC.COM)

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PRIMARY CONTACT

Imogen Davis: Consultant  
Strategic Consulting & Coaching, LLC  
IDavis@Strategic-CC.com

Strategic Consulting & Coaching, LLC  
2380 Wycliff Street, St. Paul, MN 55114  
www.Strategic-CC.com



strategic consulting & coaching, LLC  
creating new paths for growth & success

August 17, 2023

Susan Faus, Deputy Director of Administration  
Fargo Park District  
701 Main Avenue  
Fargo, ND 58103

Dear Susan and the Fargo Park District,

Strategic Consulting & Coaching, LLC (SCC) is excited to submit a proposal for facilitation of Fargo Park District's Strategic Planning process.

SCC recognizes the importance a well-constructed strategic plan brings to an organization, and we believe our knowledge and expertise are the correct match for the Fargo Park District. Our proposal will provide you with the support of three consultants, along with the entire SCC team, in guaranteeing Fargo Park District's needs are met with the utmost professionalism. Trained in the Technology of Participation method of strategic planning, SCC will bring more than 40 years of combined experience to meet the Fargo Park District's goals of effectively creating a strategic plan, which will support the organization's mission, vision, and values. SCC will work closely with your Board of Directors, staff, members, partners, and key stakeholders to gain a well-rounded understanding of your history, programs, and goals.

Whether the SCC team is called upon to develop a strategic plan or fundraising campaign, conduct an organizational assessment, or facilitate a community vision process, we work in-depth to understand and appreciate each client's mission, culture, and purpose. We are deeply familiar with nonprofit organizations and our focus will be on moving Legal Services of North Dakota forward.

Please feel free to contact us with any additional questions or if there is any additional information we can provide in support of this opportunity.

Sincerely,

Imogen Davis  
Consultant – Strategic Consulting & Coaching  
IDavis@Strategic-CC.com

## 2. Firm Information

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Name of Firm: Strategic Consulting & Coaching, LLC

Contact Information:

Address: 2380 Wycliff Street, St. Paul, MN 55114

Email: [Contact@Strategic-CC.com](mailto:Contact@Strategic-CC.com)

Phone: 612-203-4662

Staff Size: 10 Consultants

## 3. Strategic Planning Experience & References

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Strategic Consulting & Coaching has extensive experience in completing Strategic Plans and governance structure development for coalitions, boards, and nonprofit organizations of all sizes. SCC has supported more than 20 organizations in building successful, sustainable Strategic Plans in the last year and a half. These organizations include:

*Reference 1:* Friends of Willow River and Kinnickinnic State Parks is a member-based nonprofit organization, led by volunteers to organize and fund supplemental park programs, projects, and events. SCC supported the organization in completing a 3-year Strategic Plan to provide direction and understanding for stakeholders about future programs, activities, and the role their new building will play in helping achieve their vision.

Name: Rita Thofern, President

Phone Number: 715-386-9340

Email: [RThofern@willowkinnifriends.org](mailto:RThofern@willowkinnifriends.org)

*Reference 2:* MN China Garden Friendship Garden Society is a nonprofit organization focused bringing the three-thousand-year-old history of China Gardens to the Twin Cities Metro Area. The Society is a partnership with the City of St. Paul Department of Parks & Recreation, community councils, and other local organizations. SCC facilitated the strategic planning process for the Garden Society and supported a board retreat for the Society focused on growing and moving the organization forward.

Name/Title: Romi Slowiak, Chair, Outreach & Poetic Inspiration Committees

Phone Number: 763-913-4438

Email: [RomiSlowiak@gmail.com](mailto:RomiSlowiak@gmail.com)

Reference 3: St. Paul Parks Conservancy was founded in 2008 as the champion of St. Paul's award-winning park system. The Conservancy carries out St. Paul's vision of equitable access to active lifestyles, vibrant places, and vital environment. SCC supported the Conservancy in an organizational planning process and currently provides ongoing support through grant research. The Conservancy was recently recognized as the number 2 in the country by the Trust for Public Land in 2023. One of our consultants currently serves on their Development Committee.

Name/Title: Michael-jon Pease, Executive Director

Phone Number: 651-265-2786

Email Address: Pease@StPaulParks.org

## 4. Parks & Recreation Experience

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Strategic Consulting & Coaching brings extensive experience in working with nonprofit and government organizations of all sizes to this proposal. We have included three examples of our work with organizations who are involved in Parks and Recreations above as references. In addition to these examples, we have also worked with community organizations. One example includes the Ausherman Family Foundation in Fredrick, Maryland. The center is a multi-purpose organization and is involved with City parks and recreation leaders, as well as several programming elements in Fredrick. SCC worked closely with the organization to complete a community assessment for the support of a youth center. This assessment included a community scan, which included interviews with more than 30 community stakeholders, with a focus on culturally diverse voices and underrepresented groups, as well as focus groups help with youth in community settings and in schools. SCC provided the Ausherman Family Foundation with a final, comprehensive report based on our findings.

SCC has also worked with the Conservation Corps of Minnesota and Iowa (CCMI) where we initially provided board coaching and development. We eventually served as interim-Executive Director in 2018, conducted a national search for a new Executive Director, and provided onboarding and coaching services. In 2019, we facilitated CCMI's three-year strategic plan which included conducting key respondent interviews, revising the mission statement, and the creation of a first-time vision statement and core values.

SCC also works with the City of LaCrosse and PaleBLUEDot providing grant writing services with a specific focus on supporting the city's green initiatives, including applying for federal grants to expand park services, plant trees, and build green infrastructure.

## 5. SCC's Qualifications

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The consultants at Strategic Consulting & Coaching, LLC bring their extensive experience to mission-driven organizations in need of change solutions. SCC implements common sense tactics that are connected to clearly understood metrics to create lasting impacts to organizations and their members. As a specialized consulting firm, Strategic Consulting & Coaching is uniquely qualified to assist mission-driven organizations both large and small.

Founded in 2009, Strategic Consulting & Coaching (SCC) creates strong relationships with clients through our commitment to transparency, trust, and clear communication. We are known for our ability to catalyze the work of strengths-based teams and organizations that focus on mission delivery, creating greater community impact. As an all-woman consulting firm, our solutions team has the reputation and experience to deliver broad and transformational change across the sector.

Strategic Consulting & Coaching is experienced in working with organizations that focus on critical basic needs such as affordable housing, food shelves, prevention of homelessness, services to older adults, and youth services. We have supported numerous organizations in successfully developing, updating, and/or meeting their missions, vision, priorities, goals, and outcomes. SCC will combine our planning and facilitation expertise with our knowledge and understanding of the organization's culture, goals, and beliefs to create a strong, successful Strategic Plan.

Mission: Creating new paths for growth and success

Vision: The mission-driven organizations with whom SCC works have the expertise, energy, and systems in place to survive and thrive during changing or challenging times.

Values: We are guided in our work by our core values:

Integrity: We are open, honest, and transparent in all of our work

Mission centered: We are deeply committed to our clients' missions and their work in the community

Authentic leadership: We strive to discover and act upon the true strengths within ourselves, in our clients' organizations and in the world

Respectful relationships: We build solid and genuine relationships with board and staff

Community: We value and listen to the wisdom of the community and believe in giving back.

SCC brings extensive experience in:

- Working with staff and governing boards on strategy, process development, timelines, and resources
- Facilitating in-person and remote meetings that are creative, generate ideas, and lead to group-oriented consensuses
- Engaging staffs, boards, partners, and community members through a wide range of facilitation methods, including focus groups, surveys, and more
- Diversity, equity and inclusion, intercultural competencies, and anti-racism work
- Utilizing a broad array of tools and approaches to collect input and develop strategies
- Understanding philanthropy, and its importance in the community and public/private partnerships to support the common good

## Diversity, Equity, & Inclusion

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We believe in the power of diversity, equity, and inclusion.

We recognize that mission driven organizations face critical challenges - systemic racism, disparities in access to opportunities and the inequitable distribution of resources.

We are all in different places on the journey toward greater diversity, equity, and inclusion, and may even be on different paths. These differences create opportunities for us to learn from each other, moving us closer to an equitable community.

We engage with our clients in an intentional effort to break down racism, both immediate and systemic barriers, and to create and sustain equitable outcomes.

We recognize that BIPOC and people with marginalized identities are asked to take on the struggle for social justice in ways that are unfair. We believe that those with dominant identities must commit to shouldering a disproportionate share of this work.

We acknowledge, encourage, and prioritize a continual reexamination of our policies, practices, behaviors, and attitudes – both within SCC and within our clients' organizations.

## Our Services

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Strategic Planning:

SCC believes creating and sustaining a high-impact organization requires a comprehensive strategic planning process that begins with a solid understanding of an organization's external and internal environments, along with identifying opportunities and threats. SCC works in partnership with each organization to design a strategic plan that will successfully move the organization forward.



### Board Development:

SCC offers workshops, training, and board coaching to support and enhance board governance and leadership. Our board training expertise will ensure that any organization's board members are prepared to advance their mission through trainings and coaching programs that are both skill-building and participatory.

### Leadership Transitions:

SCC understands changes in top-management can be difficult and often result in high anxiety for staff and boards. We offer exemplary strength-based services to assist agencies and individuals through leadership transitions, organizational assessments, as well as restructuring, interim leadership, executive searches, and onboarding.

### Professional Consulting:

Our team members have deep health and human services subject matter expertise, strong assessment and analytic skills, and operational know-how. We specialize in organizational assessments, program design, evaluation services, marketing and communications, operations, business planning, and resource development.

### Training and Coaching:

SCC provides customized training to measure and improve both individual and organizational effectiveness. Our coaches and consultants work with organizations to bring in training for teams, new supervisors, management, and senior leaders. Participants learn frameworks that can be applied in multiple work situations, resulting in higher productivity and improved communication.

## 6. Project Lead & Consulting Team Information

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Imogen Davis (Project Lead)

*Strategic planning, program evaluation, project management, community collaborations, grant writing, data analysis*

Imogen has amassed over 25 years of professional experience working in the nonprofit and education sectors as a project director and consultant. Imogen is an effective leader and facilitator who is passionate about empowering organizations to strategically improve their practice and decision-making capabilities. She is adept at developing innovative solutions through research and analysis and can diligently analyze large datasets, distilling key themes that identify areas of risk, opportunities, and trends to facilitate strategic planning.

Imogen led the development and implementation of a comprehensive portfolio of evidence-based community initiatives, developing strategic plans that partnered local government with non-profits and schools and achieved measurable community-wide objectives. As part of these initiatives, she worked effectively with elected officials as well as local government staff in community development, law enforcement and public health, creating alignments and sustainable partnerships. She has designed and executed marketing campaigns, founded, and designed collaborations, and secured funding for a wide variety of causes. Imogen can effectively develop and implement strategies to achieve goals while collaborating with a diverse array of stakeholders. She has exemplary skills in communications, grant writing, and development. Imogen also brings her experience of working with The American Indian OIC Strategic Plan.

Imogen earned her master's degree in Public and Non-Profit Administration, with Honors, from Metropolitan State University. She also completed a National Coalition Institute certificate in community problem-solving grounded in data, logic-modeling, and stakeholder analysis resulting in change. She is an accomplished public speaker and presenter.

Contact Imogen: [jdavis@strategic-cc.com](mailto:jdavis@strategic-cc.com)

Renae Oswald-Anderson, Partner

*Strategic planning, interim executive director, program design, mergers & realignments, professional development training*

Renaë brings knowledge from over 27 years of leadership and management in health and human service organizations. Renaë has extensive experience in program design, delivery and evaluation, and community collaborations of all sizes. She possesses broad nonprofit sector and community building experience in both urban and rural settings. She has worked with many boards of directors regarding strategic planning, resource development, mergers and realignments, and governance issues. Renaë also serves as an adjunct faculty member in human services at Century College. She is passionate about the power of education and training to change **people's** lives. Renaë led the American Indian OIC Strategic Planning process in 2021.

Renaë possesses a master's degree in Nonprofit and Public Administration from Metropolitan State University and has a B.S. in Community Health with a minor in business administration. In addition, she is a 2008 graduate of the Shannon Leadership Institute and has participated in ToPs facilitation training.

Contact Renaë at: [roanderson@strategic-cc.com](mailto:roanderson@strategic-cc.com)

Megan Williams, RN, MPH, PHN (Project Lead)

*Program development, group facilitation, strategic planning, coaching*

Megan brings more than 20 years' experience in developing, assessing, and improving programs that serve vulnerable populations to SCC. She is skilled at leading projects and promoting open communication involving multi-disciplinary teams, government agencies, diverse stakeholders, community members, and international organizations to advance public healthcare programs.

Megan has extensive experience in chronic disease management, senior health and palliative care. As the former Director of Nursing for Clare Housing, Megan is well-versed in both the Home and Community Based Services (HCBS) and Assisted Living licensure and requirements. She has worked extensively with the 55+ demographic and is knowledgeable about the need for continuity of care which enables seniors to age in place.

Megan is currently an Assistant Professor for St. Catherine University School of Nursing where she lectures and leads clinicals in nursing interventions, mental health, complex care and public health. In this position she also provides direct care at the St. Paul Opportunity Center (SPOC) that serves unhoused individuals as well as at St. Mary's Health Clinic providing free care to undocumented individuals. Megan has worked for various non-profit organizations and

universities in her career, including the Center for Global Health and Development at BUSPH, Cikatelli Associates where she led USAID public health funded projects in sub-Saharan Africa, Central America, and South America. Megan was also an ICU staff nurse at Hennepin Health.

Megan received her Bachelor of Arts degree in Anthropology from Lewis and Clark College, Master of Public Health from Boston University and Bachelor of Science in Nursing from John Hopkins School of Nursing.

Contact Megan: [mwilliams@strategic-cc.com](mailto:mwilliams@strategic-cc.com)

*The entire SCC team stands ready to provide support as needed.*

## 7. Consultant Information

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Strategic Consulting & Coaching will be the only consultant for the entirety of the project.

## 8. Scope of Services

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Strategic Consulting & Coaching (SCC) believes creating and sustaining a high-impact organization requires a comprehensive strategic planning process that begins with a solid understanding of an organization's external and internal environments, along with identifying opportunities and threats. This helps lay a foundation for the organization's evolution and expansion. SCC's process assesses the organization's distinctive advantages, core competencies, and strategic challenges.

SCC brings extensive experience of working in partnership with organizations' staff, Board of Directors, community members, and key stakeholders to move the Strategic Planning process forward successfully. SCC will work closely with the Fargo Parks Department through regular meetings to guarantee your goals are being met. In addition to gathering pertinent information and documents, SCC will outline the process and timeframe, and support the Fargo Parks Department

as an organization in identifying the strategies that can be used to support you in reaching your Strategic Planning goals.

Strategic Consulting & Coaching is honored to submit this proposal to the Fargo Parks District to support the organization's mission, vision, and goals, by completing a strategic planning process which will include:

- Review and potential refresh/clarification of the organization's mission, vision, and values.
- Completing four to seven short and long-range goals and objectives.
- Measurable outcomes, including a timeline over a 5-year span.
- An annual operational plan template for staff utilization in planning for use of resources and focus staff's work to achieve the annual targets.
- An Executive Summary outlining the final proposed plan, and documenting the process used to complete the Comprehensive Strategic Plan.
- An implementation plan, which will be supported by SCC consultants.
- Graphics, photos, tables, and charts to convey information.
- A template for a succinct, easy-to-update, easy-to-track Annual Action Plan.
- Tangible performance measures and a method for tracking progress.

SCC understands that the Fargo Park District provides recreation programs, facilities, and park resources for District residents. Including maintaining over 2,400-acre system consisting of local and regional parks, playgrounds, biking and walking paths, nature parks, campgrounds, river parks, sport complexes, and owns and operates 5 golf courses, an urban park, and five (5) outdoor pools, 100,000 square-foot fitness center, senior centers, and three indoor ice facilities. Additionally, the Park District produces and manages more than 500 recreational programs and events. In the Spring of 2024, the Fargo Parks Sports Complex will open, with the entire complex opening by January 2025.

The Park District employs 138 full-time staff, 1,100 regular part-time and seasonal staff, and is overseen by a publicly elected five-member Board of Commissioners. As the Fargo Park District looks at creating a Comprehensive Strategic Plan, SCC would be honored to support the facilitation of this process, ensuring the Park District is able to meet their goals through a comprehensive process.

## 9. High-Level Workplan

Description	Investment (\$150/hour)
<ul style="list-style-type: none"> <li>Initial Zoom meeting with members of the Strategic Planning Committee; gather background information, documents, and other related materials.</li> <li>Preparation time for the initial meeting.</li> <li>Review and analysis of all information.</li> </ul>	<p>\$1,500 10 consultant hours</p>
<ul style="list-style-type: none"> <li>Environmental Scan/Stakeholder Engagement, including SWOT analysis:               <ul style="list-style-type: none"> <li>Hold five focus groups to include staff, commissioners, community stakeholders, and other key stakeholders.</li> <li>Complete ten one-on-one interviews (30 min) with staff, board leadership, and key stakeholders.</li> </ul> </li> <li>Develop focus group and interview questions.</li> <li>Summarize environmental scan findings in preparation for planning retreat.</li> </ul>	<p>\$7,500 50 consultant hours</p>
<ul style="list-style-type: none"> <li>Facilitate strategic planning retreat (1.5 days) with staff and key stakeholders to identify 4-7 critical priorities to be worked on in the Strategic Plan with 2 consultants.</li> <li>Preparation time for the strategic planning sessions.</li> </ul>	<p>\$7,500 50 consultant hours</p>
<ul style="list-style-type: none"> <li>Travel for In-Person Focus Groups &amp; Strategic Plan Retreat               <ul style="list-style-type: none"> <li>Travel to Fargo from St. Paul 3.5 hours (7 hours round trip) x 2 consultants: \$1,050</li> <li>250 miles (500 miles round trip) + Additional Driving (50 miles) x \$0.655 (government mileage reimbursement rate): \$360.25</li> <li>Hotel x 2 consultants: \$250</li> <li>Food 6 meals (3 per day) x \$20 per meal x 2 consultants: \$240</li> <li>Miscellaneous-\$100</li> <li>Total: \$2,000 x 3 trips: \$6,000</li> </ul> </li> </ul>	<p>\$6,000</p>

<ul style="list-style-type: none"> <li>• Craft strategic plan goals and measurable outcomes, identify due dates, primary persons responsible, and metrics for various goals.</li> <li>• SCC co-facilitators will present a draft plan to the Strategic Planning Team or feedback and final revision.</li> <li>• Present final plan for approval.</li> </ul>	<p>\$6,000 40 consultant hours</p>
<ul style="list-style-type: none"> <li>• Implementation Support will be provided by SCC staff to Fargo Parks District staff and key stakeholders to support the successful implementation of the Strategic Plan.</li> </ul>	<p>\$1,500 10 consultant hours</p>
<ul style="list-style-type: none"> <li>• Project management and contingency</li> </ul>	<p>\$2,500</p>
<p>TOTAL</p>	<p>\$32,500</p>

# 10. Meetings & Community Outreach

SCC will conduct an environmental scan and a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis to assess each of these components. This process will include gathering background materials and data, utilizing primary and secondary resources, meetings with staff, Board Members, and key stakeholders. SCC will gather this information by holding strategic focus groups, completing one-on-one phone interviews, and providing surveys. SCC will then provide the Fargo Parks District with a report on the results of the environmental scan and SWOT analysis.

The Strategic Planning process will culminate in a comprehensive Strategic Plan, complete with four to seven goals with objectives, strategies, and action steps. The Strategic Plan will be written in conjunction with the Fargo Parks District's Strategic Planning Committee and will be reviewed and approved by the Board of Directors.

Grounded in our core values and focused on our client's mission, the SCC strategic planning framework creates exceptional, lasting value for clients through 5 flexible but distinct stages:

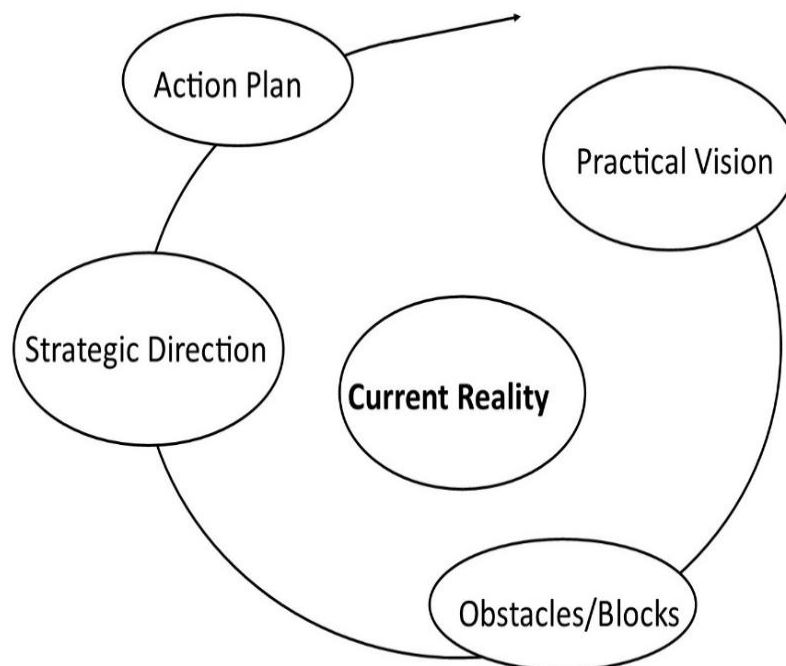
Grounded in our core values and focused on our client's mission, the SCC strategic planning framework creates exceptional, lasting value for clients through 5 flexible but distinct stages:

LISTEN	LEARN	PLAN	PRIORITIZE	DO
				
<b>Survey and interview</b> board members staff and other stakeholders to understand the organization's current realities. Conduct research to identify and <b>understand external trends</b> that impact operations.	<b>Analyze and distill</b> the scan findings and select the best lens for <b>finding the most meaning</b> - giving you greater knowledge, new and insights, and <b>increased clarity.</b>	<b>Foster authentic engagement</b> that gives ownership to all participant voices through inclusive facilitation and <b>apply effective processes</b> and models that give structure to the planning process.	<b>Create a bold roadmap</b> of action that guides and aligns organizational resources to <b>increase your mission impact.</b>	<b>Build bridges from plan to execution</b> through workplans or dashboards to support your success.



Methodology and use of evidenced-**based models** – SCC's Megan Williams, Imogen Davis, and Renae Oswald-Anderson will support the facilitation of the strategic planning process and are trained in the Technology of Participation (ToP) facilitation methods. ToP equips participants to be creative, generate ideas, and come to consensus in a group- oriented decision-making model. ToP generates innovation and solutions in the short term while demonstrating and modeling collaboration over the long term.

The Technology of Participation (ToP) was developed by The Institute of Cultural Affairs more than 20 years ago to support group decision-making and collaborative governance. ToP's methods have been used in more than 50 countries, as well as major international social change ventures, by the United Nation and World Bank program, and in hundreds of organizations, communities, and corporate change initiatives. ToP methods transform the way groups think, talk, and work together. SCC will utilize these methods to support the Fargo Parks District in mapping out a practical vision, analyzing any underlying contradictions, setting the strategic direction, designing systemic actions, and drawing up an implementation timeline or action plan. SCC brings extensive experience in holding consensus-oriented focus groups with diverse populations and is honored to provide our ToP trained consultants to support the Fargo Parks District strategic planning process.



# 11. Project Schedule

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- October – December 2023

Meet with Fargo Park District's Strategic Planning Committee to launch the Strategic Plan kickoff. Begin gathering relevant background information.

Gather data, conduct environmental scan and SWOT analysis. Complete focus groups, one-on-one interviews, and surveys via Survey Monkey. Reflect on learnings and impact to the organization. SCC will provide status reports to the Strategic Planning Committee.

- January – February 2024

Facilitate strategic planning retreat.

Craft strategic direction and plan based on learnings and insights from the environmental scan and SWOT analysis. Present draft plan to the Strategic Planning Committee for an initial review and feedback.

- March 2024

Finalize Strategic Plan for Board approval.

Begin implementation support to continue until May 2024.



## MEMORANDUM

DATE: September 13, 2023

TO: Fargo Park Board Facilities Committee

FROM: Sam DeMarais, Park Forester

RE: Agenda Item No. 2 – Review Addendum to the Memorandum of Understanding between National Audubon Society, Inc., d/b/a Audubon Great Plains, f/k/a Audubon Dakota, and the Fargo Park District for additional sites for Urban Woods and Prairies Initiative

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In 2014, Audubon Great Plains and partners began developing an urban initiative which sought to integrate native landscapes back into urban landscapes. With the help of city and park partners, the Urban Woods and Prairies Initiative (UWP) has seen great success!

Today, the UWP Initiative has enrolled nearly 30 sites across the cities of Fargo, Moorhead, Bismarck, Grand Forks, and Minot, totaling over 1,000 acres. Sites located in Fargo are Heritage Hills, Forest River, Orchard Glen, Iwen Park, Lions Conservancy Park, Lemke Conservancy Park, Pontes Prairie, Unicorn Park, Wildflower Grove, Urban Plains, Mickelson Park, North Softball Complex, Eagle Valley Park, and Golden Valley Park. For further information on the UWP Initiative, please use this link:

<https://storymaps.arcgis.com/stories/1727e8812f314ca195c7fc350725c733>

UWP Initiative prairie, woodland, and wetland enhancement practices are aimed at providing high quality habitat for our local bird and wildlife species, while also encouraging community members to explore and learn about our local native ecosystem. Whether you love to bird, hike, or just enjoy being in nature, UWP Initiative nature parks are open to the public and all are encouraged to explore!

Attached please find the original Memorandum of Understanding (MOU) signed and dated May 18, 2022, between the Fargo Park District and National Audubon Society, Inc., d/b/a Audubon Dakota. Also attached is an Addendum to the original MOU. The Addendum includes the following additional properties to be incorporated into the MOU for Habitat Restoration Sites: Rabanus Park – 1757 42<sup>nd</sup> St S, and Holm Park – 194 North Woodcrest Drive.

We are asking the committee to move to the full board for consideration and approval.

If you should have any questions, please feel free to contact me prior to the meeting. Thank you.

**Susan Faus, Interim Executive Director**  
**PARK COMMISSIONERS – Vicki Dawson \* Joe Deutsch \* Aaron Hill \* Dawn Morgan \* Jerry Rostad**  
**Clerk-Jeff Gunkelman**

## MEMORANDUM OF UNDERSTANDING

**THIS MEMORANDUM OF UNDERSTANDING** (“MOU,” or “Agreement”) is entered into this   18   day of   May  , 2022 (hereinafter referred to as the “Effective Date”), by and between the Fargo Park District, a municipal corporation and political subdivision of the State of North Dakota (hereinafter referred to as the “Park District”), and National Audubon Society, Inc. d/b/a Audubon Dakota, whose post office address is 3002 Fiechtner Dr, Suite A, Fargo, North Dakota 58103 (hereinafter referred to as “Audubon”).

**WHEREAS**, Audubon is a tax-exempt organization, as described in section 501(c)(3) of the Internal Revenue Code, whose mission is to protect birds and the places they need, today and tomorrow; and

**WHEREAS**, Audubon is interested in preserving and enhancing the habitat for birds and other wildlife within certain “riparian zones,” such as those found along the Red River, while at the same time providing vegetation that is beneficial in terms of water storage, filtration, purification, and flood mitigation, and also providing an aesthetically pleasing nature area for local residents; and all of these goals are in line with the Park District’s goals; and

**WHEREAS**, Audubon desires to work with the Park District on a project called the Urban Woods and Prairies Initiative (the “Initiative”), the purpose of which is to make improvements to certain parcels of property, or habitat management sites, in order to achieve the above-described goals; and

**WHEREAS**, the Park District is agreeable to working with Audubon on the Initiative to achieve said goals, subject to the terms and conditions set forth in this MOU.

**WHEREAS**, in furtherance of the Initiative, Audubon will create and implement habitat management plan on land owned or controlled by the Park District; and

**WHEREAS**, the Park District will conduct necessary site preparations and grant Audubon access to the property for Audubon to implement a habitat management plan and conduct other activities in furtherance of the Initiative; and

**WHEREAS**, the Park District will endeavor to preserve and maintain the areas restored under this MOU for at least 20 years.

**NOW THEREFORE**, in consideration of the parties’ mutual covenants contained in this MOU, and other good and valuable consideration, the receipt and sufficiency of which the parties acknowledge, the Park District and Audubon hereby agree:

1. **Exhibits**. The following exhibit is attached hereto and by reference made a part of this Agreement:

**Exhibit A** – Depiction and Area/Legal Description of Designated Habitat

Restoration Site(s).

2. **Habitat Restoration Site.** The Park District owns a certain parcel of real property located within the boundaries of Cass County, North Dakota, as depicted in the attached Exhibit A. This land shall be designated as a “Habitat Restoration Site.” A legal description of said Habitat Restoration Site is attached hereto in Exhibit A.

3. **Site Plans.** Audubon shall, in consultation with the Park District, prepare a restoration site plan for the Habitat Restoration Site (“Site Plan”). The Site Plan will include detailed descriptions of proposed enhancements, restorations, and improvements for the site, including as appropriate: plans to plant, enhance, or preserve vegetation; install or build fences or other structures; install or construct landscaping; enhance or restore the natural habitats of birds and other wildlife; implement water retention, filtration, purification, and flood control measures; stabilize banks and slopes and reduce erosion; and any other plans intended to create an aesthetically pleasing and ecologically beneficial area. The Site Plan should also describe any necessary preparations (“Site Preparations”) that must be performed by the Park District before the Site Plan may be implemented, including without limitation, any required herbicide applications, mowing, or disking.

4. **Funding.** Audubon is a non-profit conservation organization. Audubon’s obligation to implement and complete the Site Plan improvements is conditioned upon its receipt of sufficient funding.

5. **Approval by Park District.** The Site Plan must be approved in writing by the Park District before Audubon commences implementation. If the Park District reasonably withholds approval of the Site Plan, and Audubon is unable to modify the Site Plan in such a way as to earn the Park District’s approval, this MOU shall terminate and the parties shall be released from any obligations hereunder. The Park District covenants that it has all necessary authorization to enter into this agreement, to grant Audubon access to the Habitat Restoration Site, s, and to permit any other actions set forth in this MOU.

6. **Site Preparations.** Upon approval of the Site Plan submitted by Audubon, the Park District shall commence, as soon as weather conditions will allow, with the necessary Site Preparations, before Audubon begins implementing the Site Plan improvements. Site Preparations must be completed in accordance with the Site Plan and to Audubon’s reasonable satisfaction within one year after the date when the Park District issued its written consent and approval of the Site Plan.

7. **Enhancement Period.** A five year “Enhancement Period” shall commence upon Audubon’s acceptance of the Park District’s completion of the Site Preparations. During the Enhancement Period, Audubon shall, at its own cost and expense, but subject to adequate funding, complete the preservations, enhancements, and improvements described in the approved Site Plan for the Habitat Restoration Site.

a. **Site Access.** The Park District grants Audubon a license to access and enter the Habitat Restoration Site for the purpose of implementing and maintaining the Site

Plan.

- b. **Extension.** If the five-year Enhancement Period becomes an insufficient amount of time to implement the proposed improvements, due to unforeseen or unavoidable circumstances such as flood, drought, delay or unavailability of supplies, government restrictions, etc., the parties may agree in writing to extend the Enhancement Period.
- c. **Failure to Implement Site Plans; Damage to Improvements.** If Audubon fails to complete the preservations, restorations, and improvements described in the approved Site Plan within the Enhancement Period (as extended), the Park District may terminate this MOU, in which event Audubon will remove any of its equipment and other personal property from the Habitat Restoration Site. If the Park District performs unauthorized management or otherwise damages the restoration or improvement, the Park District shall be responsible to either restore the restorations or to pay for all expenses required for Audubon to rectify the damage.

8. **Ongoing Site Management.** After completion of the Site Plan improvements, Audubon shall deliver to the Park District a long-term habitat management plan or guidance on habitat management. Such plan will recommend appropriate management tools and schedules to maintain the restored native habitat. The Park District will resume the exclusive control of the Habitat Restoration Site and agrees to use its best efforts to maintain the improvements made by Audubon for 20 or more years in accordance with the long-term management plan or guidance. Audubon intends to continue to advise the Park District on proper habitat management after the completion of restoration. As resources permit, Audubon will also endeavor to work with the Park District to sponsor outdoor education programming or research at the Habitat Restoration Site. The Park District retains the option to add amenities to the sites that are in general conformance with and enhance the site plans.

9. **Flooding Situations.** The parties understand that the Habitat Restoration Site is located within a floodplain and is therefore subject to occasional and unpredictable flooding outside of the parties' control. As a result, the parties agree to work cooperatively in flooding situations, by allowing for reasonable extensions of the deadlines contemplated in this MOU and working together to return to the status quo that existed before the flooding subject to the availability of sufficient funds to finance repairs. In the event that the Habitat Restoration Site is flooded, neither party shall be held liable to the other party for any loss or damage incurred as a result of the flood. Once the Enhancement Period has ended and the Park District has undertaken to maintain the improvements made to the Habitat Restoration Site, the Park District will use reasonable efforts to repair any minor damage to the improvements resulting from a flood, so long as sufficient Park District funds are available to finance such minor repairs, but in no event shall the Park District be obligated to repair or replace improvements that have incurred substantial damage as the result of a flood.

10. **Marketing and Signage.** As part of its overall marketing and publicity effort for the Initiative, Audubon shall prepare signage and printed informational materials. Subject to

approval of the Park District, Audubon will install informational signage at the Habitat Restoration Site and distribute printed information on the Initiative.

11. **Utility Services.** No utilities may be provided for or connected to the Habitat Restoration Site without the express written consent of the Park District.

12. **Indemnification.** Audubon agrees to indemnify and hold harmless the Park District and any of its officers, employees, contractors, consultants, representatives, agents, and assigns from and against any and all liability, damages, penalties, judgments, or claims of whatever nature arising from injury to persons or property resulting from the negligent acts or omissions of Audubon, Audubon contractors', successors', or assigns' in connection with their use of the Habitat Restoration Site in furtherance of the Initiative, and Audubon shall, at Audubon's own cost and expense, defend any and all suits or actions (just or unjust) which may be brought against the Park District or in which the Park District may be joined with other parties upon any such above-mentioned matter or claims. The Park District agrees to indemnify and hold harmless Audubon and any of its officers, employees, directors, contractors, consultants, representatives, agents, and assigns from and against any and all liability, damages, penalties, judgments, or claims of whatever nature arising from injury to persons or property resulting from the negligent acts or omissions of the Park District, its employees, commissioners, or contractors in connection with the Habitat Restoration Site and Audubon's use thereof, and the Park District shall, at its own cost and expense, defend any and all suits or actions (just or unjust) which may be brought against Audubon or in which Audubon may be joined with other parties upon any such above-mentioned matter or claims. These mutual agreements to indemnify and hold harmless will include indemnity against all costs, expenses, and liabilities, including any attorney fees, reasonably incurred in or in connection with any such claims or proceedings brought thereof. This section will survive the termination of this MOU and any subsequent agreements of the parties contemplated herein.

13. **Assignment.** Neither party may transfer or assign this MOU, nor any rights or obligations under this MOU, without the express written consent of the other party.

14. **Amendments.** No amendment, modification, or waiver of any condition, provision, or term of this MOU will be valid or of any effect unless made in a writing signed by the party or parties to be bound, or a duly authorized representative, and specifying with particularity the extent and nature of such amendment, modification, or waiver. Any waiver by any party of any default of another party will not affect or impair any right arising from any subsequent default. Except as expressly and specifically stated otherwise, nothing herein will limit the remedies and rights of the parties thereto under and pursuant to this MOU.

15. **Governing Law.** This MOU will be controlled by the laws of the State of North Dakota. Any action brought as a result of any claim, demand, or cause of action arising under the terms of this MOU must be brought in an appropriate venue in the State of North Dakota.

16. **Merger Clause.** This MOU constitutes the entire agreement by and between the parties, and any other prior representations or agreements are deemed merged herein, and those not specified herein do not represent any agreements, promises, covenants, or representations on the part of either party hereto.

17. **Severability Clause.** Each provision, section, sentence, clause, phrase, and word of this MOU is intended to be severable. If any provision, section, sentence, clause, phrase, or word hereof is held by a court of competent jurisdiction to be illegal or invalid for any reason whatsoever, such illegality or invalidity will not affect the legality or validity of the remainder of this MOU.


18. **Grammatical Construction.** Whenever the singular number is used herein, the same will include the plural where appropriate, and the words of any gender will include any other genders where appropriate.

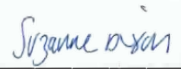
19. **Agreement Binding on Successors.** This MOU will be binding upon and inure to the benefit of the parties hereto and their respective personal representatives, successors, and assigns.



20. **Headings.** Headings in this MOU are for convenience only and will not be used to interpret or construe its provisions.

IN WITNESS WHEREOF, the parties executed this MOU on the Effective Date:

FARGO PARK DISTRICT  
By:   
Its: PRESIDENT

NATIONAL AUDUBON SOCIETY  
(AUDUBON DAKOTA)  
By:   
Its: Vice President, MS & Central Flyway

**Exhibit A – Depiction and Area/Legal Description of Designated Habitat Restoration Site(s).**

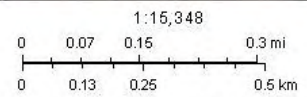
SW Pond

160 acres located at an area within Fargo, ND legally described as 4-138-49 and 4-138-49

SW Pond Fargo, ND UWP



12/23/2021



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Urban Plains

Approximately 18,933 square feet along the perimeter of an area within Fargo, ND legally described as SPL/FR 25-0000-02060-000 "PLATTED FROM 01-3502-00150-000 & 01-3500-04916-000 (7/28/2006 BV-1, P-86) \*8/11/06 SPL/FR 01-3505-00150-000 & 01-6500-04916-000 "3/14/07 SPL/FR 01-8010-00260-000 \*REPLATTED LTS 5-9, BLK 6 & LTS 5-12, BLK 7 URBAN PLAINS BY BRANDT 1ST ADON & LT 7, BLK 1, URBAN PLAINS REC FACILITY ADON (6/4/2007, B-WI, P-45)



## ADDENDUM TO MEMORANDUM OF UNDERSTANDING

**THIS ADDENDUM (“ADDENDUM”) TO MEMORANDUM OF UNDERSTANDING (“MOU”) DATED THE 18<sup>TH</sup> DAY OF MAY, 2022** is entered into this \_\_\_\_\_ day of \_\_\_\_\_, 2023 (the “Effective Date”), by and between the Fargo Park District, and National Audubon Society, Inc. d/b/a Audubon Great Plains (formerly Audubon Dakota), whose post office address is 3002 Fiechtner Dr S, Ste. A, Fargo, 58103 (“Audubon”).

**WHEREAS**, Section 1 includes the following additional Exhibits attached hereto and by reference made a part of the MOU:

1. **Properties.** The following Exhibits are attached hereto and by reference made a part of the MOU:
  - a. Exhibit B – Depiction of Designated Habitat Restoration Sites.
  - b. Exhibit C – Area/Legal Description of Designated Habitat Restoration Sites.

Collectively, the properties set forth in Exhibits B and C are referred to in this Agreement as the “Properties.”

**NOW, THEREFORE**, in consideration of the parties’ mutual covenants contained within the MOU and this Addendum, with all previously agreed upon terms and conditions remaining, the City and Audubon hereby evidence their mutual understanding and acceptance of the terms and conditions in connection with the above-described Addendum:

(Signatures appear on the following page.)

IN WITNESS WHEREOF, the parties executed this Agreement on the Effective Date:

**FARGO PARK DISTRICT**

BY: \_\_\_\_\_  
Joe Deutsch  
President

BY: \_\_\_\_\_  
NAME:  
TITLE

**AUDUBON GREAT PLAINS**

BY: \_\_\_\_\_  
Kristal Stoner  
VP & Executive Director

**Exhibits B & C**

**Rabanus:**

- Land address: 1757 42nd ST S, Fargo, 58103.
- Legal: Addition name - West Acres Business Park 4th. Block Legal 1, Lot Legal 1, 2. PLSS 138-49-14, quarter section 113



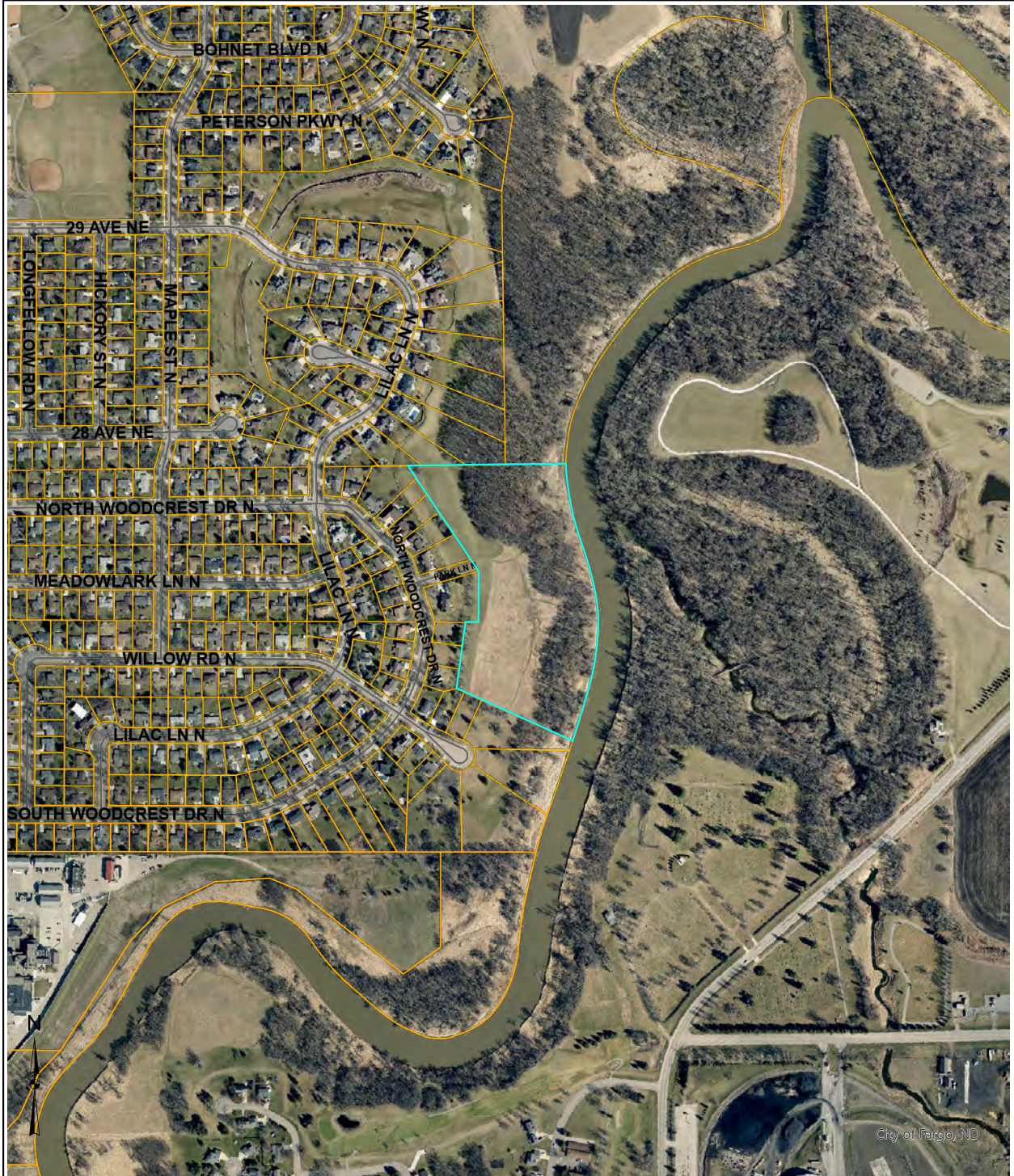
These data are provided on an "AS-IS" basis, without warranty of any type, expressed or implied, including but not limited to any warranty as to their performance, merchantability, or fitness for any particular purpose.

<h2>Rabanus</h2>	
1:9,954	6/14/2023 6:27 AM
<small>This map is not a substitute for accurate field surveys or for locating actual property lines and any adjacent features.</small>	



**Holm:**

- Land address: 194 North Woodcrest Dr N Fargo, ND 58102
- Legal: Addition name - Woodcrest Park. Block Legal 23. PLSS 140-48-29, quarter section 4



These data are provided on an "AS-IS" basis, without warranty of any type, expressed or implied, including but not limited to any warranty as to their performance, merchantability, or fitness for any particular purpose.

holm park

1:9,954

6/14/2023 6:29 AM

This map is not a substitute for accurate field surveys or for locating actual property lines and any adjacent features.





## MEMORANDUM

DATE: September 13, 2023

TO: Fargo Park Board Facilities Committee

FROM: Dave Bietz, Deputy Director of Operations

RE: Agenda Item No. 3 – Review bids for Osgood Irrigation Central and Decoder Upgrade

---

Bids for the Osgood Golf Course Irrigation Central and Decoder Upgrade were received and opened Thursday, September 7, 2023, at 10:00am, at the Park District Office. Attached to this memo is the bid tab.

We received three bids; (1) MTI Distributing, Inc., for a total bid of \$70,347.56, (2) SiteOne Landscapes for a total bid of \$79,946.80, and (3) Ferguson Waterworks for a total bid of \$128,042.19. The bids submitted were only for the parts portion of the project which was budgeted to be around \$200,000.00 We had a total budget of \$400,000.00 for the entire project. The remaining budget is for installation of the decoders for the irrigation heads on the course. Each irrigation head needs to be dug up and the old decoder removed and the new one will be wired to the irrigation head. Staff is currently working with contractors that may be able to do this work and we also exploring a plan to do the work with Park District staff.

Staff recommends awarding the bid to MTI Distributing, Inc. for a total bid price of \$70,346.56 as it meets all bid specifications for the parts portion of this upgrade.

We are asking the Committee to review the bids and move the consideration for approval to the full board.

If you should have any questions, please feel free to contact me prior to the meeting.

Thank you.



**Fargo Park District**

**Osgood Golf Course Irrigation Central and Decoder Upgrade**

Bid Opening: 10:00 am, September 7, 2023

	Item 1	
	Osgood Golf Course Irrigation Central and Decoder Upgrade	Total Bid
<b>Bidder</b>		
<b>MTI Distributing, Inc.</b>	\$70,347.56	\$70,347.56
<b>SiteOne Landscape</b>	\$79,946.80	\$79,946.80
<b>Ferguson Waterworks</b>	\$128,042.19	\$128,042.19



## MEMORANDUM

DATE: September 13, 2023

TO: Fargo Park Board Facilities Committee

FROM: Kali Mork, Director of Fargo Parks Sports Center

RE: Agenda Item No. 4 – Review request to solicit bids for the furniture package at the Fargo Parks Sport Center

---

In alignment with our Procurement Policy, Policy No. 390, we are requesting permission to publicly bid the furniture package for the Fargo Parks Sports Center. Funds for these projects are included in the costs for the Fargo Parks Sports Center. The timeline for the bid process will be as follows:

- Public Bid Opening November 9, 2023
- Possible award by Park Board Commissioners December 12, 2023

We are asking the committee to move to the full board for consideration and approval.

If you should have any questions, please feel free to contact me prior to the meeting.

Thank you.



## MEMORANDUM

DATE: September 13, 2023

TO: Fargo Park Board Facilities Committee

FROM: Broc T. Lietz, Finance Director

RE: Agenda Item No. 5: Review of G.O. 2023A Bond Sale of Phase II of Fargo Parks Sports Center

---

At the August 8, 2023, Park Board meeting, the commissioners approved a Resolution providing for the competitive sale of \$34,000,000 General Obligation Bonds, Series 2023A. As the District's financial advisor, PFM, has prepared for this bond sale, the district has also applied for, and received a commitment letter for a \$2.8 million Bank Of North Dakota Infrastructure loan. As a result, the General Obligation Bonds, Series 2023A will be for \$31.2 million with the BND loan making up the difference.

The purpose of these funds is for the construction of Phase II of the Fargo Parks Sports Center.

The bond sale is set for the morning of October 3, 2023. The finance department will bring the results of the sale the Park Board meeting that evening for your consideration.

If you have any questions prior to the meeting, please reach out to me for further discussion.



## MEMORANDUM

DATE: September 13, 2023

TO: Fargo Park Board Facilities Committee

FROM: Broc T. Lietz, Finance Director

RE: Agenda Item No. 6: Review of BND Infrastructure Loan for Phase II of Fargo Parks Sports Center

---

The 2023 North Dakota State Legislative Assembly passed legislation which made the Bank Of North Dakota Infrastructure loan program available to Park Districts throughout the state. This is an interest reduction loan program offered to state entities and political subdivisions. Currently, the infrastructure loan has a fixed 2% rate. The legislation also carried an emergency clause, with an April 11, 2023, effective date.

As a result, the Fargo Park District worked collaboratively with our partners, JLG Architects, McGough Construction, and PFM, Financial Advisors LLC to determine what infrastructure costs associated with the Fargo Parks Sports Center qualified under the new legislation. The team has identified \$2.8 million in associated costs. The district finance team completed the application and received a commitment letter from the BND on August 29, 2023, awarding the Fargo Park District \$2.8 million in infrastructure loan. This loan will reduce the General Obligation Bond, Series 2023A, by the same amount.

The purpose of these funds is for the construction of Phase II of the Fargo Parks Sports Center.

If you have questions prior to the meeting, please reach out to me for further discussion.



## MEMORANDUM

DATE: September 13, 2023

TO: Fargo Park Board Facilities Committee

FROM: Broc T. Lietz, Finance Director

RE: Agenda Item No. 7: Update on 2024 Annual Budget

---

As the Fargo Park District has approved the preliminary budget for 2024 at the August 8, 2023 Park Board meeting. There has been some updated information since that time in which we wanted to incorporate into the Final Budget for 2024. The Final Budget for 2024 will be brought for approval at the October 3, 2023 Park Board Meeting.

With the below changes the budget still balances with revenues equaling expenditures in the General Fund. We simply wanted to outline the changes that have been made since the preliminary budget has been approved.

The following changes have been made and will be incorporated into the Final Budget for 2024:

1. Fargo Parks Sports Center
  - a. Additional revenue was added for in-kind donation of equipment.
  - b. Additional expenses were added for professional development for new staff, as well as increased expenses for utility costs.
  - c. Split the Fargo Parks Sports Center into specific departments to better track revenues and expenses.
2. Utility Expenses
  - a. With the City of Fargo increasing their utility rates for Water, Sewer, other charges, we in turn did the same for our facilities.
3. Interest Revenue
  - a. Short term CD's and Money Market accounts have seen investment rates increase over the last year. We have factored in these increased rates with an increase in interest income revenue.

If you have any questions prior to the meeting, please feel free to reach out to me for further discussion.



## MEMORANDUM

DATE: September 13, 2023

TO: Fargo Park Board Facilities Committee

FROM: Broc T. Lietz, Finance Director

RE: Agenda Item No. 8: Discussion on sale of Depot

---

As the Fargo Park District has planned and is now under construction of the Fargo Parks Sports Center, which includes relocation of the Fargo Park District Administrative offices, one of the ongoing discussions has been the existing footprint of the district from a facilities perspective. Specifically, the administration and commissioners have discussed the RDJ building and the Depot.

The district has been engaged in discussions with Cass County regarding the RDJ. As we prepare for relocation in April of 2024, administration is once again considering next steps regarding the Depot.

In July 2019, the district secured an appraisal from Appraisal Services Inc for the Depot, located at 701 Main Avenue. In this appraisal, "the market value of the conditional fee simple interest in the appraised property, as of July 3, 2019, was \$1,200,000 to \$1,300,000". In preparation for a discussion at this month's facilities committee meeting, Finance Director Broc Lietz has communicated with Appraisal Services Inc. to inquire about the need for a new appraisal. It is the advice of Petter Eriksmoen, Appraisal Services Inc., that there has been enough change in the downtown Fargo market to warrant a new appraisal.

Attached to this memo is the former appraisal from July 2019.

If you have any questions prior to the meeting, please feel free to reach out to me for further discussion.

# APPRAISAL REPORT

**SUBJECT**

**FARGO PARK DISTRICT OFFICE-DEPOT  
701 Main Avenue  
Fargo, ND 58102**

**DATE OF REPORT**

July 15, 2019

*Appraisal Services Inc.*

1220 MAIN AVENUE, SUITE 125  
FARGO, NORTH DAKOTA 58103  
PHONE: (701) 235-1189

**CLIENT**

Fargo Park District  
701 Main Avenue  
Fargo, ND, 58102

**EFFECTIVE DATE OF VALUE**

As Is Value - July 3, 2019

**PREPARED BY**

Neal A. Eriksmoen, MAI

neal@asind.com

File # 19E189

# Appraisal Services Inc.

Neal A. Eriksmoen, MAI  
Marit M. Eriksmoen  
Petter N. Eriksmoen  
Alan P. Leirness, MAI, CCIM  
Jeffrey M. Mangen

1220 Main Avenue, Suite 125  
Fargo, ND 58103-8201  
Phone (701) 235-1189  
Fax (701) 235-9465

July 15, 2019

Mr. Tyler Kirchner, RLA  
Fargo Park District  
701 Main Avenue  
Fargo, ND, 58102

Dear Mr. Kirchner, RLA:

Per your request, I have completed an appraisal of the following described property:

Fargo Park District Office-Depot  
701 Main Avenue  
Fargo, ND

This appraisal report was prepared at the request of Fargo Park District to be used as the basis for a potential sale. The intended user is limited to Fargo Park District. It is not to be relied on by any other parties for any other purpose, whatsoever.

The appraised property is improved with a two-story, masonry depot building that was constructed in 1898. It is located on a narrow rectangular shaped parcel with about 680 feet of frontage on Main Avenue and a fee-owed depth ranging from 64 feet to 74.50 feet. The width of the site is expanded 29.5 feet to 30 feet by two permanent easements, allowing encroachment of the main building and areas for on-site parking and walkways unto adjacent railway right-of-way. The building has been renovated into office space and is occupied by the Fargo Park District. Additional site improvements include a small park area and on-site parking for 70 parking spaces.

The appraisal relate the conditional fee simple interest (subject to easements), as if vacant and ready for occupancy.

I personally viewed the appraised property and have conducted an appraisal analysis of the factors that bear upon the value of the real estate. Based on the appraisal analysis summarized herein, it is my opinion that the market value of the conditional fee simple interest in the appraised property, as of July 3, 2019, was \$1,200,000 to \$1,300,000.

The appraised value includes the site, existing building and site improvements. The appraised value does not include any of the occupant's furniture, fixtures or equipment.

The value conclusion includes the current balance of special assessments, which are reported to be \$4,626.92. It is customary in the local area for the buyer to assume special assessments since they are normally financed at low simple interest rates. The balance of special assessments is minimal and has little impact on the overall value of the property.

The accompanying appraisal report contains a summary of the data, reasoning and analysis, which was used in the appraisal process to develop the appraiser's opinion of value. Additional supporting



Mr. Kirchner, RLA  
July 15, 2019  
Page 2

documentation has been retained in the appraiser's work file. The report is considered to conform to the Uniform Standards of Professional Appraisal Practice (USPAP).

This appraisal assignment was not based on a requested minimum valuation or specific valuation or approval of a loan. The appraised value reflects a typical exposure period of nine to eighteen months. Due to stable market conditions, the marketing time was also estimated to be nine to eighteen months.

Please call if any further information is required.

Respectfully submitted,

APPRAISAL SERVICES INC.

A handwritten signature in black ink, appearing to read 'Neal A. Eriksmoen', with a long horizontal flourish extending to the right.

Neal A. Eriksmoen, MAI  
ND Certified General Appraiser #CG-1027  
MN Non-Resident Appraiser: Certified General License #4000890  
SD State Certified General Appraiser License #859CG

NAE/tim