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Bend Park & Recreation  
DISTRICT

**Bend Park and Recreation District  
Budget Committee  
Fiscal Year 2018-19**

**Board Members**

**Term Expires**

Brady Fuller

June 30, 2019

Ellen Grover

June 30, 2019

Nathan Hovekamp

June 30, 2021

Ted Schoenborn

June 30, 2021

Lauren Sprang

June 30, 2021

**Citizen Members**

**Term Expires**

Thomas Fisher

December 31, 2020

Larry Kimmel

December 31, 2019

Joanne Matthews

December 31, 2020

Ariel Mendez

December 31, 2019

Brian Thorsness

December 31, 2018

Executive Director

Don Horton

Administrative Services Director

Lindsey Lombard

Finance Manager

Amy Crawford

Bend Park & Recreation District

799 SW Columbia Street

Bend, Oregon 97702

541.389.7275

[www.bendparksandrec.org](http://www.bendparksandrec.org)



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Bend Park & Recreation District  
Oregon**

For the Fiscal Year Beginning

**July 1, 2017**

*Christopher P. Morill*

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Bend Park and Recreation District for its annual budget for the fiscal year beginning July 1, 2017. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.

The award is valid for a period of one year only. We believe our current budget document continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

**Bend Park and Recreation District  
2018-19 Adopted Budget  
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## **District Budget Message - Budget for Fiscal Year 2018-19**

### **To Bend Park and Recreation Budget Committee Members and District Residents:**

I am pleased to present the 2018-19 Bend Park and Recreation District (District) Adopted Annual Budget for the fiscal year beginning July 1, 2018 and ending June 30, 2019. This budget represents the District's comprehensive financial plan for providing park and recreation services for community residents and visitors for the coming fiscal year.

Budgeting is not an independent process; other planning efforts such as strategic planning, financial forecasting, capital improvement planning and annual action planning drive budget development. The Board and staff seek and receive community input in the development, review and amendments to these planning documents throughout the year. The budget represents the Board's and community's fiscal priorities for the upcoming twelve months of operation based on these long-range plans, which support the District in achieving its vision of building a community connected to nature, active lifestyles and one another.

Bend Park and Recreation District's annual budget process is a welcomed opportunity to share financial information that goes well beyond revenues and expenditures. The figures tell stories about District patrons and how the experiences offered transform lives. The following pages will focus on the following areas.

### **Expanding places and programs**

Over the past three years, the District has significantly increased the capacity for community recreation opportunities and its level of service in many areas. It has also added several new services for community residents that it had not previously provided. These include The Pavilion, Bend Whitewater Park, and the Art Station. Looking forward in fiscal year 2018-19, construction will begin on the Larkspur Community Center at the Bend Senior Center, which will welcome people of all ages and abilities while continuing the legacy of the Bend Senior Center and further enhancing programs and opportunities for older adults.

During this same time, the District also increased its offerings of community outreach programs, services and free events. This includes concerted outreach efforts to two underserved populations specifically identified in the District Strategic Plan: low income families and the growing Latino community. It has also included: fitness programs and instruction; Let's Picnic and Days of Play summer events; Family Nights at JSFC; and partnerships with health insurance companies that target Medicaid-eligible customers. Most importantly, the District is proud to have been able to provide these services using its current revenues, without reducing services in other areas. Beyond introducing these program and events, the District has planned for a sustainable continuation of services going forward into the future.

### **Saving resources for significant projects**

The District has historically saved and leveraged its property tax revenues from its permanent tax rate for significant projects. These savings have enabled the District to purchase park land, develop parks, and expand, build and renovate facilities, including the Juniper Swim & Fitness Center renovation and expansion, the District administration building, the acquisition of the land at The Pavilion, and the design and future construction of the Larkspur Center.

In addition, in this coming fiscal year's budget the District proposes starting to fund reserves for the future development of a future park maintenance facility – a vital necessity to keep up with the community's growth.

*play for life*

Park Services | Don Horton, Executive Director

1675 SW Simpson Ave., Bend, Oregon 97702 | [www.bendparksandrec.org](http://www.bendparksandrec.org) | (541) 388-5435

### **Taking care of what we have**

The District prioritizes the expenditure of its property tax revenues for maintaining, repairing, renovating, and improving accessibility within our parks, trails and indoor facilities, and funding operations of the services provided to the community. These include:

- More than 80 parks accessible for everyone in the community;
- 70 miles of trails that connect the community and provide multimodal walking, running and biking experiences and transportation routes;
- Indoor recreation facilities, including Juniper Swim & Fitness Center, Bend Senior Center, The Pavilion and the Art Station; and
- Diverse offering of over 1,100 recreation programs.

Property tax revenues also fund new park, trail, and facility projects that are not eligible for other funding sources.

### **Equity and inclusion**

The District consistently provides recreation services that benefit community residents who are economically disadvantaged and/or underserved, totaling approximately \$1 million per year of property taxes. This includes needs-based assistance for low-income community residents to participate in District programs and recreation facilities (\$193,500); services and programs for the older adult population at the Bend Senior Center facility (\$333,000); inclusion services to participate in all BPRD programs, regardless of abilities and limitations (\$247,000); therapeutic recreation programs for residents with disabilities (\$64,000); and free outreach, event and free program opportunities (\$159,000). Property taxes also pay approximately \$665,000 per year to operate the Juniper Swim & Fitness Center aquatic facilities and services that help provide low-cost access and lessons in safe swimming.

The District property taxes provide for free use of all park and trail facilities and river access that benefit low-income community residents and higher-density residential development. The annual direct expenses for park and trail maintenance and operations, supported 100% with property taxes, are approximately \$6.5 million.

### **Financial stability**

As expenses such as wages, PERS, health insurance costs, maintenance and construction materials have and continue to escalate at rates faster than property tax revenues, the ability of the District to continue to expand facilities and services for the growing community with property tax revenues is a challenge that we take seriously.

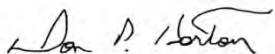
The District exercises fiscal prudence in all of its fiscal decisions, including those related to staffing, employee benefits, and developing and renovating park, trails and facilities in a way that limits or reduces future maintenance costs. This balanced Adopted budget reflects the District's continued commitment to long-term financial stability.

### **Conclusion**

The District's offerings and services provide a sense of place. Our philosophy of "Play for Life" is about living in the moment, but also about creating a legacy for the future. We believe that "play" holds the key to happy and healthy lives in our community - now and two generations ahead.

This budget reflects the cumulative effort, support and policy direction from the Board of Directors and the professional efforts and contributions of District staff. It is through the dedication and commitment of all that we are able to effectively support the priorities of community members through responsible financial planning and management of their tax dollars. Finally, I wish to express my appreciation and gratitude to the Board of Directors and the citizens on the Budget Committee for their invaluable leadership and service.

Respectfully submitted,

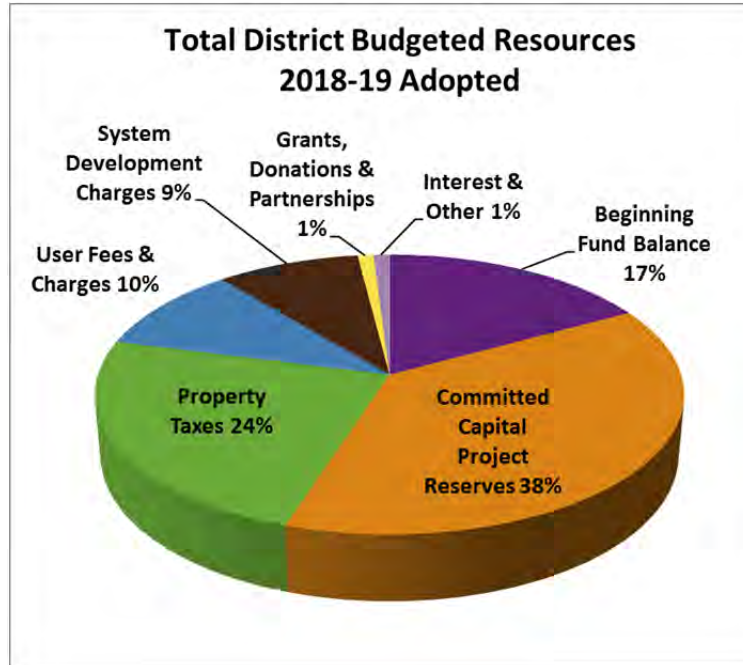


Don Horton  
Executive Director

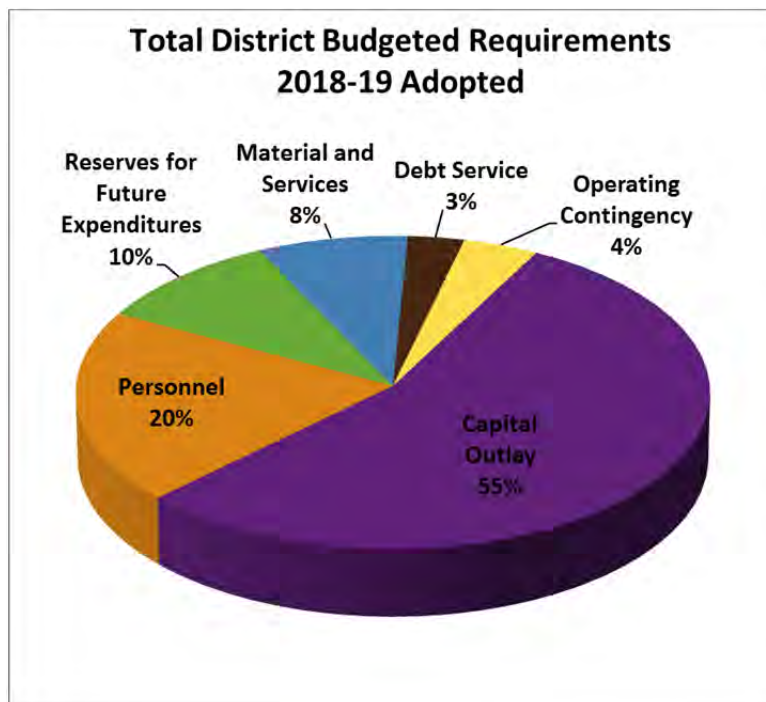


## 2018-19 Budget Overview

The total District Adopted Budget for fiscal year 2018-19 is summarized in the following two graphs. The first graph reflects the District's 2018-19 total budgeted resources (less transfers between funds) of \$78,689,092 that will fund this fiscal year's expenditures and reserves for future years.



The second graph reflects the District's 2018-19 total budgeted expenditures, reserves and contingency (less transfers between funds) of \$76,939,092. As will be discussed later in this document, a significant portion of the capital outlay is not intended to be expended in fiscal year 2018-19, but is designated for future capital outlay projects in the Capital Improvement Plan.



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## **Budget Process**

### **The Budget Cycle**

Most local governments in Oregon, from the smallest cemetery District to the largest city, must prepare and adopt an annual budget. The law provides for two important things:

1. It establishes standard procedures for preparing, presenting, and administering the budget.
2. It requires citizen involvement in the preparation of the budget and public disclosure of the budget before its formal adoption.

### **What is a budget?**

A budget is a financial plan containing estimates of expenditures and revenues for a single fiscal year (July 1 – June 30) or for a 24-month period, a “biennial” budget.

### **Who is on the budget committee?**

The budget committee consists of the members of the Board of Directors and an equal number of citizens at large.

Budgeting is not something done once a year. It’s a continuous operation, and it takes 12 months to complete a cycle. The budgeting process is actually in three parts: The budget is prepared, approved, and finally adopted. The budget must be prepared far enough in advance so that it can be adopted before June 30. After adopting the budget, the governing body will make the necessary appropriations and certify the tax levy to the county assessor.

The budget cycle is divided into nine steps.

#### **Preparing the budget**

1. Budget officer appointed. Each local government must have a budget officer, either appointed by the governing body or designated in the local government’s charter. The budget officer is under the supervision of either the executive officer or the governing body.
2. Adopted budget prepared. The budget officer is responsible for preparing or supervising the preparation of the Adopted budget for presentation to the budget committee.

#### **Approving the budget**

3. Budget officer publishes notice. When the budget officer is ready to present the budget and the budget message is to be delivered, the budget officer publishes a “Notice of Budget Committee Meeting.”
4. Budget committee meets. At least one meeting must be held to (1) receive the budget message and budget document, and (2) hear the public. At any time before the budget committee meeting, the budget officer may provide a copy of the Adopted budget to each member of the budget committee. The budget is a public record at this point. The budget officer may choose to distribute the Adopted budget at the noticed budget committee meeting, rather than earlier.

At the budget committee meeting, the budget message is delivered. The budget message explains the Adopted budget and significant changes in the local government’s financial position.

At this meeting, the budget committee may provide members of the public the opportunity to ask questions about or comment on the budget.

If public comment is not allowed at this meeting, the budget committee must provide the public with the opportunity at subsequent meetings. After the initial meeting, the budget committee may meet as many times as needed to revise and complete the budget.

#### **Committee approves budget**

5. When the budget committee is satisfied with the Adopted budget, including any additions to or deletions from the one prepared by the budget officer, it is approved. If the budget requires an ad valorem tax to be in balance, the budget committee must approve an amount or rate of total ad valorem property taxes to be certified for collection.

#### **Advertising and holding hearings**

6. Budget summary and notice of budget hearing published. After the budget is approved, the governing body must hold a budget hearing. The governing body must publish a summary of the budget approved by the budget committee and notice of budget hearing five to 30 days before the scheduled hearing.
7. Budget hearing held. The governing body must hold the budget hearing on the date specified on the public notices.

The purpose of the hearing is to receive citizens' testimony on the budget approved by the budget committee. Additional hearings may be held. All hearings are open to the public.

#### **Adopting the budget**

8. Budget adopted, appropriations made, tax levy declared and categorized. By law, the governing body may make changes in the approved budget before or after it is adopted, but no later than the beginning of the fiscal year to which the budget relates. However, there are limitations;  
Taxes may not be increased over the amount approved by the budget committee, and estimated expenditures in a fund may not be increased by more than \$5,000 or 10 percent, whichever is greater, without first publishing a revised budget summary and holding another budget hearing.

After the budget hearing, and after considering relevant testimony, the governing body adopts the budget. It should not be formally adopted until the latter part of June so last-minute revisions to revenue or expenditure estimates can be incorporated.

The governing body must prepare a resolution or ordinance to (1) formally adopt the budget, (2) make appropriations, and if needed, (3) levy and (4) categorize any tax. The budget is the basis for making appropriations and certifying the taxes. The resolution or ordinance must be adopted no later than June 30.

9. Budget filed and levy certified

The final step in the budget cycle is to certify any necessary property tax levy. Districts levying a property tax must submit budget documents to the county assessor's office on or before July 15.

### **Procedures for Amending the Adopted Budget**

The Board of Directors may approve additional appropriations for unforeseen circumstances and necessary expenditures which could not be reasonably estimated at the time the budget was adopted. Oregon Local Budget Law sets forth procedures to be followed to amend the budget as events occur after budget adoption. The required procedure is determined by the circumstance resulting in the amendment.

Original and supplemental budgets may be modified during the fiscal year by the use of appropriation transfers between legal categories or appropriation transfers from one fund to another. Such transfers must be authorized by official resolution of the Board of Directors. The resolution must state the need for the transfer, the purpose of the authorized expenditures, and the amount of the appropriation transferred.

Transfers of operating contingency appropriations, which in aggregate during a budget period exceed 15% of the total original appropriations of the fund, may only be made after Board adoption of a supplemental budget prepared for that purpose. A supplemental budget less than 10% of the fund's original budget may be adopted at a regular meeting of the Board of Directors, and notice must be published stating that a supplemental budget will be considered. A supplemental budget greater than 10% of the fund's original budget requires a public hearing, publication in the local newspaper and approval by the Board of Directors.

## **Budget Calendar**

### 2017

October/November    Publish ads seeking new Budget Committee member(s)

December 5            Board of Directors appoint new Budget Committee member(s)

### 2018

January 9              Board Annual Workshop and Budget Committee training

April 18                Budget Committee tour of parks, trails, and facilities

April 24                Publish first Budget Committee meeting notice

May 4                    Publish second Budget Committee meeting notice

May 4                    Proposed budget available to public and Budget Committee

May 14                  Budget Committee meeting to hear budget message, receive public input, and review Proposed budget

May 16                  Budget Committee meeting to approve Proposed budget, property tax rate, and property tax levy for debt service

May 24                  Publish notice of budget public hearing

June 5                    Public hearing held by Board of Directors to receive public input, adopt budget and impose and categorize property taxes

July 13                  Tax levy certified by Deschutes County

## **Budget Committee Meeting Agenda**

### **May 14th, Monday - 5:30pm @ District Office Community Room**

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1. Welcome and introductions, announce time for public comment - Board Chair
2. Appoint Recording Secretary and elect Budget Committee Chair - Board Chair
3. Review agenda, meeting dates and length of meetings - Budget Committee Chair
4. Receive public comment on proposed budget - Budget Committee Chair
5. Budget Message, District Overview and Personnel Summary - Executive Director and Executive Team

### **May 16th, Wednesday - 5:30pm @ District Office Community Room**

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1. Recap from Monday, May 14th
2. All District Fund Budgets - Lindsey Lombard
3. Capital Improvement Plan (CIP) Recap - Michelle Healy and Lindsey Lombard
4. Budget Summary - Lindsey Lombard
5. Discussion, recommended changes and/or additions
6. Approval of:
  - ~ General Fund
  - ~ System Development Charge Special Revenue Fund
  - ~ Facility Rental Special Revenue Fund
  - ~ Facility and Equipment Reserve Funds
  - ~ General Obligation Bond Debt Service Fund
  - ~ Tax rate and amount

### **May 17th, Thursday - 5:30pm @ District Office Community Room**

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1. Tentative third night reserved date - if needed

### **June 5th, Tuesday - 7:00pm @ District Office Community Room**

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1. Receive public testimony on approved budget
2. Review final estimates on current year revenue and expenses
3. Review staff recommendations for adjustments, if any
4. Adopt budget and resolutions making appropriations, imposing and categorizing taxes

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## District Information

### District Profile

Voters established the Bend Park and Recreation District (District) on May 28, 1974. The District had been a department of the city of Bend prior to that date, and was formed as a separate special district under the Oregon Revised Statutes as a priority of the community citizens to protect park and recreation funding from the pressures of other community priorities. And in 1976, the citizens voted to dedicate property tax funding for the sole purpose of providing this community with park and recreation services.

The Board of Directors, composed of five elected board members, forms the legislative branch of the District government, and sets policy, appoints Budget Committee members, adopts the annual budget, and hires and directs the Executive Director. The Executive Director is responsible for the administration of the District and manages a staff of four department heads with approximately 244 full-time equivalent employees (FTE) - see the organizational chart at the end of this profile.

The District boundaries and population are slightly larger than those of the city of Bend. The city of Bend is located in Central Oregon, just east of the Cascade mountain range, and encompasses an area of 32.5 square miles. Bend receives an average of only 8 – 15 inches of precipitation per year and enjoys lots of sunny, blue skies, which is one reason it is ranked among the most desirable places to live by national magazines. Bend is the largest city in Central Oregon with a population estimate of 86,765 as of July 2017, and serves as the seat for Deschutes County and as the hub of economic activity in a three-county region including Deschutes, Jefferson, and Crook counties.



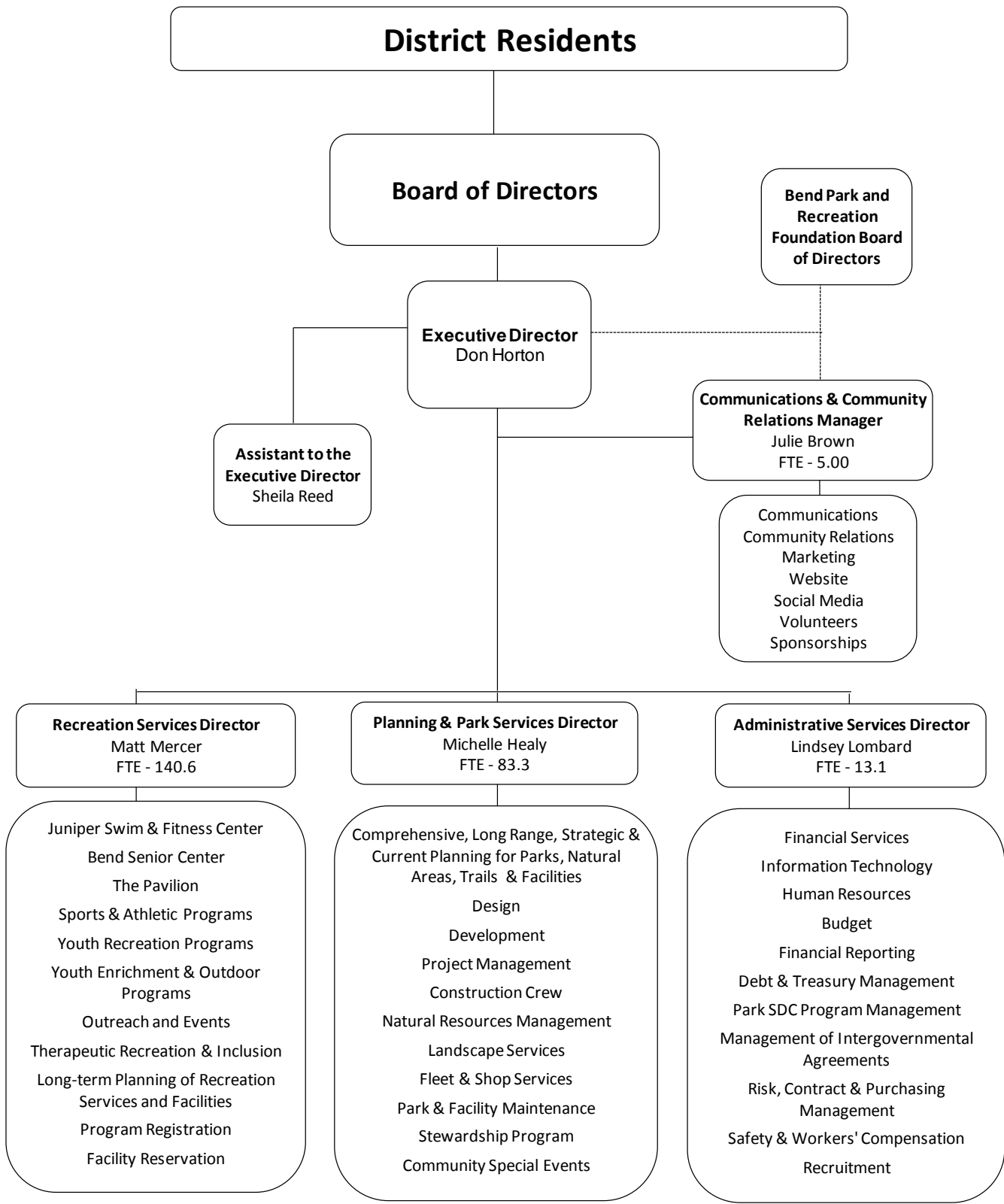
Activity Pool at Juniper Swim & Fitness Center



Adult Hockey Team at The Pavilion

Bend began as a logging town, but is now a gateway for many outdoor recreational activities such as mountain biking, hiking, golfing, rock climbing, and ice, snow and water sports. Bend experienced exponential growth over the decade from 1997 to 2007, drawn by the quality of life. However, the area was hit hard by the impacts of the nationwide recession and the collapse in both the residential and commercial construction markets. Bend has since recovered from the economic downturn and has been experiencing an average annual population growth of over 2%. The employment and economic bases have expanded to include a variety of businesses serving tourism, government, healthcare, utilities, high technology, research, and microbreweries.

BEND PARK AND RECREATION DISTRICT



## District Statistics

Established:	November 1974
1st Tax Base:	May 1976    \$397,908
Permanent Tax Rate Effective 2000-01:	\$1.461
District Assessed Value - 2017-18:	\$11,473,936,636
Estimated District Population July 1, 2017: *	88,138
Employees:	112 Full-time positions Approx. 425 part-time employees 1,420 Essential & Program Volunteers 46,859 Essential & Program Volunteer Hours 913 Community Involvement Volunteers 5,735 Community Involvement Volunteer Hours
Business Sites:	District Office Park Services Art Station Bend Senior Center Juniper Swim & Fitness Center The Pavilion
District Properties:	Total Acres 3,034 Community Parks - 644 acres Neighborhood Parks - 154 acres Regional Parks - 2,091 acres Natural Areas - 101 acres Trails - 70 miles (existing, in-district) Urban Plazas - 0.35 acres
District Comprehensive Plan:	Adopted 1995 Updated 1998 and 2001 Revised and Adopted September 2005 Updated and Adopted February 2013 Revised and Planned Adoption July 2018

\* Estimate based on Portland State University's (PSU) population estimate for the City of Bend, plus the number of residents living outside the City of Bend, but within the District boundary. Updated population numbers from PSU will be available July 1, 2018.

## District History at the Polls

Year	Month	Description	Results
1974		To establish a Park District	Passed
1975		To establish a Tax Base	Failed
1976	May	To establish a Tax Base (\$397,908)	Passed
1978	Jan	Bond Issue - Pool Construction	Passed
1979	May	Levied outside 6% (\$116,928)	Passed
1980	May	Increase Tax Base	Failed
1980	November	Increase Tax Base (\$897,190)	Passed
1981	March	Serial Levy 1,512 No Votes 948 Yes Votes	Failed
1986	September	Serial Levy 1,989 No Votes 888 Yes Votes	Failed
1992	May	Increase Tax Base 5,638 No Votes 3,985 Yes Votes	Failed
1992	November	Increase Tax Base 4,573 No Votes 3,565 Yes Votes	Failed
1993	September	5 Year Serial Levy 5,249 No Votes 4,968 Yes Votes	Failed
1995	May	5 Year Serial Levy 5,201 No Votes 6,726 Yes Votes	Passed
2012	November	General Obligation Bonds 18,429 No Votes 20,054 Yes Votes	Passed

## District Funds

A fund is a budgetary and accounting mechanism for designating a sum or money or other resources for a particular purpose. Each fund constitutes an independent budgetary, fiscal, and accounting entity. The funds used by the District are detailed below. Fund summaries, which provide revenue and expenditure detail, are included within the General Fund and Other Funds sections of this budget document.

**General Fund** – The District’s General Fund is the general operating fund of the District and accounts for administration/administrative services, planning and design, park services, community relations and recreation services. Principal sources of revenue are property taxes, user fees and charges, interest income, grants and contributions. Primary expenditures are personnel, materials and services, and capital costs necessary to provide quality services for the community.

**Facility Rental Special Revenue Fund** – The Facility Rental Fund is used to account for the proceeds of District facility and park rental revenues (i.e. Aspen Hall, Hollinshead Barn). Primary expenditures are personnel, building maintenance, and renovation costs.

**System Development Charges Special Revenue Fund** – The SDC Fund is used to account for the acquisition and development of parks and trails. Financing is provided by a system development fee levied against developing residential properties. Expenditures are restricted by state law to capacity-enhancing and reimbursement projects for parks and trails.

**Bond Capital Projects Fund** –The Bond Capital Projects Fund was used to account for the financial resources received from the voter-approved general obligation bond passed in November 2012. Expenditures were restricted to the acquisition and construction of the approved capital projects, using the bond proceeds. Bond proceeds were fully expended by the end of fiscal year 2016-17.

**Facility Reserve Fund** – The Facility Reserve Fund is used to account for acquiring, constructing, and/or maintaining real property and building facilities. Principal revenue sources are from transfers from the General Fund, grants and contributions. Primary expenditures of the fund are land acquisitions, new park development, facility projects, and asset management projects.

**Equipment Reserve Fund** – The Equipment Reserve Fund is used to account for new and replacement vehicles, furniture, fixtures and equipment, and technology. Principal revenue sources are from transfers from the General Fund and sale proceeds from surplus vehicles and equipment.

**General Obligation Debt Service Fund** – The GO Debt Service Fund accounts for the accumulation of property taxes levied to pay principal and interest on the 2012 GO bond debt.

The matrix below reflects the relationships between the District’s organizational units and its funds:

Organizational Unit	General Fund	Facility Rental Fund	SDC Fund	Facility Reserve Fund	Equipment Reserve Fund	GO Debt Service Fund
Administration and Administrative Services	✓	✓	✓	✓	✓	✓
Strategic Planning and Design	✓		✓	✓		
Park Services	✓	✓		✓	✓	
Community Relations	✓					
Recreation Services	✓	✓		✓	✓	

## **District Budget and Long Term Planning**

The District's budget planning process starts with our vision, mission and value statements. These statements serve the purpose of defining for the public, staff, volunteers and Board of Directors why our organization exists, who we serve and how we serve them. These statements drive our budgetary priorities. The District's vision and mission are:

### **Our Vision:**

To be a leader in building a community connected to nature, active lifestyles and one another.

### **Our Mission:**

To strengthen community vitality and foster healthy, enriched lifestyles by providing exceptional park and recreation services.

The District Board also adopts a Comprehensive Plan and a Strategic Plan. The long-term planning is intended to answer the questions: Where are we now; where do we want to go; and how will we get there? The Comprehensive Plan is an overarching and guiding plan intended for 10 to 20 years, while the Strategic Plan defines goals and strategies for a five-year period. With the foundation and direction provided by its comprehensive plan and strategic plan, the District annually adopts its five-year Capital Improvement Plan (CIP), which is a scheduled project list with a funding plan for acquiring, developing and improving facilities as prioritized by the community and the Board.

## **District Strategic Plan**

### **Strategic Plan Objectives:**

The District's 2012-17 Strategic Plan includes 13 Strategic Objectives housed within four broad Strategic Themes. The Board and staff create annual action plans and an annual budget that are designed to achieve these objectives.

#### ***The District's Strategic Objectives are:***

##### ***Community Connection:***

- Analyze and adapt to changing community need.
- Respond to user expectations.
- Cultivate partnerships.
- Strengthen community awareness.

##### ***Financial Stewardship:***

- Maintain financial stability.
- Take care of what we have.
- Invest in the future.

##### ***Operational Excellence:***

- Create a borderless organization.
- Provide exceptional customer service.
- Improve business practices.

##### ***Empowered and Prepared Workforce:***

- Develop leaders.
- Encourage creativity and innovation.
- Think strategically.

### **Prioritization Process:**

Budget planners strive to incorporate the priorities established by the Board of Directors based on all prior planning and prioritization efforts in order to provide for the community's highest priority needs. Each department develops their annual budgets and annual strategic action plans. The department goals identified in their annual strategic action plan are measured regularly through status reports provided to the Board.

It is this comprehensive planning process that continues to ensure that the District is able to provide quality services to the community now and into the future while continuing to be financially sustainable. It is our tradition of fiscal conservatism, combined with cost-saving measures, operating efficiencies, innovative ideas, and a willingness to explore options, that has provided us with a strong financial foundation that has allowed us to continue to provide the same high level of service that the community expects, while protecting the District's future financial health.

A summary of highlights of the District's current fiscal year Annual Strategic Action Plan accomplishments is located on the following two pages. These are also provided in greater detail in the General Fund department overviews, along with fiscal year 2018-19 strategic goals.



Miller Landing Park



The Pavilion

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## BEND PARK AND RECREATION DISTRICT STRATEGIC PLAN 2017-18 Fiscal Year Achievements

### CUSTOMER – COMMUNITY CONNECTION

Analyze and adapt to  
changing community  
need

Respond to user  
expectations

Nurture partnerships

Strengthen community awareness  
and understanding of the full  
range of benefits of services

**Completed:** Construction of Eagle, Rockridge, Hillside and Stone Creek parks, Riley Ranch Nature Reserve, Larkspur trail gap, Skyline Park Fields, Park Services Office Improvements, Simpson Site Landscaping, Central Oregon Historical Canal Trail Improvements; Acquisition of Shevlin Tree Farm, Northpointe parcels and Empire Crossing park; Design of Drake Park Bank Improvements; JSFC Family Changing Room Renovation; School District IGA

**Underway:** Goodrich, Juniper, Big Sky and Pioneer parks planning and design; Larkspur Center design; Website; communications trainings; City and School District IGA; river communications and coordination; Larkspur Center Programming Plan

**Postponed:** “Movement as Medicine” Program

**New tactics:** Shevlin Tree Farm Acquisition; JSFC changing rooms, River Recreation RFP; Annexation; PCMS fields

### FINANCIAL – FINANCIAL STEWARDSHIP

Maintain Financial  
Stability

Take care of what we  
have

Invest in the future

**Completed:** Asset Management Plan

**Underway:** Cost recovery for rentals and reservations; Larkspur Community Center business plan

**Postponed:** None

**New tactics:** Awarded \$1.8M FLAP Grant for Haul Road Trail; awarded grant for Shevlin Park ADA improvements



## BEND PARK AND RECREATION DISTRICT STRATEGIC PLAN 2017-18 Fiscal Year Achievements

### INTERNAL BUSINESS – OPERATIONAL EXCELLENCE

Create a borderless organization

Provide exceptional customer service

Improve business practices

**Completed:** Joint meetings with Bend La Pine School District and City Council; received GFOA's Certificate of Achievement for Excellence in Financial Reporting (CAFR); intruder response online training (ALICE) for all staff

**Underway:** DEQ permit; Energy Trust of Oregon Sustainable Energy Management Program; park rules update; electronic work flow systems for Accounts Payable and Purchasing Card transactions

**Postponed:** None

**New tactics:** None

### LEARNING AND GROWTH – EMPOWERED AND PREPARED WORKFORCE

Develop leaders

Encourage creativity and innovation

Think strategically

**Completed:** Part time employee benefits and hours; internal compensation tool; IT manager succession

**Underway:** Essential leadership training and professional development plans

**Postponed:** Evaluation of seasonal employees to provide services

**New tactics:** Lead worker training for Park Services; finance manager and payroll specialist succession

## District Capital Improvement Planning

The Bend Park & Recreation District's Five Year Capital Improvement Plan for Fiscal Years Ending 2019-2023 is a dynamic, forward looking document outlining the Bend Park & Recreation District's (District) infrastructure improvement strategy. The plan organizes projects by priority, project capacity and timing constraints, and identifies funding sources for all anticipated projects. This organization creates a realistic plan to address the current and expected infrastructure needs of the District, subject to resource constraints.

The Capital Improvement Plan (CIP) is vital to the District. It is a plan for physical improvements to parks, trails and public facilities throughout the District. The underlying motives behind the CIP are to improve safety, mobility, and lifestyles of District residents and visitors, and ultimately to positively support the local economy.

The CIP has been a part of the District's budget process for many years. The document includes a District-wide map that shows the location, distribution and relative funding investment for every project or location included in the Five Year CIP. It also includes a map per fiscal year that reflects which new and current projects are anticipated to have expenditures in that fiscal year. Additional detailed information for each project in the CIP is provided on individual project description sheets. Capital asset management projects are also included in the plan so that a more complete picture of the capital investment in District parks, trails and facilities can be considered and understood in one document.

The five year projection of the CIP provides the District a guide for capital improvement planning and cost estimates which allow for forecasting future projected expenditures. Each year in January, prior to beginning the budget process, the plan is extended one year so that the five year outlook is maintained. The CIP's fiscal year runs concurrently with the District's fiscal year, from July 1 through June 30. The plan is a fluid document, revised annually, to reflect changes in priorities, opportunities and circumstances.

When the Board and Budget Committee approve the budget annually in May, the projects with activity occurring in the first year of the CIP are included in the budget. The Board traditionally adopts the upcoming fiscal year's budget and the five year CIP by separate resolutions during the first Board meeting in June. The draft resolution for this upcoming fiscal year's CIP is included at the end of this introduction.

The five year summary page of the CIP is following this introduction in the budget document, and provides the five year project list along with project funding allocations, project stage, project funding sources, and projected timing.

- *Project Funding Allocations.* The five year CIP is flexible and can be revised following budget adoption due to public input, Board direction, funding availability, market conditions, and other causes of changes in costs that were unforeseen during the capital improvement planning process. Capital improvement project costs are analyzed and projected in order to develop a financial strategy that considers project planning, timing and design, construction, and land acquisition to ensure the full slate of projects in the capital improvement plan can be accomplished with available financial resources.

- *Capital Improvement Plan Funding Sources.* There are four primary funding sources for the District's capital improvements:
  - *Property Tax Revenues.* Property tax revenues fund the majority of the District's annual operating costs, and as such, the highest priorities for this revenue source are for funding current year operations, setting aside reserves for future operations, and for funding certain capital projects. Asset management projects are the community's and District's top priority for property tax-funded capital projects, as other funding sources are generally not available for these projects. All other CIP priorities that are not eligible for other funding sources are paid for through this revenue source.
  - *General Obligation Bonds.* In November 2012, voters authorized the District to sell \$29 million in general obligation bonds to assist with funding specific park, trail and recreational facility projects listed on the CIP. The 2012 bond proceeds were fully expended by the end of fiscal year 2016-17, and the District annually levies an additional property tax that meets the debt service requirements in order to satisfy the District's obligation. Although bond proceeds are not a current funding source for District capital improvements, they could be a possible consideration in the future.
  - *System Development Charges.* The SDC program charges a fee for residential development within the District's boundaries. These funds are used to maintain the current level of park and recreation service as the population increases. The SDC program has been a vital revenue source for meeting the recreational needs of new residents.
  - *Alternative Funding.*
    - Grants – these are funds from federal or state governmental agencies or non-profit organizations that support a portion of the capital costs.
    - Contributions – these are donations of money or real property from individuals and/or non-profit organizations.
    - Partnerships – the District may enter into financial agreements with non-profit organizations and/or user groups to share in the cost of building facilities.
    - Other – also included in the alternative funding source category are proceeds from the sale of surplus properties and debt financing, and user fees and charges for facilities that are accounted for in the District's Enterprise Fund, i.e. Aspen Hall and Hollinshead Barn. (A portion of these user fees are set-aside for capital improvements to these facilities.)

Included with the CIP Summary in this budget document is a CIP Projects Map for fiscal years 2019-2023 and the Capital Project Estimating Stages. The CIP Project Map shows the location, distribution and relative funding investment for every project or location included in the Five Year CIP. The Capital Project Estimating Stages explains the general evolution of a project, and characterizes cost estimates based on the level of planning and/or design completed for a given project at the time the CIP was prepared. This matrix provides a general framework for understanding the evolution of a capital project and the funding allocations included in the CIP.

The comprehensive adopted CIP document includes additional detailed information for each project in the CIP, including projected operating and maintenance costs. This comprehensive CIP document is available for download on the District's website at:

[http://www.bendparksandrec.org/about\\_us/planning\\_development/capital\\_improvement\\_projects](http://www.bendparksandrec.org/about_us/planning_development/capital_improvement_projects)

Bend Park & Recreation District Five-Year Capital Improvement Plan (CIP)  
Plan for Fiscal Years Ending 2019-2023

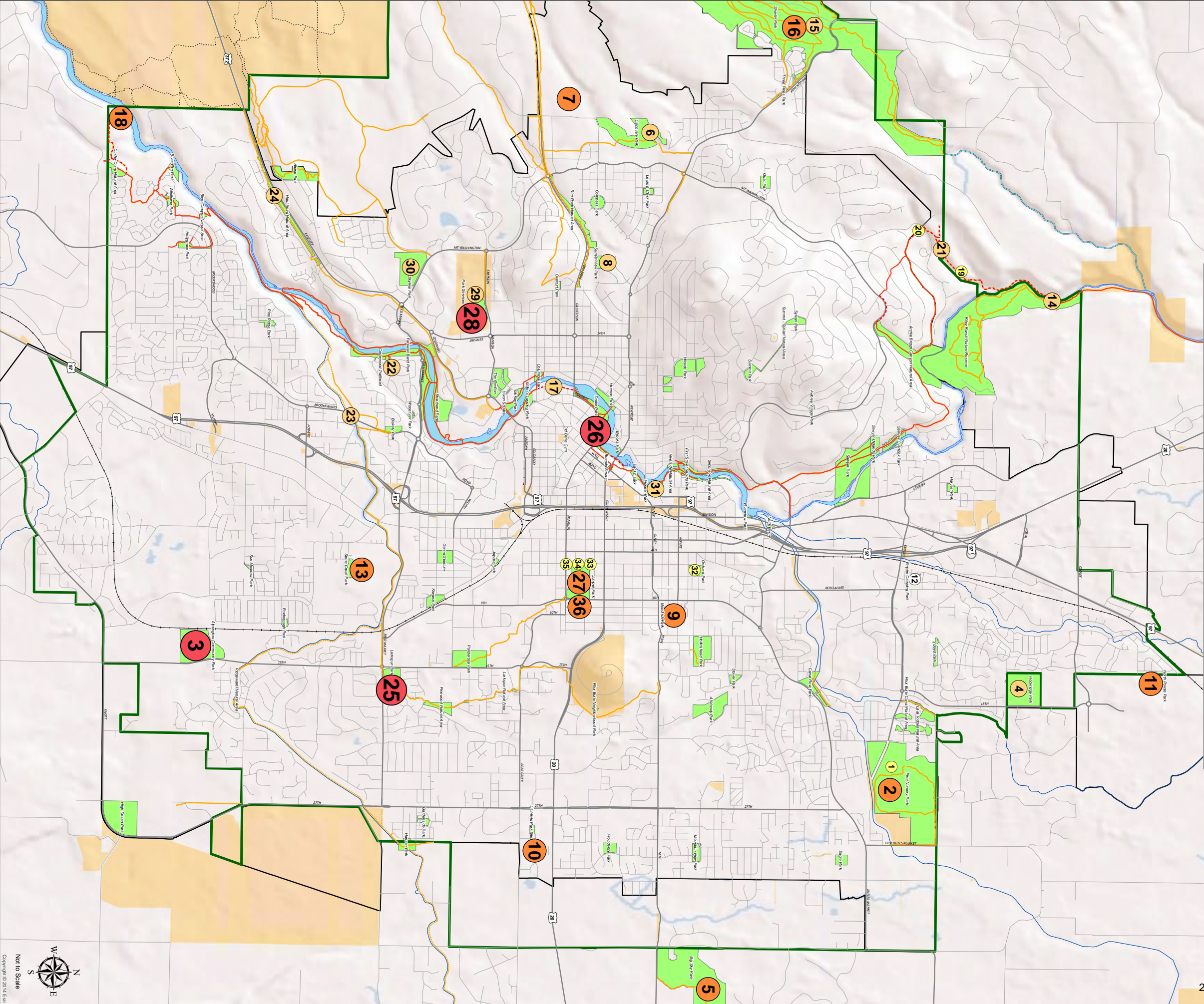
Project Type	Project Number	Page Number	Project Map	Current Project Funding Allocation	Project Stage	Spent in Prior & Current Fiscal Years	To be Spent Fiscal Years 2019-23	FY 2019-23 Funding Allocation by Source				FY 18-19 Total	FY 19-20 Total	FY 20-21 Total	FY 21-22 Total	FY 22-23 Total
								Property Tax Revenue	SDC Funds	Alternative Funds	Alt. Type					
Community Parks																
Pine Nursery Park Ph. 4 (Pending Partnership)	013	49	1	200,000	Order of Magnitude	-	200,000	-	200,000	-		-	200,000	-	-	-
Pine Nursery Park Ph. 5	014	57	2	5,000,000	Order of Magnitude	-	5,000,000	-	5,000,000	-		-	-	400,000	4,600,000	-
Alpenglow Park	016	17	3	8,800,000	Conceptual Design	205,615	8,594,385	-	8,594,385	-		7,589,385	1,005,000	-	-	-
Rockridge Restroom	129	18	4	400,000	Order of Magnitude	-	400,000	-	400,000	-		50,000	350,000	-	-	-
Big Sky Park Expansion	080	19	5	4,160,000	Conceptual Design	267,000	3,893,000	330,330	3,437,670	125,000	2	3,643,000	250,000	-	-	-
Discovery Park Ph. 2	101	20	6	650,000	Order of Magnitude	-	650,000	-	650,000	-		150,000	500,000	-	-	-
Land Acquisition	102	Mul.	N/A	5,000,000	Acquisition	-	5,000,000	-	5,000,000	-		-	-	-	5,000,000	-
Pacific Crest Athletic Field Development	103	21	7	2,000,000	Order of Magnitude	-	2,000,000	-	2,000,000	-		1,100,000	900,000	-	-	-
Total Community Parks				26,210,000		472,615	25,737,385	330,330	25,282,055	125,000		12,532,385	3,205,000	400,000	9,600,000	-
Neighborhood Parks																
Land Acquisitions	017	Mul.	N/A	4,000,000	Acquisition	-	4,000,000	-	4,000,000	-		800,000	800,000	800,000	800,000	800,000
Neighborhood Parks Design	018	Mul.	N/A	200,000	Order of Magnitude	-	200,000	-	200,000	-		-	50,000	50,000	50,000	50,000
Neighborhood Parks Development	019	Mul.	N/A	3,600,000	Order of Magnitude	-	3,600,000	-	3,600,000	-		-	-	1,200,000	1,200,000	1,200,000
Sunset View Park	021	61	8	271,265	Order of Magnitude	-	271,265	-	271,265	-		-	-	30,000	241,265	-
Goodrich Property	099	23	9	1,605,719	Design Development	405,719	1,200,000	-	1,200,000	-		1,200,000	-	-	-	-
Litchfield Property	100	24	10	1,291,097	Order of Magnitude	240,692	1,050,405	-	1,050,405	-		50,405	1,000,000	-	-	-
Northpointe Park	130	25	11	2,524,716	Order of Magnitude	274,716	2,250,000	-	2,250,000	-		675,000	1,575,000	-	-	-
Empire Crossing Park	127	26	12	225,000	Conceptual Design	25,000	200,000	-	200,000	-		200,000	-	-	-	-
Total Neighborhood Parks				13,717,797		946,127	12,771,670	-	12,771,670	-		2,925,405	3,425,000	2,080,000	2,291,265	2,050,000
Park Development Agreements																
Stone Creek NP Development Credits	024	27	13	1,840,851	Completion	810,952	1,029,899	-	1,029,899	-		257,475	257,475	257,475	257,474	-
Total Park Development Agreements				1,840,851		810,952	1,029,899	-	1,029,899	-		257,475	257,475	257,475	257,474	-
Regional Parks																
Riley Ranch Nature Reserve Bridge	082	77	14	800,000	Conceptual Design	-	800,000	-	800,000	-		-	-	-	800,000	-
Shevlin Park Development	028	28	15	862,928	Construction Documents	405,978	456,950	-	310,486	146,464	1	456,950	-	-	-	-
Shevlin Park South Trailhead Parking	131	29	16	1,000,000	Order of Magnitude	-	1,000,000	-	1,000,000	-		1,000,000	-	-	-	-
Total Regional Parks				2,662,928		405,978	2,256,950	-	2,110,486	146,464		1,456,950	-	-	800,000	-
Trails																
Deschutes River Trail																
Galveston to Miller's Landing	033	30	17	800,000	Conceptual Design	106,400	693,600	-	693,600	-		45,000	45,000	603,600	-	-
South UGB & Footbridge	034	31	18	1,420,434	Order of Magnitude	85,772	1,334,662	-	1,334,662	-		100,000	-	-	-	1,234,662
Putnam to Riley Ranch Bridge	036	78	19	155,000	Order of Magnitude	440	154,560	-	154,560	-		-	-	-	154,560	-
Kirkaldy to Putnam	037	32	20	63,068	Order of Magnitude	8,662	54,406	-	54,406	-		10,000	-	27,203	17,203	-
Deschutes River Trail North Parking	083	62	21	320,000	Order of Magnitude	-	320,000	-	320,000	-		-	-	20,000	300,000	-
Cedarwood Trailhead	126	33	22	250,000	Order of Magnitude	-	250,000	-	250,000	-		250,000	-	-	-	-
Trails, continued																
Miscellaneous Trail Improvements	041	Mul.	N/A	240,000	Order of Magnitude	40,000	200,000	-	200,000	-		40,000	40,000	40,000	40,000	40,000
Central Oregon Irrigation District (COID) Canal Trail Acquisition	068	35	23	100,000	Acquisition	6,500	93,500	-	93,500	-		93,500	-	-	-	-
Central Oregon Irrigation District (COID) Canal Trail Development Ph. 1	069	36	23	915,000	Design Development	465,000	450,000	-	350,000	100,000	1	275,000	175,000	-	-	-
Haul Road Trail	043	37	24	455,406	Conceptual Design	5,000	450,406	-	450,406	-		50,000	400,406	-	-	-
Total Trails				4,718,908		717,774	4,001,134	-	3,901,134	100,000		863,500	660,406	690,803	511,763	1,274,662

Bend Park & Recreation District Five-Year Capital Improvement Plan (CIP)  
Plan for Fiscal Years Ending 2019-2023

Project Type	Project Number	Page Number	Project Map	Current Project Funding Allocation	Project Stage	Spent in Prior & Current Fiscal Years	To be Spent Fiscal Years 2019-23	FY 2019-23 Funding Allocation by Source				FY 18-19 Total	FY 19-20 Total	FY 20-21 Total	FY 21-22 Total	FY 22-23 Total
								Property Tax Revenue	SDC Funds	Alternative Funds	Alt. Type					
Recreation Facilities																
Larkspur Center	047	38	25	21,400,000	Construction Documents	1,305,595	20,094,405	11,019,987	1,379,217	7,695,201	3	7,800,000	11,064,965	1,229,440	-	-
Community Wide																
Drake Park DRT Trail & Bank Improvements	065	39	26	5,245,595	Design Development	314,727	4,930,868	2,185,273	2,245,595	500,000	1	2,465,434	2,465,434	-	-	-
Redevelopment Projects																
Juniper Park	051	40	27	2,150,450	Design Development	110,000	2,040,450	1,065,000	775,450	200,000	1	550,506	1,489,944	-	-	-
Total Redevelopment Projects				2,150,450		110,000	2,040,450	1,065,000	775,450	200,000		550,506	1,489,944	-	-	-
Asset Management Projects																
Accessibility Improvements	052	Mul.	N/A	525,000	Order of Magnitude	-	525,000	525,000	-	-		25,000	125,000	125,000	125,000	125,000
Asset Management Projects (\$5,000-\$50,000)	071	Mul.	N/A	1,450,000	Order of Magnitude	250,000	1,200,000	1,200,000	-	-		250,000	200,000	250,000	250,000	250,000
Park Services Complex	054	66	28	8,000,000	Order of Magnitude	-	8,000,000	-	-	8,000,000	4	-	-	1,000,000	7,000,000	-
Park Services Repairs/Upgrades	079	43	29	90,000	Order of Magnitude	60,000	30,000	30,000	-	-		30,000	-	-	-	-
Skyline Field Renovations	056	67	30	565,000	Order of Magnitude	267,335	297,665	297,665	-	-		-	-	297,665	-	-
Pioneer Park Restroom & Accessibility	060	44	31	250,000	Construction Documents	55,000	195,000	195,000	-	-		195,000	-	-	-	-
Orchard Park ADA & Playground Resurfacing	132	45	32	65,500	Order of Magnitude	-	65,500	65,500	-	-		65,500	-	-	-	-
JSFC Shower Renovation	086	68	33	100,000	Order of Magnitude	-	100,000	100,000	-	-		-	-	100,000	-	-
JSFC Flooring Replacement	061	69	34	150,000	Order of Magnitude	-	150,000	150,000	-	-		-	-	150,000	-	-
JSFC Indoor Pool Tank Replacement	072	70	35	2,500,000	Order of Magnitude	-	2,500,000	2,500,000	-	-		-	-	2,500,000	-	-
Natural Resource River Stewardship	106	46	N/A	140,000	Order of Magnitude	-	140,000	140,000	-	-		100,000	-	20,000	-	20,000
Total Asset Management Projects				13,835,500		632,335	13,203,165	5,203,165	-	8,000,000		665,500	325,000	4,442,665	7,375,000	395,000
Total CIP Funding Allocations				91,782,029		5,716,103	86,065,926	19,803,755	49,495,506	16,766,665		29,517,155	22,893,224	9,100,383	20,835,502	3,719,662
Alternative Funding Type Key								23.01%	57.51%	19.48%		34.30%	26.60%	10.57%	24.21%	4.32%
1 - Grant Funding								Funding Allocation by Source				Funding Allocation by Fiscal Year				
2 -Contributions, Collaborations. Fundraising																
3 - Debt Financing																
4 - Surplus Property Sales Proceeds																



# CIP Projects - FY 2019-2023



## Capital Improvement Plan (CIP) Projects - FY 2019-2023

Legend

Existing Deschutes River Trail

Planned Deschutes River Trail

Trails

Existing

Planned

USFS Trails

State Highway

Parks

Park District Boundary

Urban\_Growth\_Boundary

Public Land

X

Total Cost Estimate by Location > \$5M

X

Total Cost Estimate by Location \$1M - \$5M

X

Total Cost Estimate by Location \$250K - \$1M

X

Total Cost Estimate by Location < \$250K

Note: "Total Cost Estimate" is based on a project's total cost for the 2019-2023 period only and does not include prior year expenditures.



### Capital Project Estimating Stages

<i>Project Estimating Stage <sup>1</sup></i>	<i>Variance</i>	<i>Design Stage <sup>2</sup></i>	<i>Purpose</i>	<i>Project Information Available</i>	<i>Estimating Methods</i>	<i>Contingency Guidelines</i>
<b>Order of Magnitude (Planning Purposes)</b>	-25% to +75%	Pre-design and pre-programming	Planning purposes - prioritize for Capital Improvement Plan (CIP), consider projects or alternatives, establish initial funding allocations.	Location, basic facility descriptions, high level public involvement, possibly site sketches, occasionally feasibility reports or studies.	Cost from similar projects are adjusted to represent the new project, and/or a typical design is used to develop rough quantities and allowances.	30% or higher
<b>Conceptual/ Schematic Design (BPRD - i.e., Master Plans)</b>	-10% to +50%	Programming/ Conceptual Design	Define/refine scope or site program, establish target budget, decision-making, value engineer and/or develop phasing if necessary.	Location, survey, general project scope, public input/feedback, master plan level drawings, permitting requirements; occasionally feasibility reports, rough estimates of quantities and/or allowances based on prior projects or typical design.	Refined estimates based on conceptual design - generally uses cost from similar projects to represent the new project (scaled based on size, location, etc.), or developed using typical design to develop rough quantities and allowances.	30% or higher
<b>Design Development</b>	15% to 25%	Preliminary Design (25 to 30% complete)	Further refinement of budget, decision making, cost tracking and reporting, value engineering.	Facility descriptions, sketches, study reports, cross sections, profiles, elevations, geotechnical data, staging plans, schedule, definition of temporary work.	Quantity development of major components, develop pricing by reviewing standard databases, manuals, quotes, other bid results, or BPRD experience (which may be adjusted for the conditions of the specific project). Rough estimates or allowances developed for immeasurable items.	10% to 20%
<b>Construction Documents</b>	10% to 15%	Final Design (50% to 100% complete)	Further detailed budget, cost tracking and reporting, value engineer.	Draft construction documents (at various levels of completion) and specifications, working construction schedule, permitting requirements, estimate of BPRD costs.	Takeoff of quantities from plans, comparing prices to standard database, manuals, quotes, bid results, or BPRD experience adjusted for the conditions of the specific project. Percent approach to general conditions, overhead and profit, contingency and cost escalation. Some allowances carried for immeasurable/unique items. Allowance for agency costs.	10% to 15%
<b>Bidding (Architects/ Engineer's Estimate)</b>	± 10%	Final Design, Specifications (95% to 100% complete)	Check estimate prior to bid, confirm expectations, cost tracking and reporting, evaluate bids.	Complete plans and specifications for bidding, permits (may or may not have building permits) construction schedule, BPRD contract terms and conditions, BPRD costs. Most timely with market conditions.	Detailed info on the following - takeoffs of all measurable items, review of specifications, pricing, approach to labor and equipment, understanding of general conditions, expected overhead & profit and escalation. Considers construction schedule, work restrictions (e.g. permits, other local regulations) and overall risk.	5% to 10%
<b>Bid Award (Construction to Occupancy)</b>	N/A	100%	Commit construction funds; begin construction	Construction plans, permits, bid costs, contractors, BPRD costs.	Bid plus expended soft costs to date and/or BPRD incurred costs.	5% to 10%

**Notes:**

<sup>1</sup> Estimating process and stages are customized to BRPD needs and operating practices, however the overall framework is adapted from standards developed through the American Society of Professional Estimators for capital projects.

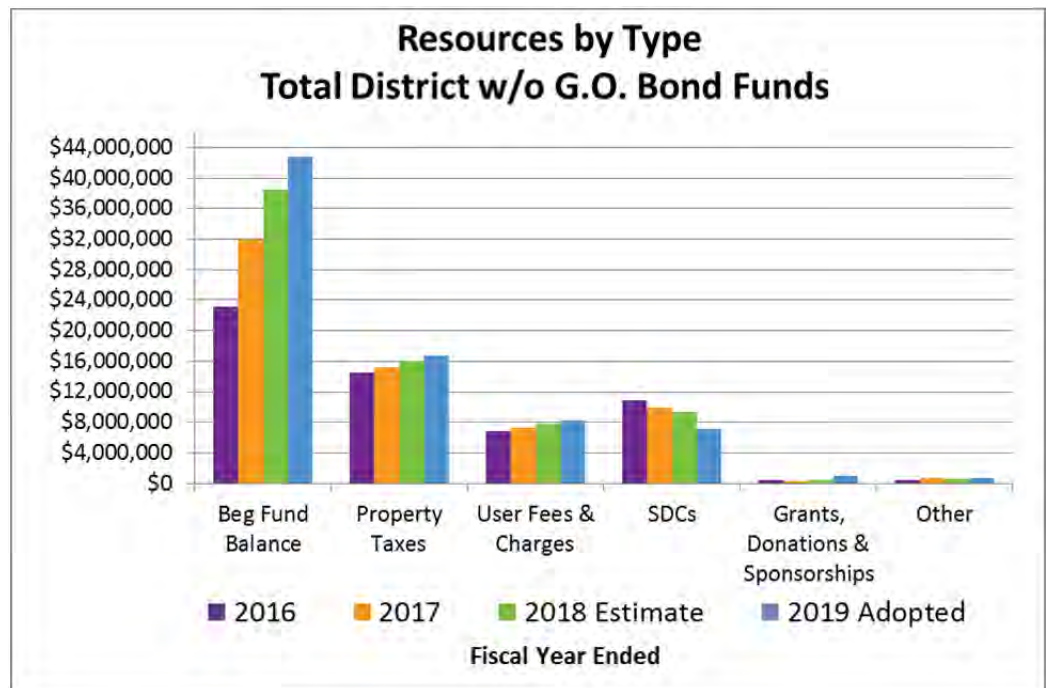
<sup>2</sup> These phases are common to new construction and renovation projects; however, in smaller projects, the phases often become less formal, involve fewer individuals and may have a short schedule of only a few months. Large projects, on the other hand, may take years from the time they are envisioned to the time they are complete.



## Budget Highlights

### Resources Overview:

As the community continues its expansion, District revenues continue to show signs of growth and are diversified. The total budgeted resources (excluding interfund transfers) for fiscal year 2018-19 are \$76,689,092, an increase of \$7,610,281 or 10.7% from last year's budget. The major contributing factors to this net increase in



resources are: \$655,000 more in property tax revenues; \$404,000 more in SDCs; \$361,000 more in interest; \$276,000 less in grants, donations and sponsorships; \$258,000 more in user fees and charges; and \$7 million more in beginning fund balance. The increase in beginning fund balance was largely due to an increase in the SDC Fund (\$3,200,000) and Facility Reserve Fund (\$2,500,000) and an increase in the General Fund (\$1,200,000). These changes are explained in more detail over the following pages.

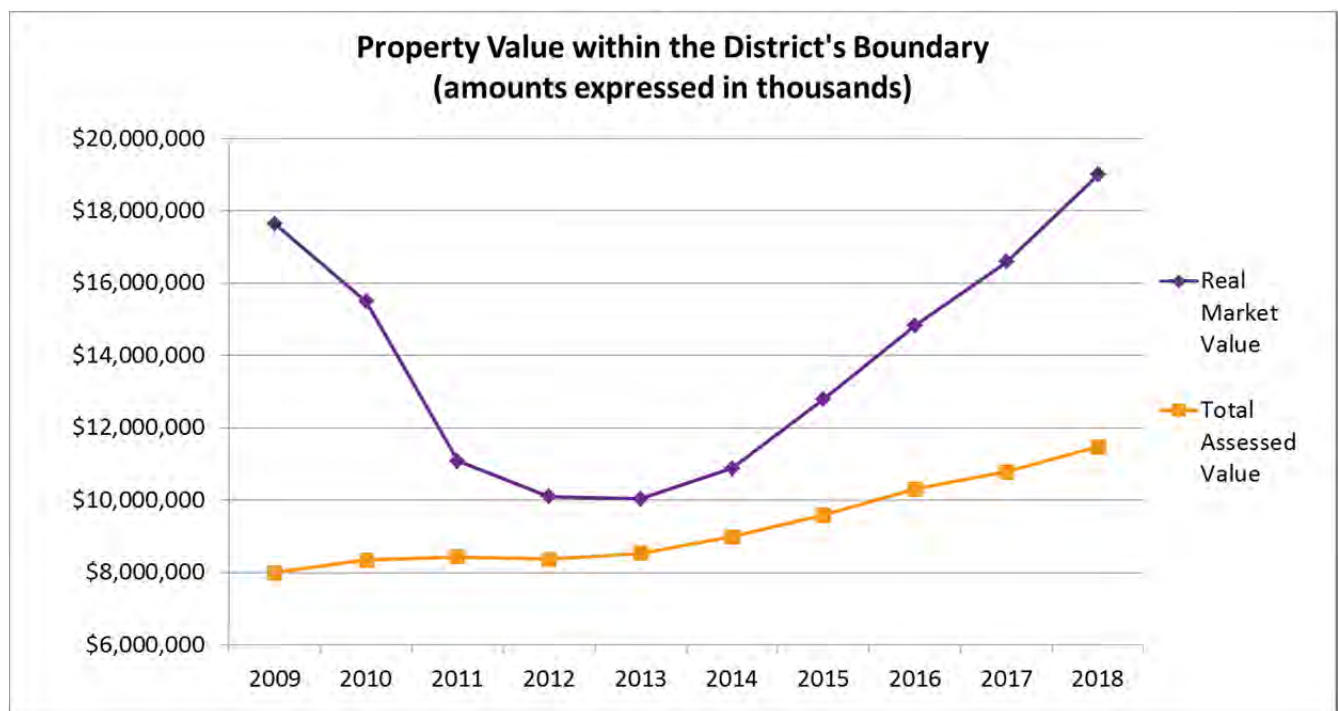
The information presented graphically in this section includes the actual audited results of the District operations for fiscal years 2015-16 (2016) and 2016-17 (2017), the estimated results for fiscal year 2017-18 (2018) and the adopted budget for fiscal year 2018-19 (2019). Significant changes from fiscal year 2018 budgeted amounts are discussed in the text.

These graphs do not include the General Obligation Bond Capital Project Fund (GO Bond Fund) which was fully expended in fiscal year 2017 and the related General Obligation Debt Service Fund (GO Debt Fund). Both of these funds do not affect, nor fund, the general operations of the District. As such, they are excluded from our resources and requirements discussion.

### Property Taxes:

The District collects property taxes at a permanent rate of \$1.461 per \$1,000 of total assessed value. The Deschutes County Assessor assesses the value of the property within the District's boundary and has estimated an increase in total assessed value of approximately 6% for 2019. The District's 2019 budgeted property taxes are based on an assumption of a 5% increase in assessed value. The increase in total assessed value for 2019 equates to a 4.1% increase in the 2019 adopted property tax revenue over the current year budgeted amount, and a 3.9% (\$635,000) increase over the current year estimate of just under \$16.1 million.

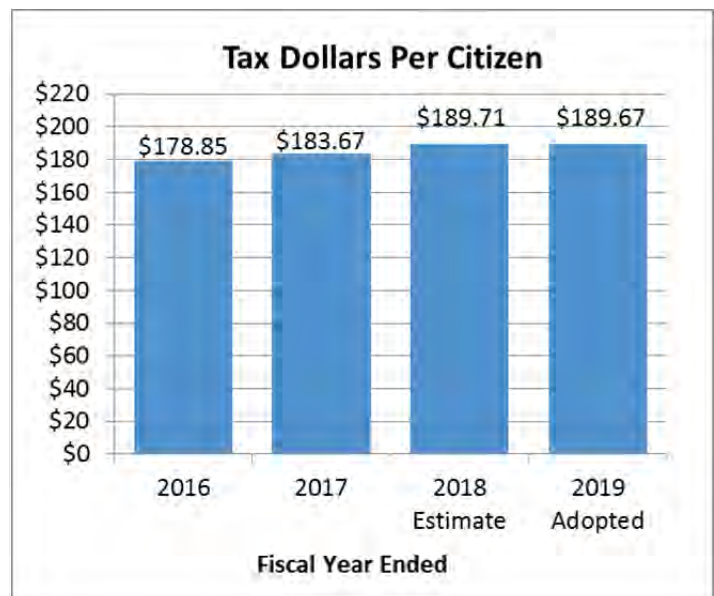
The following chart shows the relationship between real market value and total assessed value of the property within the District's boundary over the last ten fiscal years.



#### *Cost per Citizen*

This graph reflects the average cost per citizen for the District's property tax revenues that come from our permanent tax rate. These do not include the additional property taxes that are paid related to the General Obligation Bond levy.

Population has increased at an average of 2.6% annually since 2016. The cost per citizen amount reflects the annual cost to the taxpayer for the District's parks, facilities, recreation programs and services. Between 2016 and 2019 the average increase to the individual citizen has been approximately \$4.50 per year, or just over 2.5%. The 2019 adopted property tax collections show a \$.04 decrease from 2018.

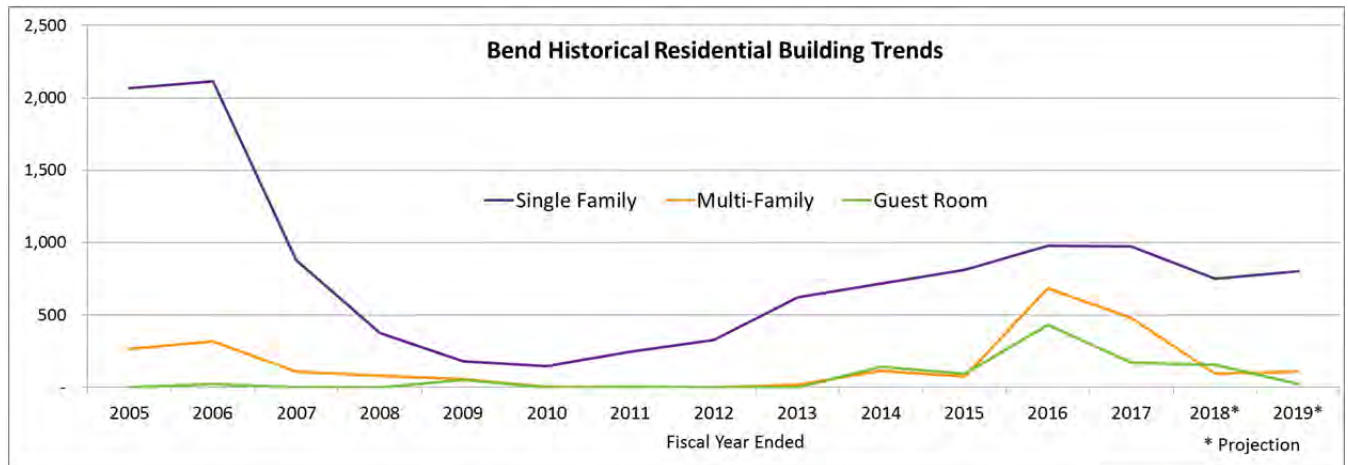


#### **User Fees:**

User fees have increased annually since 2012. The average annual increase since 2016 has been 10.5%. Recreation user fees and charges are budgeted to increase by 2.6% over current year budget. The majority of the increase in user fees is from continued increase in participation in the District's before and after school and summer childcare programs – Kids Inc., Operation Recreation, and the PAC. The remaining portion of the increase is a result of expansion of program offerings, growth in participation numbers, and fee increases. Total user fees are anticipated to be \$8.2 million in 2019. See the performance measures section further in the document for information on recreation service area cost recovery.

### **System Development Charges:**

System Development Charges (SDC) revenue increased annually between 2010 and 2016 as the community climbed out of the recession; however, SDC fees have decreased annually since 2016. 2016 saw the highest dollar amount of SDC fees in the history of the District's SDC program. This was largely the result of a boom in apartment building (Multi-Family fee) construction (over 800% from prior year), which Bend had not experienced that level of construction in over 10 years. 2016 also saw the building of a student residential housing dorm on the new OSU-Cascades campus, two new hotels, and two additional assisted living care facilities (all reflected in the Guest Room fee). So far, 2018 has already seen a reduction in the building of single family homes and multi-family units, by 22% and 80% respectively.



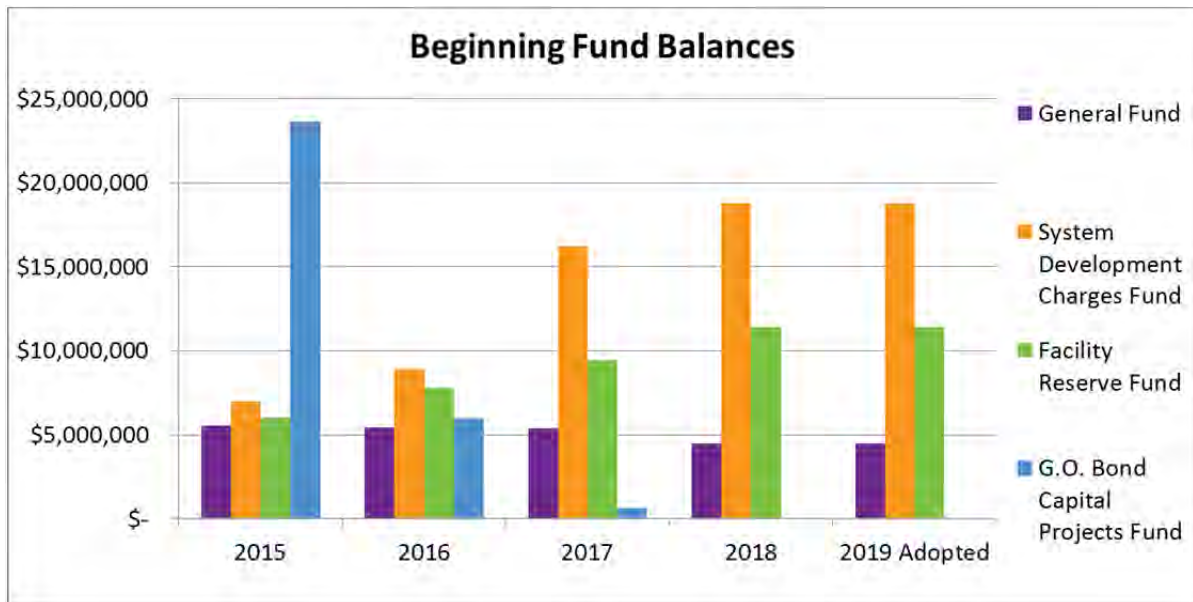
The 2019 budget for SDC revenues proposes a 5% decrease from the current year budget, which is actually a 24% decrease from current year estimates. This reflects a projection of a slight increase in the number of single family and multi-family units, but a significant reduction in the number of guest room units. The SDC fee is also scheduled to be increased on July 1, 2018 based on an inflationary fee adjustment of 8% as called for in the SDC Methodology. The District will be undergoing its SDC Methodology review and revision in fiscal year 2018-19.

### **Grants, Donations, and Sponsorships:**

Grants, donations, and sponsorships continue to be a District priority and play an important role in supporting and diversifying the District's revenues. These revenues can vary significantly year to year, largely dependent upon the slate of capital projects. In this budget, these revenues are projected to decrease by 23% from the 2018 budget. For 2019, we are anticipating approximately \$940,000 – combining \$816,000 from four different capital grants and various contributions and sponsorships of approximately \$123,000 to support recreation services.

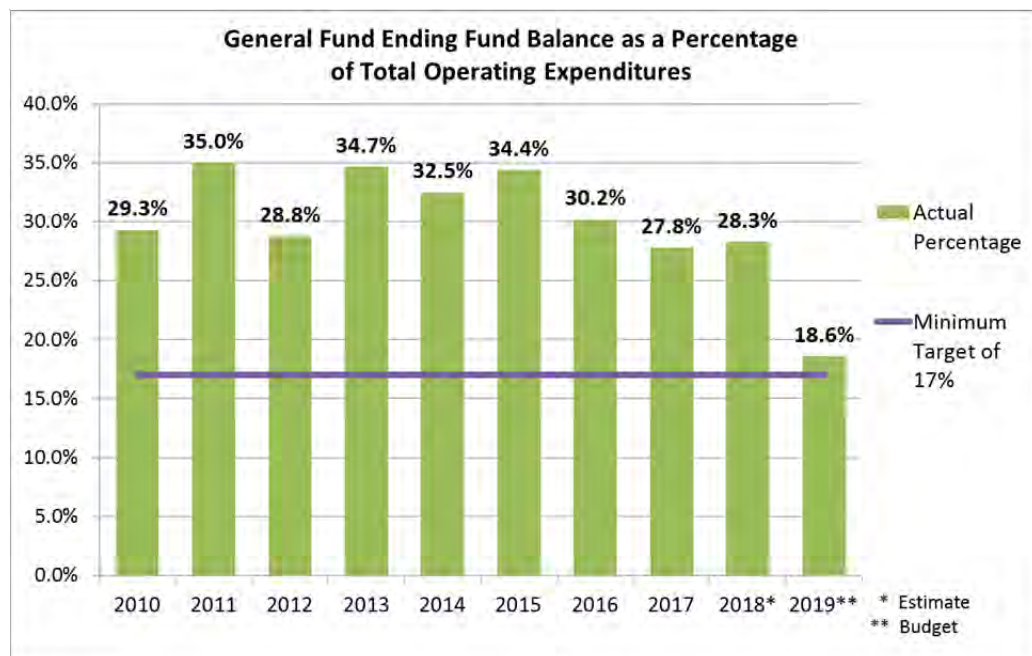
### **Fund Balances:**

The District's budgeted resources also include fund balances. The 2019 adopted budget reflects a significant change in the budgeted beginning fund balance in the SDC Fund, Facility Reserve Fund, and General Fund - they have increased by \$3.2, \$2.5, and \$1.2 million, respectively. The District completed the acquisition and development of capital projects funded by the GO Bond Capital Projects Fund (GO Bond Fund) in fiscal year 2016-17 and these funds have been exhausted. The GO Bond Fund is presented for historical data only. The chart below shows the beginning fund balance changes across the four funds with the most significant balances. As the beginning fund balance is determined at the end of the prior fiscal year, 2018 balances are actuals.



The Board of Directors adopted the Fund Balance and Reserves Policy in November 2014, and the policy is included in the Financial Policies section of this document. Included in the policy is a target to maintain an unrestricted fund balance in the General Fund of not less than 18% of annual operating expenditures for each fiscal year. This target is a best practice for governmental agencies, and helps provide stability and flexibility to respond to unexpected adversity or opportunities. The policy allows for a one-time or temporary use of these reserves for purposes defined in the policy. If this decision is made, then the District will develop a plan to restore reserves to the targeted level.

The graph below depicts the General Fund's ending fund balance in the adopted budget year and nine prior years. As can be seen, the District has been substantially above the targeted minimum level in actual results – which are always higher than budgeted amounts, but is proposing to budget just above the target for 2019. Due to the priority of setting aside reserves for the development of the new Larkspur Center, the District chose to budget the General Fund reserves at this level for 2019.

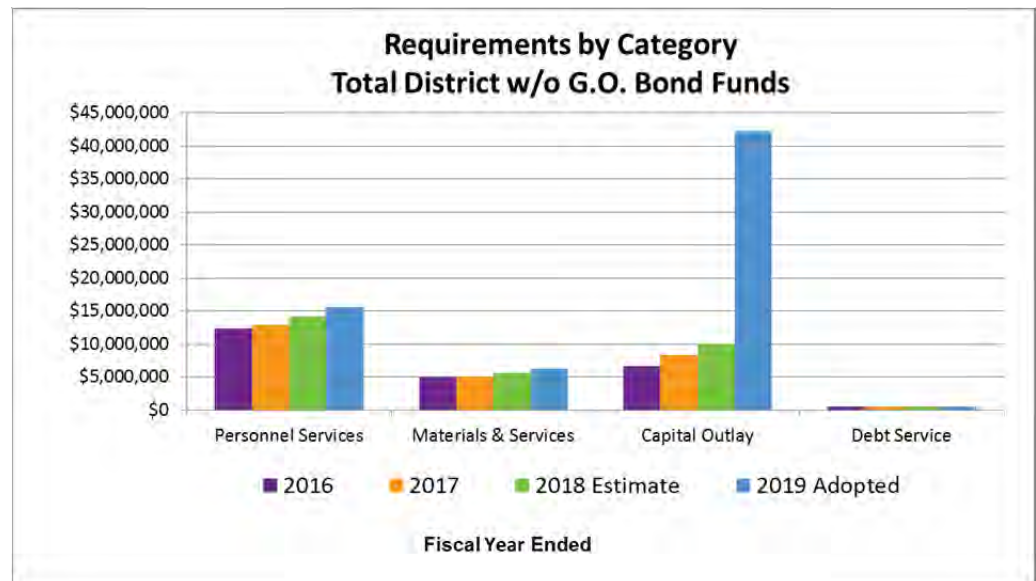




### **Requirements Overview:**

The total budgeted expenditure requirements (less interfund transfers) for fiscal year 2019 are \$76,689,092, an increase of 13.8% over last year's budget. The major contributing factors to this increase in requirements are: \$10,383,000 more in capital outlay; \$821,000 more in personnel services; \$142,000 more in materials and services, and \$4,184,000 less in reserves for future expenditures. These changes are explained in more detail over the following pages.

As in the Resources Overview, the information presented graphically in this section includes the actual audited results of the District operations for fiscal years 2015-16 (2016) and 2016-17 (2017), the estimated results for fiscal year 2017-18 (2018) and the adopted budget for fiscal year 2018-19 (2019). Significant changes from fiscal year 2018 budgeted amounts are discussed in the text.



These graphs do not include the GO Bond Fund, which was fully expended in fiscal year 2017 and the related General Obligation Debt Service Fund (GO Debt Fund). Both of these funds do not affect, nor fund, the general operations of the District. As such, they are excluded from our resources and requirements discussion. Details on the GO Debt Fund are provided later in the Debt section.

In order to deliver exceptional park and recreation services to our community, the District allocates the highest amount of resources to our two most significant expenditures - Personnel and Capital Outlay.

Since 2016, Personnel Services have increased at an annual average of 6%. The 2019 budget is an increase of \$821,000 over the 2018 budget. Materials and Services have averaged an annual 7% over the same period of time. Overall, increases in personnel and materials and services are largely due to expanded needs for operating and maintaining new parks and new facilities, such as The Pavilion, Art Station and the Bend Whitewater Park.

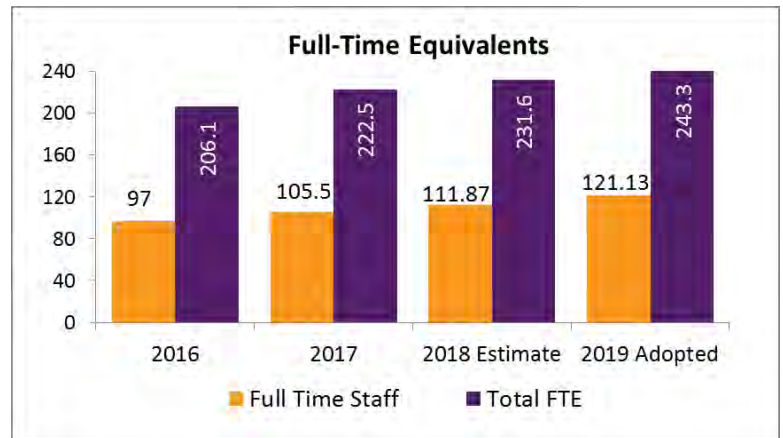
Capital outlay is budgeted to be exceptionally high in 2019, but budgeted capital outlay is always significantly higher than estimated or actual. See the capital outlay discussion further on in this section for detail on the budgeted projects.

### **Personnel Services:**

Personnel costs have a significant impact on the District's budget. In order to attract and retain high-quality employees, the District strives to provide its employees fair, competitive wages and better than average benefits. The District's Benefits Committee meets annually to review, evaluate and make recommendations on all personnel costs, including wage increases, health insurance,

retirement costs, and dental and vision coverage. The Committee consists of two Board members, one appointed Budget Committee Member, the Executive Director, the Administrative Services Director, and the Human Resources Manager.

The District's goal is to continue to provide quality services that meet the expansion in the community's needs in a fiscally responsible manner. Staffing increases have historically been held to a minimum and at times have seen reductions – even when the economy was booming. However, with additional maintenance and operation needs created by new parks, trails and recreation facilities and programs, this budget reflects an increase in staffing, particularly in full-time.



The large majority of the District's personnel costs are funded in the General Fund. Personnel costs are budgeted to increase by just over \$820,000 – or by 5.6% over current year budget. This is a combination of cost of living and merit increases, additional positions, and costs of benefits that are based upon a percentage of wages. The District's total staffing full time equivalents (FTEs) for 2019 is budgeted at 243.3, an increase of 6.8 FTE, or 2.9% over current year budget and an increase of 11.8 FTE, or 5.1% over the 2018 estimate. The graph above shows the trend of the District's staffing FTE.

The 2019 budget includes nine and one-quarters more full-time positions than current year estimate, in order to keep up with growth in the community and increased demand for all of our facilities and services. Only six new positions have been adopted, while the remainder will fill vacancies that occurred and were not filled in 2017-18. Five of the positions are converting part-time positions to full-time non-exempt (40 hour per week) positions. Converting these positions that are currently being filled with part-time hours results in the reduction of part-time staff by a full time equivalent of three and one-half.

#### *Adopted Staffing Increases by Department:*

In Administrative Services, the IT Manager is retiring winter 2018 and as part of the succession plan, the new IT Manager began in May 2018. There is planned to be an overlap period of approximately seven months in order to train the current IT Manager and manage a major software upgrade implementation project for RecTrac, the District's recreation and reservation software system.

Strategic Planning and Design is adding a full-time Planner, while significantly reducing the hours of the part-time planner. This is to fill the full-time Planner position that became vacant last year, and to meet the continued community growth.

Park Services Facilities Division is converting two part-time custodial positions to two full-time positions to keep up with the growth of the parks system and corresponding restrooms. The Facilities Division is also adding a full-time Facility Supervisor to support the Facility Manager in staff supervision, project management, and major maintenance. Stewardship is adding one seasonal Assistant Park Steward to support use of the newly opened Riley Ranch Nature Reserve.

Recreation Services is converting a part-time Shift Supervisor position at Juniper Swim & Fitness Center to a full-time position, and through a small reorganization of duties, eliminating a part-time Child Care Coordinator position and moving those duties to the Shift Supervisor. This is to meet the need of daily management supervision while the JSFC Manager is actively involved in the planning and construction of the Larkspur Center. The Youth Recreation Division is adding a full-time Recreation Assistant and eliminating .25 FTE in part-time hours, in order to help manage both program growth as well as administrative responsibilities to reduce the work load of other staff.

The table below summarizes the staff included in the 2019 adopted budget by department.

<b>Employees by Organizational Unit/Program</b>	<b>Full Time</b>	<b>Part Time *</b>	<b>Seasonal *</b>	<b>Total</b>
<b>Administration &amp; Administrative Services</b>	14.50	0.60	-	15.10
<b>Strategic Planning &amp; Design</b>	10.88	0.57	-	11.45
<b>Park Services</b>	50.35	2.02	18.85	71.21
<b>Community Relations</b>	5.00	-	-	5.00
<b>Recreation Services</b>	38.35	100.16	-	138.51
<b>Facility Rental</b>	2.05	-	-	2.05
<b>Total Employees</b>	<b>121.13</b>	<b>103.35</b>	<b>18.85</b>	<b>243.32</b>

\*Please note the Part Time and Seasonal staff is presented as a full time equivalent conversion. A full time equivalent is equal to 2,080 hours each year.

#### *Wages and Benefits:*

As an employer, it is our goal to attract and retain the best employees possible. To accomplish this, the District offers competitive wages, as well as an attractive benefits package. All full-time employees and regular part-time employees who qualify receive PERS retirement. Medical, dental, vision, long term disability and life insurance are also offered for full-time employees. Regular part-time employees, who are eligible, are also offered the District's medical, dental, and vision insurance. All employees are covered by unemployment and workers' compensation insurance.

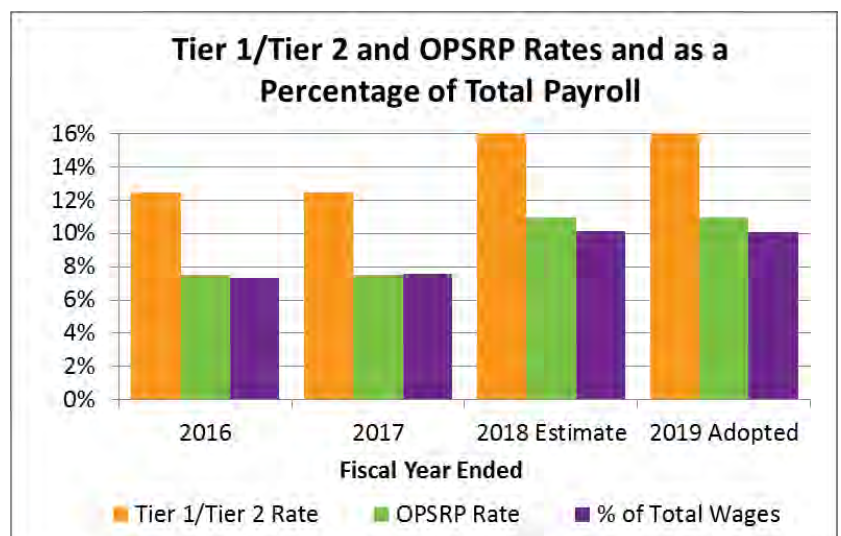
The District always strives to reach a balance between maintaining costs and offering an employee compensation plan that remains competitive. The 2019 adopted budget includes a Cost of Living Adjustment (COLA) increase of 2.8% and a merit increase of 0 to 3% for all employees. By shifting the salary range, the COLA increase allows us to ensure that our wages remain competitive and the lower end of the wage scale for our beginning positions stays ahead of minimum wage. The Wages graph shows the historical and budgeted wages from fiscal years 2016-2019.



For 2019, after competitive bidding, the District elected to retain our current insurance provider, Pacific Source, and our monthly medical premium costs will increase 4% from the current year premiums. Staff regularly expresses their appreciation of the benefits offered by the District and they understand the need to review and potentially adjust benefits on an annual basis. The District currently pays 90% of the full-time employee's medical insurance premiums and 75% of the premiums for their dependents. For eligible part-time employees (those working at least half-time), the District pays 80% of their premiums and 0% for their dependents. Total health insurance costs (including the Medical Expense Reimbursement Plan (MERP) costs) are budgeted to increase by \$75,340 (4.9%) from prior year budget, which combines staffing increases and the increase in medical insurance monthly premiums. The District's MERP is the self-insured portion of a high-deductible health care plan that has resulted in significant savings over the last 15 years since the District implemented it.

The District has been self-insured for dental and vision benefits for full-time employees since 1996. This has proven to be slightly less than fully insured premiums, with better coverage for our employees. These costs increase as the District adds full-time staff, although with a self-insured plan, the District pays only when employees use the benefit. For eligible part-time employees, the District pays 80% of the employee-only premium for fully insured dental and vision plans. Total budgeted costs for dental and vision benefits combined are just over \$211,000; a \$7,000 increase from last year's budgeted amount.

The District's employee retirement plan is administered by the Oregon Public Employees Retirement System (PERS) and PERS rates are set by the PERS Board for two-year periods. The rates we began paying July 1, 2017 will be in effect through the end of fiscal year 2018-19. The rates are charged against eligible payroll, and are as follows: 16.08% for Tier One/Tier Two employees (up from 12.45% in the prior two-year period), and 10.94% for employees covered under OPSRP (those hired after August 2003) (up from 7.52% in the prior two-year period). These rates do not include the employee portion – the 6% the employee is required to contribute – which the District does not pay. Total PERS costs are budgeted to increase by \$77,000 (7.1%) over prior year budget as a result of new staff and higher wages. Since PERS is a percentage of wages, as wages increase (due to additional staff and wage adjustments), PERS costs also increase.



These rates do not include the employee portion – the 6% the employee is required to contribute – which the District does not pay. Total PERS costs are budgeted to increase by \$77,000 (7.1%) over prior year budget as a result of new staff and higher wages. Since PERS is a percentage of wages, as wages increase (due to additional staff and wage adjustments), PERS costs also increase.

Valuations issued by PERS indicate that PERS employer rates could increase significantly over the next several rate-setting biennia. These expected increases are due to: changes to a number of actuarial assumption changes approved by the PERS Board, and a change in the assumed earnings rate of the PERS fund from an assumed rate of 7.5% to 7.2%.

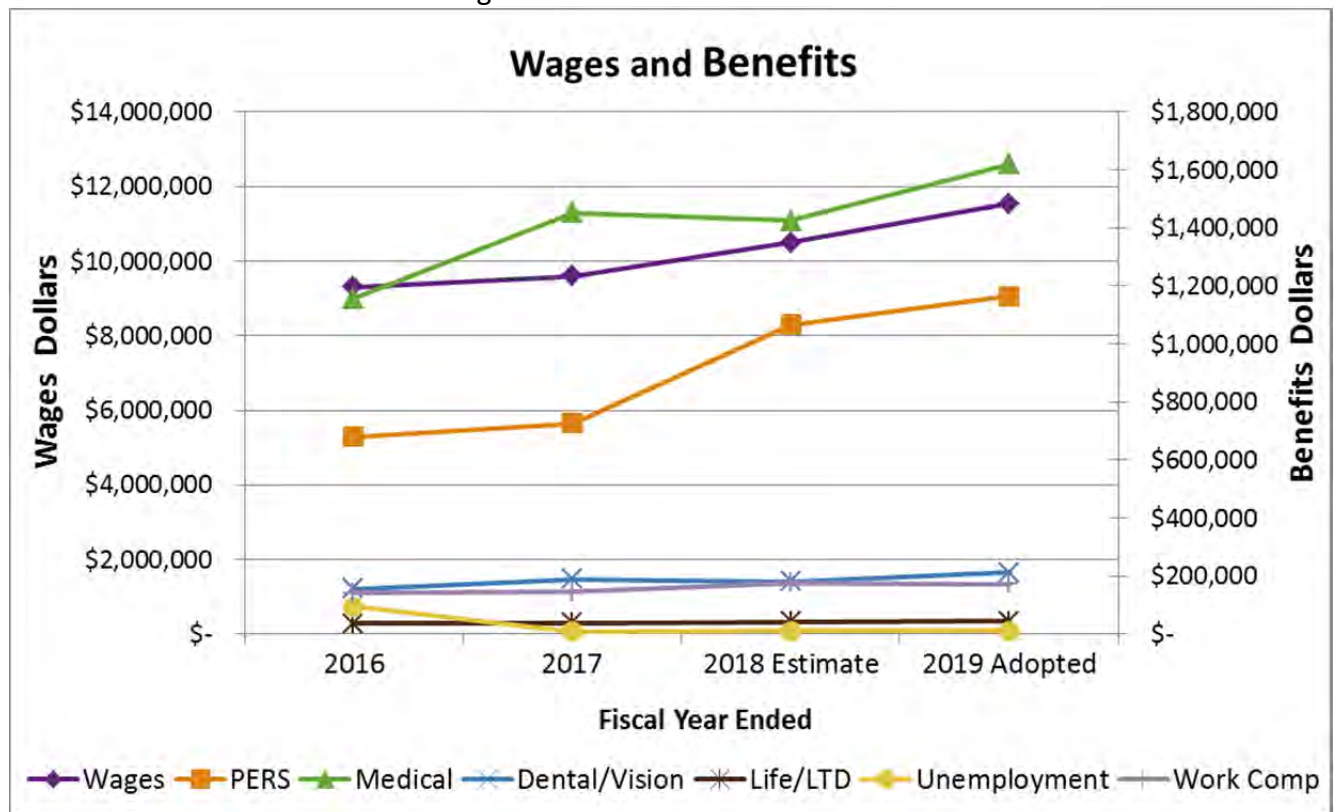
The rates for life and long-term disability insurance are not changing. Long-term disability insurance is tied to wages, and therefore, increases as salaries increase. Life insurance is a fixed rate and only increases as new full-time positions are added.



The District participates in the Local Government Employer Benefit Trust Fund for unemployment insurance. Unemployment claims are paid directly from the employer's account. We saw significant increases during the recession; however, the rate was reduced to the lowest level possible of .1% in January 2016. The continued low rate will keep unemployment insurance costs low at just over \$11,000 for the fiscal year 2018-19. The rate is a percentage of wages, and the total dollar amounts paid will increase as total wages increase.

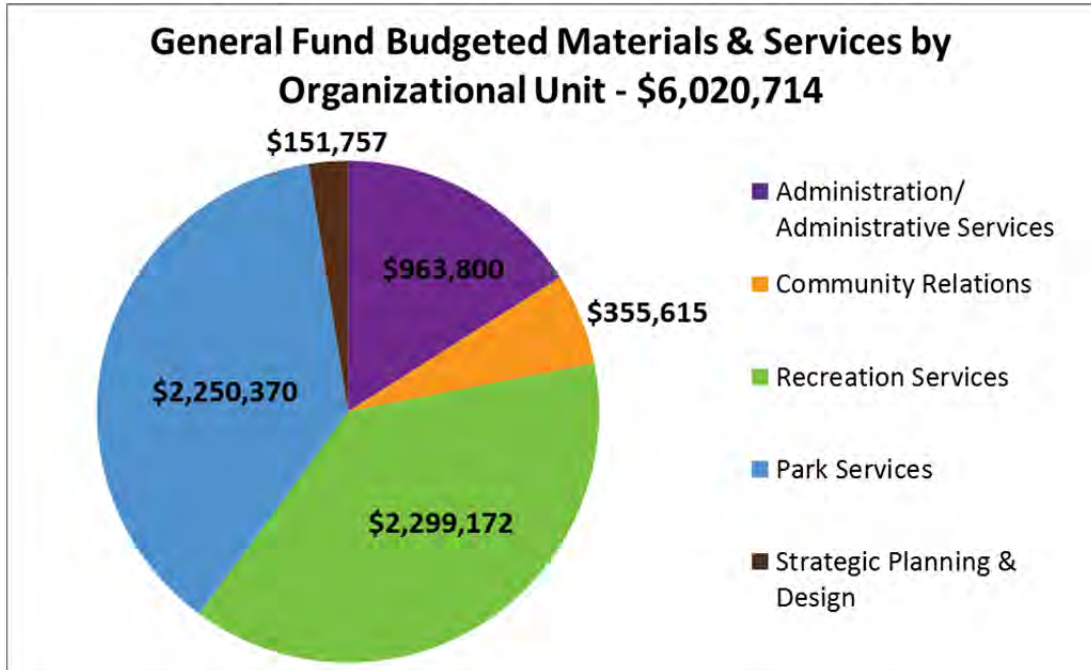
Losses from workers' compensation claims can be a slow drain on an organization's finances if not closely administered. The District's Safety Coordinator, with the District's Safety Committee, routinely reviews on-the-job incidents and accidents and works closely with our workers' compensation insurer, to improve safety awareness and reduce losses. We also have a very effective Early Return to Work program that returns injured workers to work on light or modified duty as quickly as possible. Workers' compensation insurance rates nation-wide have decreased as safety improves in all industries. The District's total workers' compensation premiums are anticipated to be approximately \$17,000 less than the 2018 budgeted premium costs, even with the additional staff.

The graph below presents the District's historical and adopted wages and benefits. The purple wage line relates to the axis on the left side of the graph, while all other lines for benefits relate to the axis on the right side of the graph. This graph shows changes in individual benefit costs over time, while also reflecting the cost relationship between them. The trend of PERS rate increases is bringing PERS costs much closer to the District's highest benefit costs - medical insurance.



### **Materials and Services:**

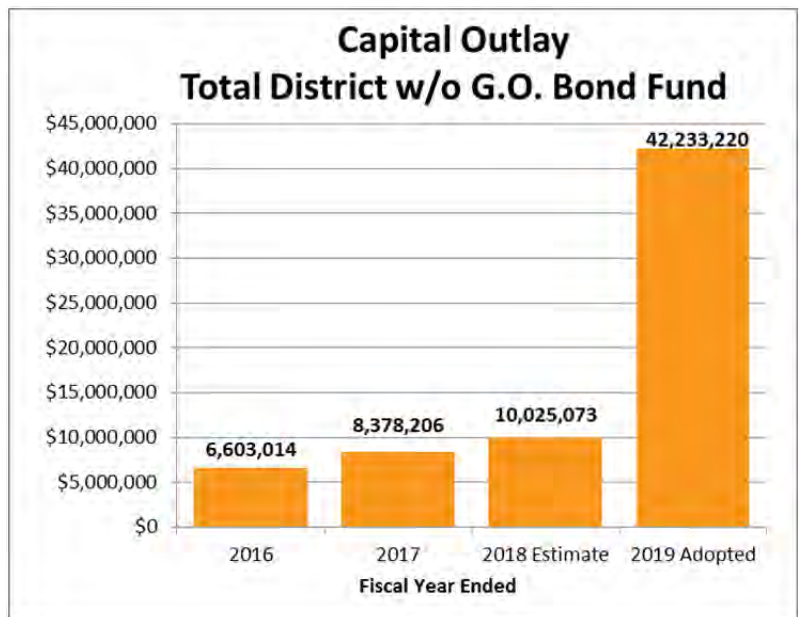
The 2019 budget includes \$6,322,564 in material and services. This is a \$141,000 increase from the prior budget and a \$750,000 increase over prior year estimates. The large majority of materials and services are funded out of the General Fund, approximately \$6 million. The remaining \$320,000 in budgeted material and services is split between the SDC Fund and Facility Rental Special Revenue Fund. In the General Fund, Park Services and Recreation incur most of the materials and services costs. Their costs increase based upon new and expanding parks, facilities, programs and services. The pie chart below shows the material and services in the adopted budget by each department within the General Fund.



### **Capital Outlay:**

Capital outlay increases significantly in the adopted budget for 2019. See the Five-Year Capital Improvement Plan (CIP) Summary in this document for a detailed list of the fiscal year 2019 through 2023 capital projects and funding sources.

The graph includes the total District capital outlay, except for the amounts that were funded in the G.O. Bond Capital Projects Fund. The information on the following page shares the significant projects adopted for 2019 and their funding sources. Full descriptions of all of the budgeted projects can be found in the project sheets in the full Capital Improvement Plan document on the District's website.



#### *Budgeted in the Facility Reserve Fund*

A total of \$12 million in funding is for the following major capital projects: complete design and begin construction of the Larkspur Community Center (expansion of the current Bend Senior Center); Drake Park Deschutes River Trail and bank improvement project; Juniper Park redevelopment; Shevlin Regional Park development; Pioneer Park restroom and accessibility improvements; Central Oregon Irrigation District (COID) canal trail development; and asset management projects. Included in this total is alternative funding in the amount of \$816,279 for the COID trail, Juniper Park, Shevlin Regional Park and the Drake Park Deschutes River Trail projects. The alternative funding is from projected grant funding and donor contributions.

#### *Budgeted in the SDC Fund*

A total of over \$28 million in the SDC Fund includes the following major capital projects: development of Alpenglow Community Park, expansion of Big Sky community park, Northpointe and Goodrich neighborhood park land acquisition and development, Pacific Crest athletic field development, Stone Creek Neighborhood Park developer agreement, and the Shevlin Park South Trailhead Parking. It also includes approximately \$9.8 million for future capital projects.

#### *Budgeted in the Equipment Reserve Fund*

A total of nearly \$474,000 in capital outlay is budgeted in the Equipment Reserve Fund. This consists of technology, furniture, vehicles, and equipment as follows: \$75,920 in Administrative Services, \$221,100 in Park Services, and \$176,750 in Recreation Services.

#### **Debt:**

##### **Total District including the General Obligation Debt Service Fund**

Debt service appropriations provide for the payment of principal and interest on bonds and loans payable. The District has issued debt for the purpose of supporting its capital financing activities including new and improvements to existing parks, trails and facilities. The types of debt are discussed below and each debt type reports the range of maturities for each of its outstanding debt issue. The District's tax-exempt debt remains in compliance with all Internal Revenue Service arbitrage regulations.

The first issuance, Full Faith & Credit Bonds (Series 2005), sought funding to expand and renovate the Juniper Swim & Fitness Center. This debt is repaid through the District's existing permanent rate property taxes. The Series 2005 bonds were issued with a full repayment date of June 1, 2025. On December 18, 2014, the Series 2005 bonds were refunded and new debt (loan payable) was issued by Columbia State Bank in the amount of \$4,439,611. The District makes principal payments on June 1 of each fiscal year, and interest payments on June 1 and December 1 of each year. The original bonds were called on June 1, 2015. As of June 30, 2018, the principal outstanding will be \$3,214,327. By refunding the bonds the District will save interest costs of approximately \$330,000 through final repayment in 2025.

On November 6, 2012, the citizens of Bend passed a ballot measure to protect our natural beauty, and expand access to and recreational opportunities in our river, along our trails and in our parks. In June of 2013, the District sold \$29 million in General Obligation bonds to fund these capital projects on the community's behalf. This issuance, General Obligation Bonds (GO) Series 2013, has funded capital construction, land purchases and park and trail improvements to serve the needs of our growing community. Specifically, the District built the Bend Whitewater Park which connected sections of the Deschutes River Trail; created a floaters' channel, wildlife channel, and whitewater

park on the Deschutes River; and built The Pavilion, an open-air covered facility which provides additional recreational opportunities during the winter as an ice rink while also offering other year-round recreational uses. The District also purchased land for future parks and is developing community and regional parks.

The GO debt is repaid from an annual direct ad valorem tax levied upon all the taxable property within the District. This levy is separate from the District's permanent tax rate, and is legally restricted. When collected, it is applied solely to making principal and interest payments on the GO bonds, and for no other purpose, until the GO Bonds have been fully paid, satisfied and discharged. At that point, the taxes will no longer be levied. As of June 30, 2018, the principal outstanding will be \$24,800,000. The District makes principal payments on June 1 of each fiscal year, and interest payments on June 1 and December 1 of each year.

The District's outstanding long-term debt as of June 30, 2018 is summarized in the table below:

Description	Interest Rates on Outstanding Bonds	Original Amount	Maturity Date	Projected Outstanding Principal as of 6/30/18	Projected Remaining Interest to Maturity as of 6/30/18
Loan Payable	2.47%	\$ 4,431,464	6/1/2025	\$ 3,214,327	\$ 330,318
General Obligation Bonds, Series 2013	2% - 4.5%	\$29,000,000	6/1/2033	\$ 24,800,000	\$ 7,965,463
<b>Total Long Term Debt</b>				<b>\$ 28,014,327</b>	<b>\$ 8,295,781</b>

#### *Debt Service Budget – All Funds*

Below is a chart that details the actual and adopted principal and interest payments on all District debt, excluding issuance costs, for fiscal years 2016-2019.

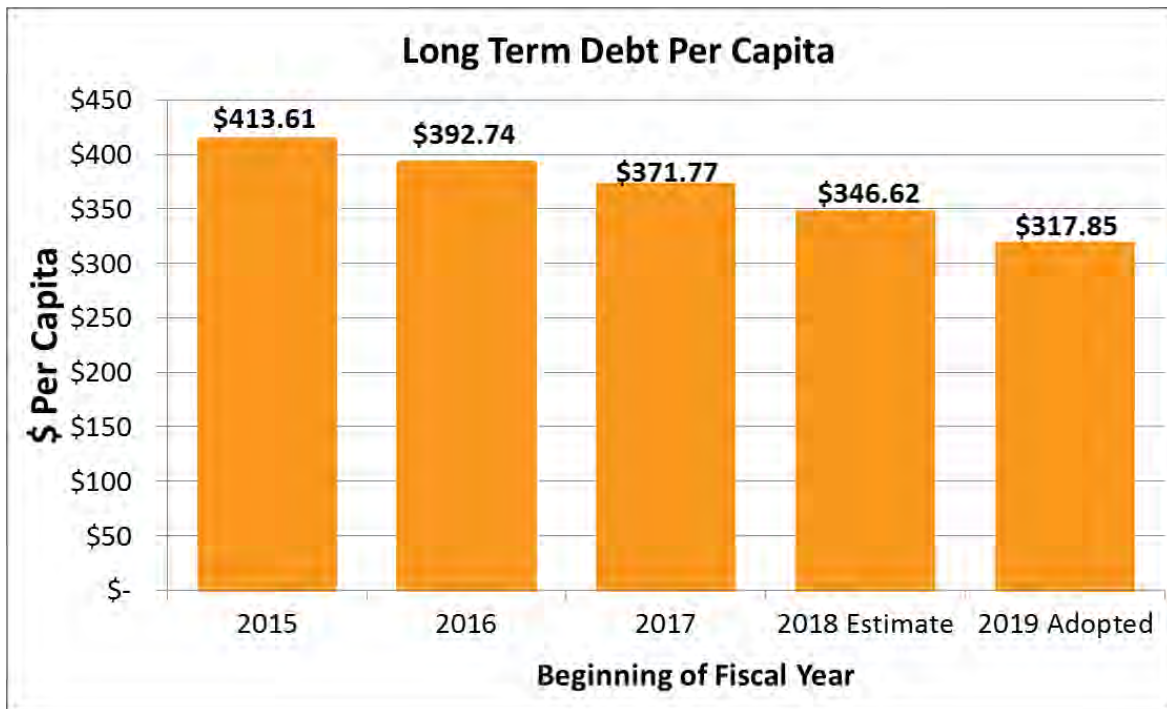
Debt Payments	2016	2017	2018	2019 Adopted
<b>General Fund Payments</b>				
Principal	395,051	406,049	416,047	425,489
Interest	111,281	101,084	90,916	80,497
Total	506,332	507,133	506,963	505,986
<b>General Obligation Debt Service Payments</b>				
Principal	815,000	885,000	950,000	1,015,000
Interest	943,731	927,431	909,732	881,232
Total	1,758,731	1,812,431	1,859,732	1,896,232
<b>Total Debt Payments</b>	<b>\$ 2,265,063</b>	<b>\$ 2,319,564</b>	<b>\$ 2,366,695</b>	<b>\$ 2,402,218</b>

#### *Legal Debt Limits*

Under Oregon statutes, the District is limited in its amount of issued general obligation debt to 2.5% of real market value of property. Full faith and credit obligations are not limited by statute. At June 30, 2017, the District's unused debt margin was \$387.5 million.

### *Debt Per Capita*

The debt per capita ratio is defined as the District's total principal due per District resident, and is projected to be \$346.62 as of July 1, 2018. The debt per capita peaked in fiscal year 2013-14 as the District issued \$29,000,000 in General Obligations Bonds. As principal payments are made on the General Obligation Bond and Loan Payable debt, and as the Bend population increases, per capita debt decreases.



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## Performance and Financial Measures

The ability to allocate resources and assure effective services at reasonable cost is significantly facilitated by the availability of meaningful and accurate performance information. An enhanced measurement system is based on the following principles:

- that the measurement system be **results-oriented** (focus principally on outcomes and outputs);
- that the measurement system be **selective** (concentrate on significant indicators of performance);
- that the measurement system be **reliable** (produce data that are accurate and consistent over time);
- that the measurement system be **useful** (provide information which is valuable to policy and program decision-makers and/or community members); and
- that the measurement system be **accessible** (ensure the periodic and systematic disclosure of results achieved through organization efforts).

**Performance measures** are quantitative measures or qualitative assessments of results obtained through a program or activity, and summarize the relationship between inputs and outputs in achieving outcomes with respect to effectiveness, cost (efficiency), and quality. Performance measures should be: comprehensive; meaningful; understandable; reliable; simple; valid; and verifiable. Some examples are: acres of developed parkland or miles of developed trail per 1,000 population; and property tax subsidy per program participant.

**Key indicators** measure either output or outcome. **Output indicators** measure the products of a program's activities. These are generally measured in terms of the volume of work accomplished. Some examples are: number of staff trained; number of hours of service provided to participants; or number of policies written. **Outcome indicators** measure the benefits or changes for individuals, a system, or the community as a result of a program. These are tools or indicators to assess the actual impact of the District's actions. Outcomes may be related to behavior, attitudes, skills, knowledge, values, conditions, or other attributes. Some examples are: changes in the client satisfaction level; changes in the skills or knowledge of staff; or changes in behaviors of program participants.

Performance measures, in order to be more meaningful, and to provide usable information to decision makers, should be benchmarked. **Benchmarking** refers to the process of critically evaluating a program's activities, functions, operations and processes to achieve a desired level of performance. **Benchmarks** are established in one of four ways: 1) comparisons to past performance, i.e. prior fiscal years; 2) comparisons to similar organizations, i.e. other park and recreation agencies; 3) comparisons to accepted industry standards, i.e. regulatory or advisory agency; or 4) comparisons to a performance target to be achieved, i.e. the District's comprehensive plan targets. The District has benchmarked to past performance and to targets, but anticipates benchmarking to similar organizations and industry standards in the future.



## Strategic Planning and Design – Level of Service

### Parks

The park and open space planning process defines the Level of Service (LOS) target for each class of facility to help the District determine how well existing facilities meet current needs, and what future improvements will be required to reach or maintain the LOS as the population grows.

Additional criteria such as geographic distribution and the particular features and amenities included in various parks are equally important in measuring the general effectiveness of the District's provision of parks and trails.

The District currently owns 3,034 acres of land or an LOS of 34.4 acres/1,000 residents<sup>1</sup>. However, this number is skewed by many acres of undeveloped neighborhood, community and regional park land. When only taking into account developed land, the District owns 1,972 acres of developed parks, or an LOS of 22.4 acres/1,000 residents. In previous years, Eastgate Park was counted as a developed park, but while updating the park inventory for the 2018 Comprehensive Plan, staff decided Eastgate Park is more accurately defined as undeveloped land, and thus 750 acres were removed from the developed land inventory and added to the undeveloped land inventory—therefore lowering the LOS of developed park acres.

Staff uses the 2018 LOS for developed parks and the Target LOS (neighborhood, community and regional parks – the District does not have a target LOS for natural areas) from the 2012 Comprehensive Plan to illustrate and compare the District's service delivery performance overtime. For example, the 329-acre addition to Shevlin Park in late 2017 is now counted in the 2018 LOS analysis. Park rehabilitation projects (e.g. Hillside Park) generally do not result in increased developed park acres and do not affect the LOS. The District's 2018 park LOS, by park type, is as follows:

#### **2018 Park Level of Service (LOS):**

**Neighborhood Park: 1.6 acres/ 1,000**

*Target: 1.5 acres/ 1,000*

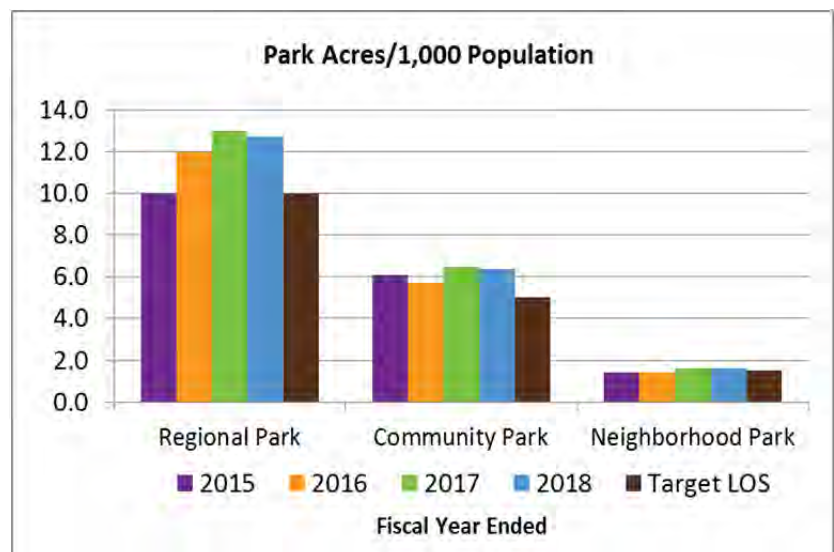
**Community Park: 6.4 acres/ 1,000**

*Target: 5.0 acres/ 1,000*

**Regional Park: 12.7 acres/ 1,000**

*Target: 10.0 acres/ 1,000*

As part of the preparation of the District's Capital Improvement Plan (CIP) (approved as part of the budget) the District reviews current LOS versus adopted targets. As shown above, the District's LOS is keeping pace with the current population growth for all park types.



The District anticipates adopting its new Comprehensive Plan in July 2018, at which time the target LOS for neighborhood and community parks are expected to change in order to match the District's new methodology for providing neighborhood and community parks to the public.

<sup>1</sup>The July 1, 2017 District population of 88,138 is based on Portland State University's (PSU) population estimate for the City of Bend, plus the number of estimated residents living outside the City of Bend, but within the District boundary. Updated population numbers from PSU will be available July 1, 2018.



Maintaining the LOS for neighborhood parks has historically been the most difficult service level to maintain as Bend has grown. In 2012, facing ongoing challenges with the cost and availability of land for neighborhood park sites, the Board of Directors reduced the LOS target to 1.5 acres/1,000 from 2.0 acres/1,000. Following that decision, the neighborhood park LOS increased from 1.3 in 2015 to 1.5 in 2016 and grew slightly to 1.6 in 2018. Moving forward, the AdoptedCIP for 2019-2023 includes a number of new neighborhood parks in an effort to continue to maintain pace with the LOS target.

### **Definitions:**

**Target LOS:** Target Park LOS is from the 2012 Plan. The District has established targets for neighborhood, community and regional parks, but not for natural areas. The 2012 Plan reduced the target for Neighborhood Parks from 2.0 to 1.5 acres/1,000.

**2018 LOS:** The existing acres of developed neighborhood, community and regional park land per 1,000 population<sup>2</sup>. Park sites without sufficient improvements to meet the “developed” standards in the 2012 Plan are not counted in the Level of Service.

### **Trails**

Statewide Oregon Park and Recreation Department surveys and focus group work traditionally indicate the popularity of urban recreation trails that connect residential neighborhoods to parks and other destinations, and that provide close to home, trail-based recreation opportunities. The District’s 2017 Community Needs Survey mirrored the statewide survey, with trails being the most requested amenity in the District.

The majority of Bend’s trails become the District’s management and maintenance responsibility. The District currently manages approximately 70 miles of primary and significant connector trails, with more than 63 additional miles of planned trails. Trail development is a high priority for the District because of the identified community need.

The 2019-23 CIP includes about \$4 million for trail and trail-related (e.g. trailhead development) projects, with the bulk of the funding dedicated to the Deschutes River Trail (DRT). The CIP also includes funding to continue planning and development of the Central Oregon Historic Canal Trail (COHCT) and improvements to the Haul Road Trail. Completion of substantial parts of the DRT and COHCT will add several miles of new trail which will likely raise the trail LOS over the next few years.

### **2018 Trail Level of Service (LOS):**

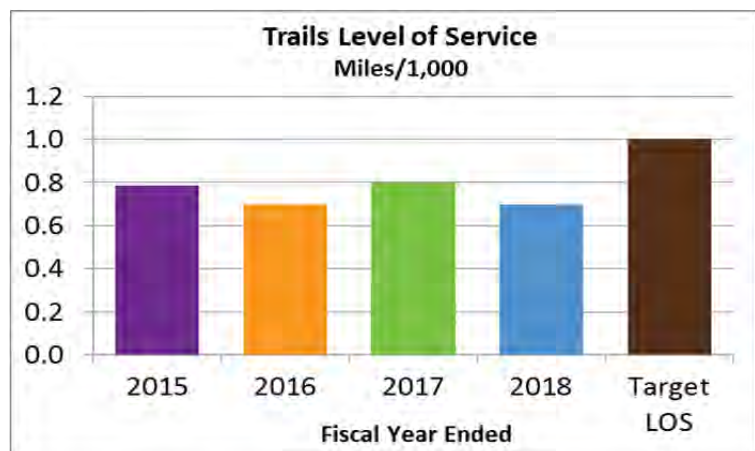
**Trails:**           **0.7 miles/1,000**

**Target:**           **1.0 miles/1,000**

### **Definitions:**

**Target LOS:** The miles/1,000 population target LOS from the 2012 Plan.

**2018 LOS:** The existing miles of trails per 1,000 population maintained by the District as of July 1, 2018).



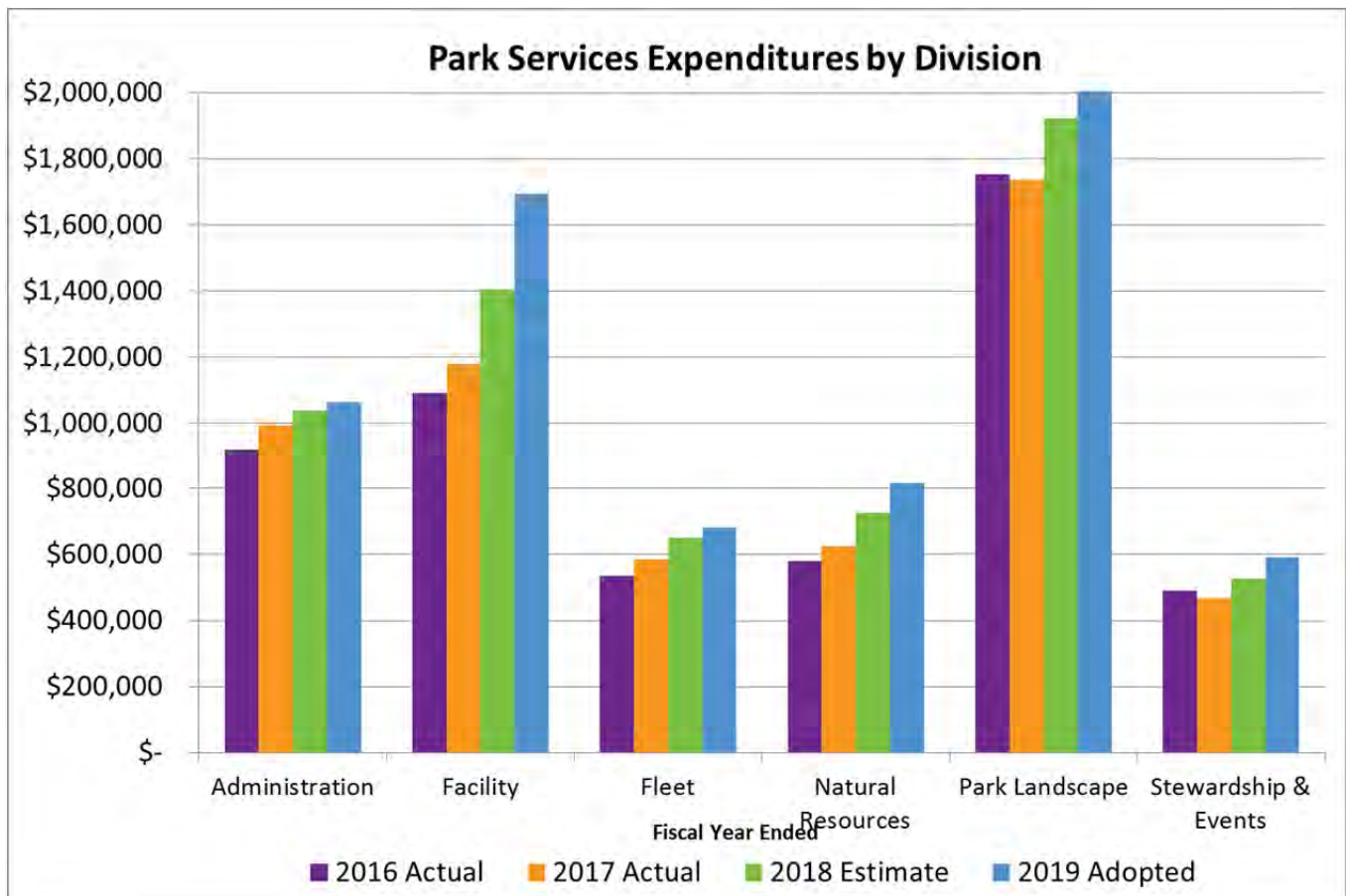
<sup>2</sup>The July 1, 2017 District population of 88,138 is based on Portland State University’s (PSU) population estimate for the City of Bend, plus the number of estimated residents living outside the City of Bend, but within the District boundary. Updated population numbers from PSU will be available July 1, 2018.

## Park Services

### Expenditures by Division

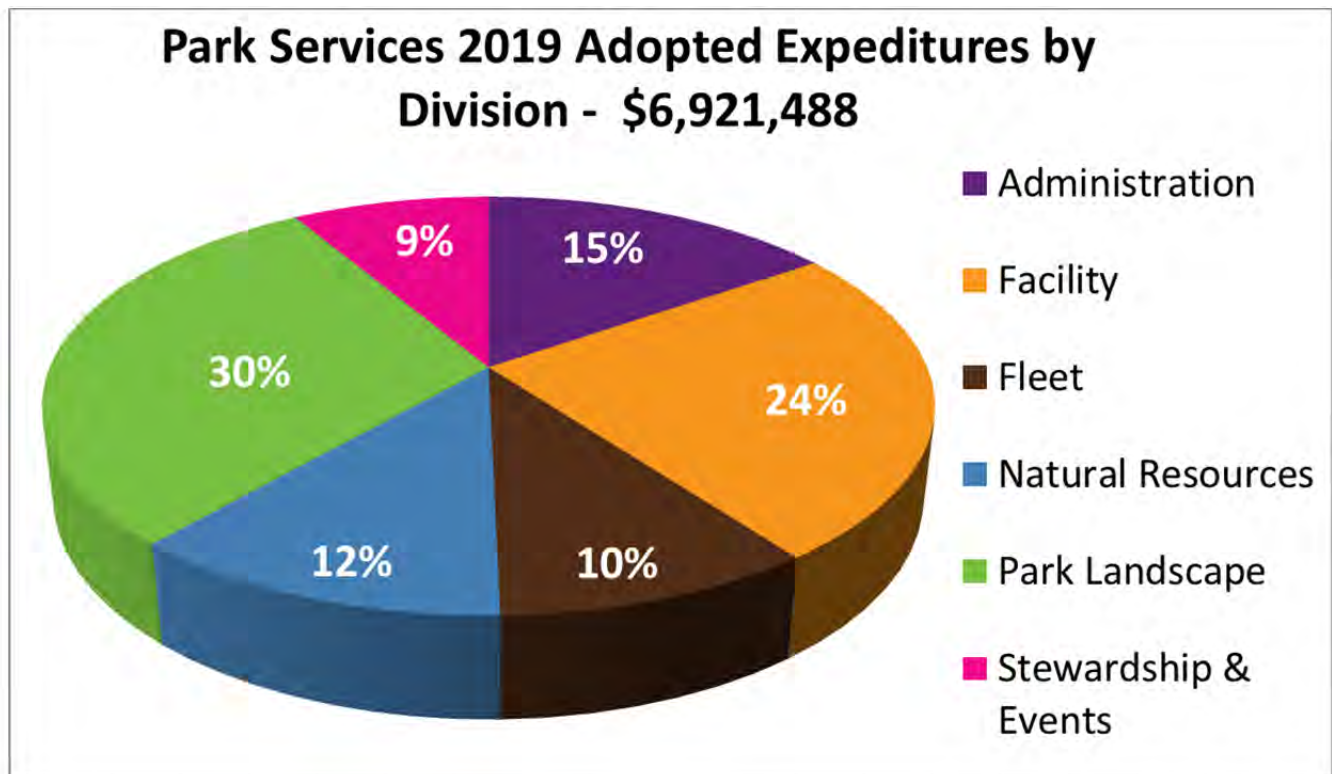
The total direct costs of Park Services personnel services and materials and services to maintain and operate our parks, buildings, trails and natural areas for the two prior years, the current year, and the budgeted fiscal year are shown in the graph below. The changes over time in each division reflect such issues as: changes in priorities and focus, efficiencies gained, additional staffing, staff vacancies, changing weather patterns, and fluctuations in costs for materials such as lumber, fuel and utilities. Examples of changes in priorities can be seen below: Natural Resources had a more significant growth in 2018 as Riley Ranch Nature Reserve was brought on-line; and Park Landscape also saw a significant growth in 2018 as several new developed parks opened.

Costs also fluctuate from year to year depending on the type of projects that are accomplished that may not be regular annual tasks. Examples include large-scale hazard tree removal, irrigation systems upgrading, trail improvements, and consulting contracts (i.e. urban tree inventory).



### Total Park Services 2018-19 Cost Percentages by Division

The total budgeted direct costs of Park Services personnel services and materials and services to maintain and operate our parks, buildings, trails and natural areas for fiscal year 2018-19 is \$6,921,488. These costs will support the maintenance and operations of the District's parks, buildings and trails, and the chart below reflects their relative percentages:



## **Community Relations**

### **Volunteer Services**

Volunteers play an important role in helping the District accomplish its mission of providing exceptional park and recreation services to the Bend community. In 2017, more than 2,333 volunteers contributed a combined total of 52,594 hours in support of District programs, events and facilities. This equates to 25.3 full time employees. The current hourly wage value assigned to volunteers in Oregon is \$24.15 per hour.

Volunteer totals vary annually as a reflection of the changes in District needs for support with program and events and consistency in reporting service by volunteers. Along with time served, volunteers provide many intangibles that cannot be easily quantified. Volunteer service demonstrates the amount of support an organization has within the community, can provide a pool of labor for a short period of time or specific project and can enrich program experience for patrons. Volunteering with the District provides volunteers with meaningful experiences and opportunities to connect with their community and the spaces that they care about.

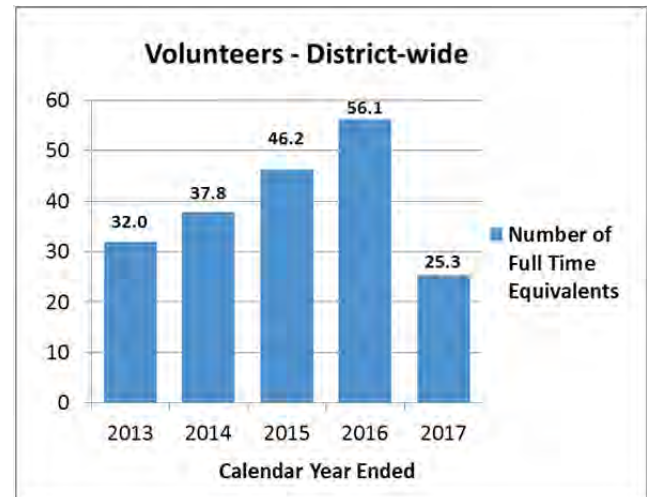
Volunteers are engaged in many different areas and each impacts our organization in a different way. Some volunteers are essential to the organization and delivery of programs, and others provide support and involvement that directly relate to the District's mission and values. The following offers a perspective on the service from different types of volunteers and how each impacts the District:

**Essential Volunteers** - These volunteers support the District in being fiscally responsible and with providing excellent and affordable programs and opportunities for the community. They bring expertise and guidance to the District and the efforts needed to support key initiatives. We successfully recruit volunteers to fill close to 100% of these positions. Included in this category are coaches for youth sports, the Board of Directors, Budget Committee and goose hazing volunteers.

**Program Support Volunteers** - These volunteers enhance the quality, value and variety of the programs that the District is able to offer. Their participation directly benefits program participants and supports facilities and staff. Volunteer support in these programs may help offset costs and offer opportunity to allocate resources differently and increase capacity. This would include volunteers for recreation, fitness and aquatics programs, Bend Park & Recreation Foundation Board members, and recreation interns and students.

**Community Involvement Volunteers** – These volunteers help with the on-going care of parks and trails and by lending a hand at District sponsored events. These volunteers may participate as a way to fulfill a sense of community service and “giving back”, to connect with others in the community, to learn about stewardship and the environment, or to help protect natural resources. They are often the “eyes and ears” that provide feedback to staff about maintenance, safety or community concerns. Included are the Adopt-a-Park & Adopt-a-Trail program and event support volunteers.

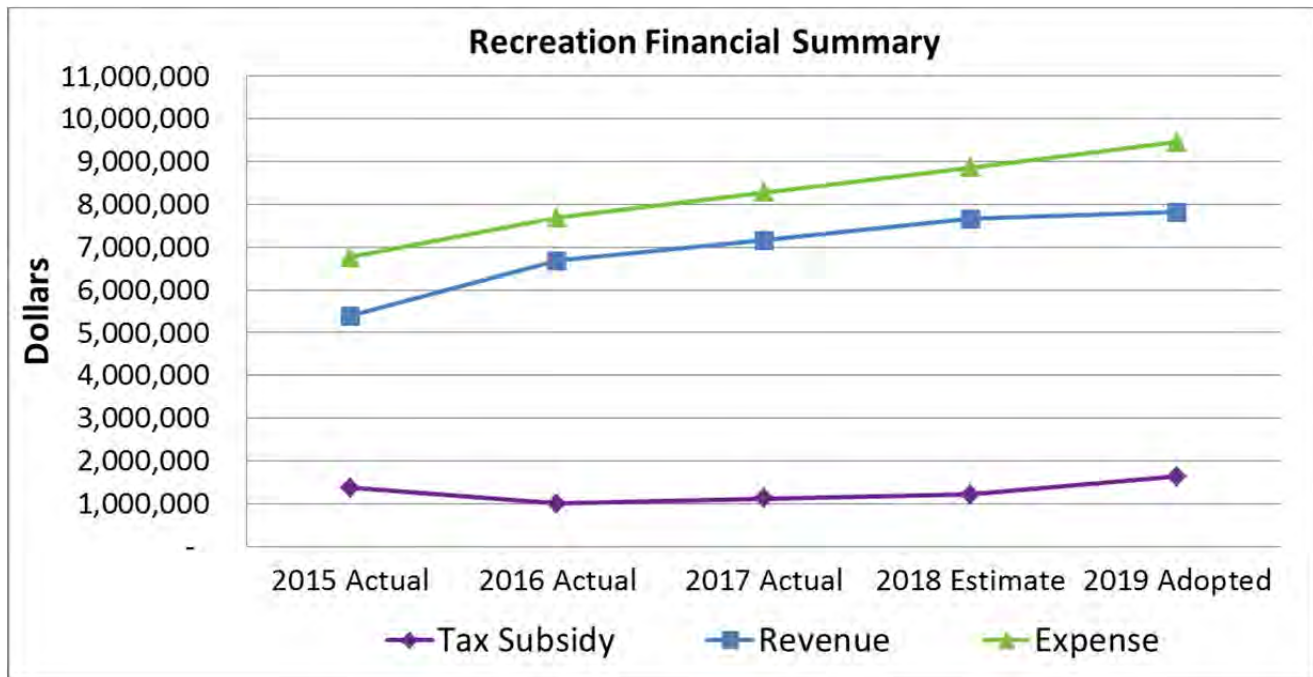
The District is honored to work with hundreds of generous people who give their time and talents to support their community. We are proud to provide these volunteers with opportunity to connect, grow and play.



## **Recreation Services**

### **Financial Summary**

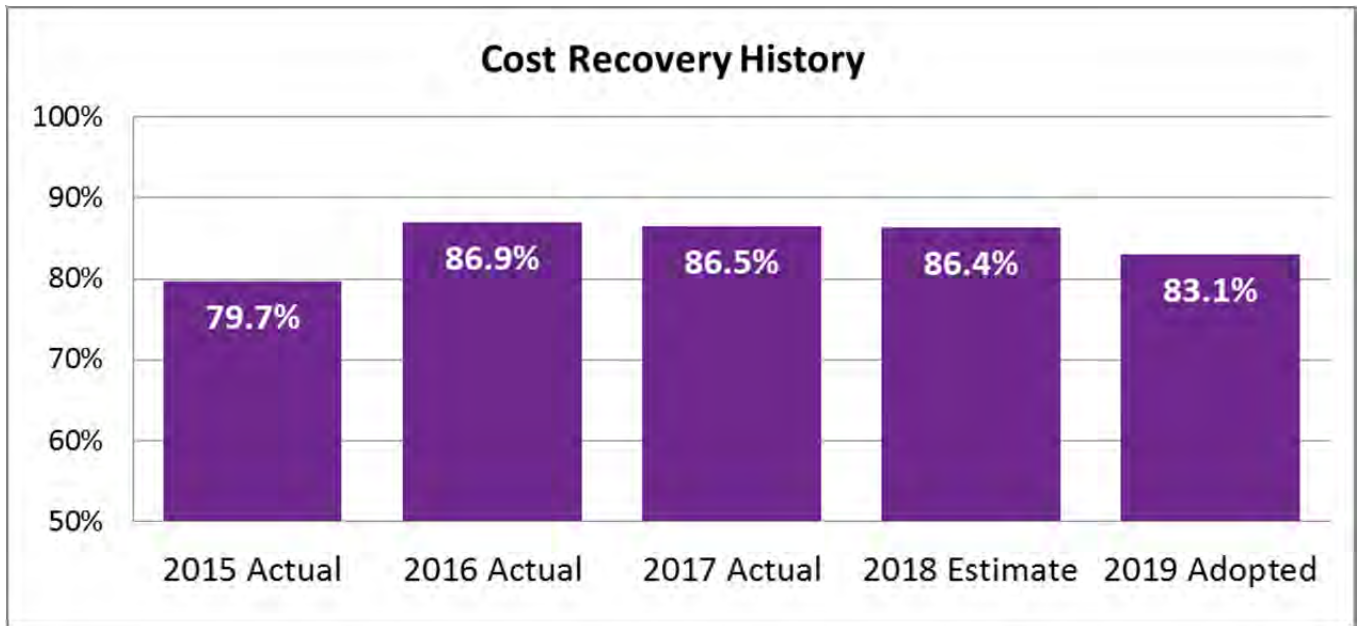
The Recreation Department has developed a sustainable funding model by leveraging tax support with user fees, implementing a cost recovery/subsidy allocation strategy and aligning expenses with revenue. As a result, the tax subsidy required to support recreation services has grown very modestly over the last several years from just over \$1 million in fiscal year 2016 to an estimated \$1.2 million in 2018. This 3-year period included the addition of The Pavilion, the Art Station and Outreach/Events (which was formerly in Community Relations) to the Recreation Services budget resulting in strong revenue and expense growth. The \$1.64 million subsidy for the fiscal year 2019 adopted budget is below \$10,000 greater than the adopted budget for fiscal year 2018; however, it is \$430,000 more than fiscal year 2018 estimates. The Recreation Department has consistently outperformed budget, so the actual subsidy for fiscal year 2019 is likely to be lower. Fiscal year 2019 in the chart below does not include unanticipated program expansion revenue and expense, for better comparative purposes.



### **Cost Recovery**

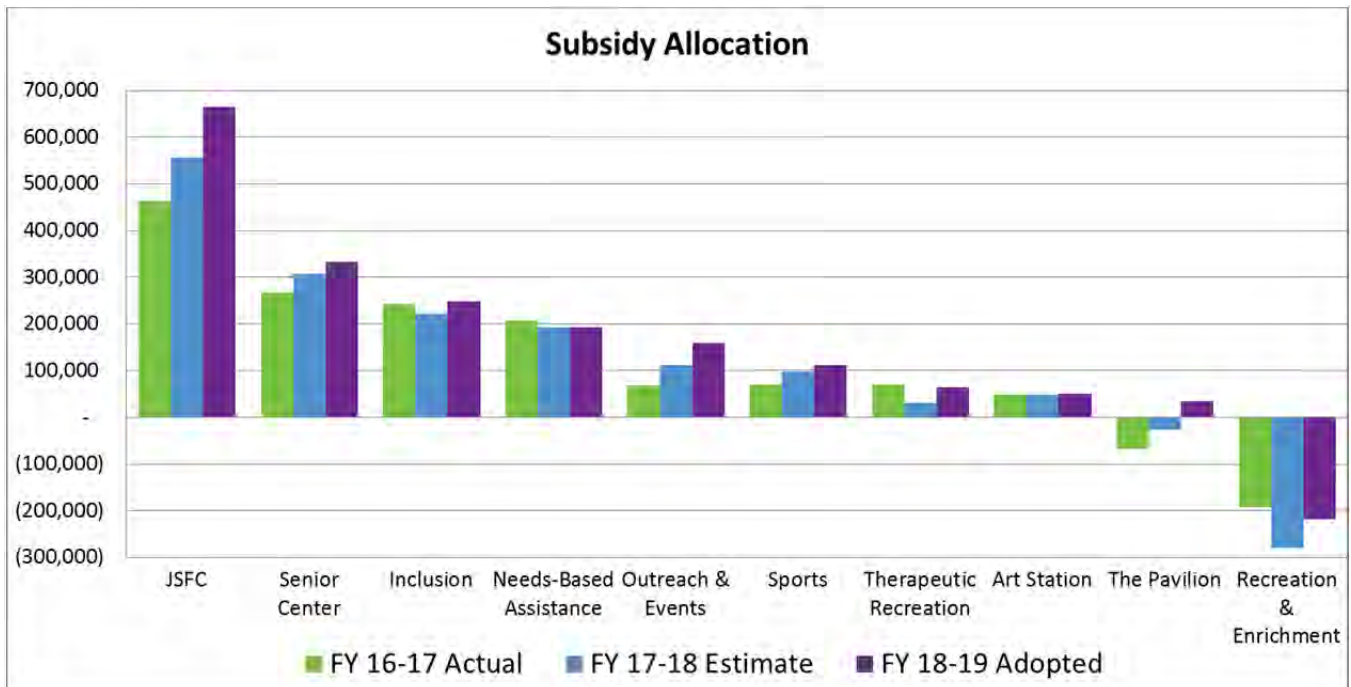
Cost Recovery represents the portion of the cost of providing programs and services that is recovered through user fees and other non-tax resources. Cost Recovery has remained very consistent over the past 3-years after a significant increase in 2016 with the opening of The Pavilion. Cost Recovery for the adopted 2019 budget is expected to decrease slightly as growth slows due to capacity constraints and payroll costs increase at a higher rate than user fees. Actual Cost Recovery will likely be higher than adopted as the Recreation Department typically outperforms the budget, although cost recovery is not expected to reach the record level of the previous 3-years.





### Subsidy Allocation by Service Area

The chart below shows how the \$1.64 million tax support is allocated to the different service areas. Overall the allocation of tax support across the different services remains relatively stable. The subsidies at JSFC and the Senior Center are the highest as they include most of the costs associated with operating these indoor facilities. These subsidies are also growing at the highest rate as both facilities are constrained by capacity, limiting revenue growth while expenses continue to rise. The increase in the subsidy for Outreach and Events is the result in vacancies in the full-time position in previous years.



## Total District Budget

### Bend Park and Recreation District Summary of Financial Sources and Uses Total District Adopted Budget and Actual for Three Prior Years

	2015-16 Actual	2016-17 Actual	2017-18 Estimate	2018-19 Current Level of Service	2018-19 New Programs	2018-19 Total Adopted
<b>Funding Resources:</b>						
Property Taxes	\$ 16,239,948	\$ 16,960,464	\$ 17,937,576	\$ 18,465,990	\$ -	\$ 18,465,990
Grants, Donations & Sponsorships	450,576	264,416	505,591	938,859	-	938,859
User Fees & Charges	6,898,876	7,313,523	7,880,200	8,262,566	22,100	8,284,666
System Development Charges	10,951,017	9,863,589	9,408,440	7,123,535	-	7,123,535
Interest	217,532	430,505	483,455	677,500	-	677,500
Miscellaneous Revenue	187,765	273,347	157,586	73,408	-	73,408
<b>Total Funding Resources:</b>	<b>\$ 34,945,714</b>	<b>\$ 35,105,844</b>	<b>\$ 36,372,848</b>	<b>\$ 35,541,858</b>	<b>\$ 22,100</b>	<b>\$ 35,563,958</b>
<b>Expenditure Requirements:</b>						
Personnel	\$ 12,433,134	\$ 12,863,493	\$ 14,155,586	\$ 15,334,950	\$ 261,027	\$ 15,595,978
Material and Services	4,940,543	5,153,164	5,572,556	6,151,554	171,010	6,322,564
Capital Outlay	11,929,458	9,027,401	11,661,730	42,064,094	169,126	42,233,220
Debt Service						
Principal payments	1,210,051	1,291,049	1,366,047	1,440,489	-	1,440,489
Interest payments	1,055,012	1,028,515	1,000,648	961,729	-	961,729
<b>Total Expenditure Requirements:</b>	<b>\$ 31,568,198</b>	<b>\$ 29,363,622</b>	<b>\$ 33,756,567</b>	<b>\$ 65,952,816</b>	<b>\$ 601,163</b>	<b>\$ 66,553,980</b>
<b>Other Funding Sources:</b>						
Reimbursement for Services Provided	102,498	105,889	150,000	150,000	-	150,000
<b>Total Other Funding Sources:</b>	<b>\$ 102,498</b>	<b>\$ 105,889</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ -</b>	<b>\$ 150,000</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>3,480,014</b>	<b>5,848,111</b>	<b>2,766,281</b>	<b>(30,260,958)</b>	<b>(579,063)</b>	<b>(30,840,022)</b>
<b>Beginning Fund Balance</b>	<b>29,222,520</b>	<b>32,724,085</b>	<b>38,572,196</b>	<b>41,338,477</b>	<b>-</b>	<b>41,338,477</b>
<b>Ending Fund Balance</b>	<b>\$ 32,702,534</b>	<b>\$ 38,572,196</b>	<b>\$ 41,338,477</b>	<b>\$ 11,077,519</b>	<b>\$ (579,063)</b>	<b>\$ 10,498,455</b>
<b>Other Budgeted Expenditures:</b>						
Contingency	\$ -	\$ -	\$ -	\$ 2,725,215	\$ -	\$ 2,725,215
Reserves for Future Expenditure	-	-	-	8,388,961	(579,063)	7,809,897
Unappropriated Ending Fund Balance	-	-	-	1,600,000	-	1,600,000
	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 12,714,176</b>	<b>\$ (579,063)</b>	<b>\$ 12,135,112</b>

**Bend Park and Recreation District  
Summary of Financial Sources and Uses  
District Operations Adopted Budget  
and Actual for Three Prior Years  
(Without SDC, Bond Capital Projects & Debt Service Funds)**

	2015-16	2016-17	2017-18	2018-19	2018-19	2018-19
	Actual	Actual	Estimate	Current Level of Service	New Programs	Total Adopted
<b>Funding Resources:</b>						
Property Taxes	\$ 14,518,607	\$ 15,153,251	\$ 16,080,276	\$ 16,717,010	\$ -	\$ 16,717,010
Grants, Donations & Sponsorships	450,576	264,416	505,591	938,859	-	938,859
User Fees & Charges	6,898,876	7,313,523	7,880,200	8,262,566	22,100	8,284,666
Interest	108,308	210,299	307,025	357,500	-	357,500
Miscellaneous Revenue	187,765	273,347	157,586	73,408	-	73,408
<b>Total Funding Resources:</b>	<b>\$ 22,164,132</b>	<b>\$ 23,214,836</b>	<b>\$ 24,930,678</b>	<b>\$ 26,349,343</b>	<b>\$ 22,100</b>	<b>\$ 26,371,443</b>
<b>Requirements:</b>						
Personnel	\$ 12,433,134	\$ 12,863,493	\$ 14,155,586	\$ 15,334,950	\$ 261,027	\$ 15,595,978
Material and Services	4,934,228	5,117,394	5,461,332	5,976,554	171,010	6,147,564
Capital Outlay	3,976,365	2,826,635	2,909,013	13,242,649	169,126	13,411,775
Debt Service						
Principal payments	395,051	406,049	416,047	425,489	-	425,489
Interest payments	111,281	101,084	90,916	80,497	-	80,497
<b>Total Requirements:</b>	<b>\$ 21,850,059</b>	<b>\$ 21,314,655</b>	<b>\$ 23,032,894</b>	<b>\$ 35,060,139</b>	<b>\$ 601,163</b>	<b>\$ 35,661,303</b>
<b>Other Funding Resources</b>						
Interfund Transfers from SDC Fund	1,054,000	707,000	345,000	450,000	-	450,000
Reimbursement for Services Provided	102,498	105,889	150,000	150,000	-	150,000
<b>Total Other Funding Resources:</b>	<b>\$ 1,156,498</b>	<b>\$ 812,889</b>	<b>\$ 495,000</b>	<b>\$ 600,000</b>	<b>\$ -</b>	<b>\$ 600,000</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>1,470,571</b>	<b>2,713,070</b>	<b>2,392,784</b>	<b>(8,110,796)</b>	<b>(579,063)</b>	<b>(8,689,860)</b>
<b>Beginning Fund Balance</b>	<b>14,226,997</b>	<b>15,719,119</b>	<b>18,432,188</b>	<b>20,824,972</b>	<b>-</b>	<b>20,824,972</b>
<b>Ending Fund Balance</b>	<b>\$ 15,697,568</b>	<b>\$ 18,432,189</b>	<b>\$ 20,824,972</b>	<b>\$ 12,714,175</b>	<b>\$ (579,063)</b>	<b>\$ 12,135,112</b>
<b>Other Budgeted Expenditures:</b>						
Contingency	\$ -	\$ -	\$ -	\$ 2,725,215	\$ -	\$ 2,725,215
Reserves for Future Expenditure	-	-	-	8,388,960	(579,063)	7,809,897
Unappropriated Ending Fund Balance	-	-	-	1,600,000	-	1,600,000
	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 12,714,175</b>	<b>\$ (579,063)</b>	<b>\$ 12,135,112</b>



**Bend Park and Recreation District  
Summary of Financial Sources and Uses  
District Operations Adopted Budget  
and Budget for Two Prior Years  
(Without SDC, Bond Capital Projects & Debt Service Funds)**

	2016-17	2017-18	% Change	2018-19	% Change
	Budget	Budget	Prior Year	Total Adopted	Prior Year
<b>Funding Resources:</b>					
Property Taxes	\$ 15,581,490	\$ 16,061,000	3.1%	\$ 16,717,010	4.1%
Grants, Donations & Sponsorships	880,680	1,214,839	37.9%	938,859	-22.7%
User Fees & Charges	7,833,246	8,026,950	2.5%	8,284,666	3.2%
Interest	92,150	108,500	17.7%	357,500	229.5%
Miscellaneous Revenue	153,425	115,865	-24.5%	73,408	-36.6%
<b>Total Funding Resources:</b>	<b>24,540,991</b>	<b>25,527,154</b>	<b>4.0%</b>	<b>26,371,443</b>	<b>3.3%</b>
<b>Requirements:</b>					
Personnel	\$ 13,870,736	\$ 14,774,818	6.5%	\$ 15,595,978	5.6%
Material and Services	6,307,080	6,038,899	-4.3%	6,147,564	1.8%
Capital Outlay	6,441,641	5,854,400	-9.1%	13,411,775	129.1%
Debt Service					
Principal payments	406,049	406,049	0.0%	416,048	2.5%
Interest payments	101,084	100,914	-0.2%	89,938	-10.9%
<b>Total Requirements:</b>	<b>\$ 27,126,590</b>	<b>\$ 27,175,080</b>	<b>0.2%</b>	<b>\$ 35,661,303</b>	<b>31.2%</b>
<b>Other Funding Resources:</b>					
Net Transfers	707,000	400,000	-43.4%	450,000	12.5%
Reimbursement for Services Provided	160,000	160,000	0.0%	150,000	-6.3%
<b>Total Other Funding Resources:</b>	<b>\$ 867,000</b>	<b>\$ 560,000</b>	<b>-35.4%</b>	<b>\$ 600,000</b>	<b>7.1%</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>(1,718,599)</b>	<b>(1,087,926)</b>	<b>36.7%</b>	<b>(8,689,860)</b>	<b>-698.8%</b>
<b>Beginning Fund Balance</b>	<b>15,596,289</b>	<b>17,081,593</b>	<b>9.5%</b>	<b>20,824,972</b>	<b>21.9%</b>
<b>Ending Fund Balance</b>	<b>\$ 13,877,690</b>	<b>\$ 15,993,667</b>	<b>15.2%</b>	<b>\$ 12,135,112</b>	<b>-24.1%</b>
<b>Other Budgeted Expenditures:</b>					
Contingency	\$ 2,000,000	\$ 2,000,000	0.0%	\$ 2,725,215	36.3%
Reserves for Future Expenditure	9,877,690	11,993,667	21.4%	7,809,897	-34.9%
Unappropriated Ending Fund Balance	2,000,000	2,000,000	0.0%	1,600,000	-20.0%
	<b>\$ 13,877,690</b>	<b>\$ 15,993,667</b>	<b>15.2%</b>	<b>\$ 12,135,112</b>	<b>-24.1%</b>

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## **Financial Policies**

The Bend Park and Recreation District is committed to responsible financial management through financial integrity, prudent stewardship of public assets, planning, accountability and full disclosure. The broad purpose of the Financial Management Policies is to enable the District to achieve and maintain a long-term stable and positive financial condition. These policies are adopted by the Board of Directors as the basic framework for overall financial management of the District, to guide day-to-day and long-range financial planning and decision making, and to achieve the following general financial goals and objectives.

### **Financial Management Policy Objectives**

The objectives for comprehensive financial management policies are to:

- Guide the Board of Directors and District management policy decisions that have significant fiscal impact.
- Support planning for long-term needs and organizational sustainability.
- Maintain financial stability and sufficient financial capacity for present and future needs.
- Provide, maintain and protect public facilities, assets and infrastructure.
- Develop, communicate, and implement appropriate internal controls to ensure accountability and minimize risk.
- Ensure the legal use of financial resources through an effective system of internal controls.
- Set forth operating principles that minimize the financial risk in providing District services.
- Optimize the efficiency and effectiveness of services to reduce costs and improve service quality.
- Deliver cost effective and efficient services to community members.
- Employ balanced and fair revenue policies that provide adequate funding for desired services.
- Promote sound financial management by providing accurate and timely information on the District's financial condition.
- Protect and enhance the District's credit rating so as to obtain the lowest cost of borrowing and also to assure taxpayers and the financial community that the District is well managed and financially sound.
- Promote cooperation and coordination within the District, with other Districts, with the community, and with the private sector in the financing and delivery of services.
- Provide the financial stability needed to navigate through economic downturns, adjust to changes in the service requirements of the community and respond to other changes as they affect the District's residents.
- Adhere to the highest standards of financial management and reporting practices as set by the Government Finance Officers Association, the Governmental Accounting Standards Board and other professional standards.

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

Summaries of the Board of Director adopted financial management policies are provided in this section of the budget document.

### **Financial Planning Policy**

The District shall annually prepare a long term financial forecast to promote responsible planning for the use of resources, and to assist in ensuring the delivery of priority services through all types of economic cycles. The purpose of this plan is to ensure the District's ongoing financial sustainability beyond a single fiscal year budget cycle in light of our long-term service vision and objectives.

The plan is intended to help the District achieve the following:

1. Ensure the District can maintain financial sustainability;
2. Ensure the District has sufficient long-term information to guide financial decisions;
3. Ensure the District has sufficient resources to provide services, programs and facilities for the community;
4. Ensure potential risks to ongoing operations are identified in the planning process and communicated on a regular basis; and
5. Identify changes in revenue or expenditure structures necessary to deliver services or to meet organizational goals and objectives.

The long term financial forecast shall include projected revenues, expenditures and reserve balances for the next five years, and shall be updated prior to the start of the annual budget process.

The District's financial plan should be strategic, reflecting the Board of Directors' and the community's priorities for service while providing resources that realistically fund routine operations. The plan shall be informed by, but not limited to, the District's: Capital Improvement Plan; annual budget; current and future debt service requirements; internal cost calculations; and current economic projections and indices.

Financial planning and budgeting shall be based on the following principles:

1. Revenue estimates shall be prepared on a conservative basis to minimize the possibility that economic fluctuations could jeopardize ongoing service delivery during the fiscal year;
2. Expenditure estimates shall anticipate future needs that are reasonably predictable; and
3. Forecasts shall rely on a common set of basic economic assumptions that shall be established and updated by the Administrative Services Director. The forecasts shall also identify other assumptions used in their preparation and associated risks. Examples of risks can include inflation rates, PERS or health benefit plan changes, and costs of operating and maintaining capital improvement projects, as well as regional economic trends that affect District revenues and expenditures.

#### *Financial Forecast:*

The five year financial forecast shall be prepared at least annually prior to the start of the annual budget and capital improvement prioritization processes. The forecast shall be based on current service levels and funding sources, as well as anticipated changes to service levels and funding. If appropriate, the forecast shall identify additional resources necessary to continue the provision of current service levels or projected changes in service levels.

The five year financial forecast shall inform the District's capital improvement planning and annual budget process, and shall include a summary that provides a concise overview of the long-range fiscal solvency of the General Fund and other District funds.

#### **Operating Budget Policy**

The District shall prepare and adopt an annual budget that incorporates all District resources, including grant funds, other revenue sources, cash on hand, savings, ending fund balances, expenses, transfers, reserve funds, debt service funds, and investments (the "Operating Budget").

The District shall develop and implement a budget process that shall:

1. Make prudent use of public resources.
2. Include long term financial forecast information to ensure that the District is planning adequately for current and future needs.
3. Involve community members, elected officials, employees, and other key stakeholders, including the Budget Committee.
4. Provide objective performance measurement data to assist in assessing program effectiveness.
5. Comply with District policies and procedures, State of Oregon Local Budget Law, and with guidance that has been issued by the Governmental Accounting Standards Board (GASB) and with Generally Accepted Accounting Principles (GAAP).

#### *Budget Prioritization and Preparation:*

The budget process will be informed by the priorities established by the Board of Directors, based upon prior planning and prioritization efforts in order to provide for the community's highest priority needs. The Operating Budget shall also be guided by individual department goals and objectives as identified in the District's five year Strategic Plan and departmental annual action plans; by the District's Five Year Financial Forecast; and by the District's Five Year Capital Improvement Plan. These plans shall be updated and presented to the Board of Directors prior to the start of the then-current annual budget process.

The Executive Director shall develop and present an Operating Budget to the Board of Directors for consideration and adoption. The Operating Budget shall identify significant financial and service issues, identify funding requirements and sources of funds, provide supplemental information on programs and service areas, include budget and performance details for all District departments, and relate recommendations to the District's vision and goals.

The Administrative Services Director shall issue guidelines and rules for the preparation and review of the departmental budget requests to the Executive Director, including an annual budget process and calendar. The process and calendar shall sufficiently allow for staff participation and Board of Director and Budget Committee input.

The Budget Committee shall annually consider and approve the Operating Budget, and the Board of Directors shall annually consider and adopt the Operating Budget no later than June 30 of each fiscal year. The Operating Budget shall be adopted at the fund level as a total dollar amount for each appropriation category.

*Budget Monitoring:*

The Administrative Services Director shall maintain a system for financial monitoring and control of the District's Operating Budget during the fiscal year. This monitoring system shall:

1. Provide the Board of Directors with pertinent information on revenues, expenditures, and performance at both the department and fund level.
2. Include provisions for amending the Operating Budget during the year in compliance with State of Oregon budgetary statutes and to address unanticipated needs or emergencies.

The Operating Budget will be constrained to the total amount approved by the Budget Committee and as adjusted and adopted by the Board of Directors, including any supplemental budget changes approved by the Board of Directors. Oregon Local Budget Law provides a means to adjust the Operating Budget for emergency expenditures or unforeseen circumstances. All supplemental appropriations for significant programs or additional personnel (appropriations requested after the original Operating Budget is approved) will be analyzed by the Executive Director and will only be carried to the Board of Directors upon his/her approval. All resolutions adjusting the Operating Budget will be prepared by the Finance Department, under the direction of the Executive Director, for Board of Director approval to ensure compliance with budget laws.

The Administrative Services Director shall periodically provide General Fund financial status reports to the Board of Directors on the revenues and expenditures to date. The Administrative Services Director shall also review District financial operations, and if deemed necessary, report to the Board of Directors on financial results, and recommend financial management actions necessary to meet the Operating Budget's financial planning goals. Monthly reports comparing actual to budgeted expenditures will be prepared by the Finance Department and distributed to each department. Departmental significant budget to actual variances shall be investigated by the appropriate staff and reported to the Department Director and the Administrative Services Director, to determine potential options for resolution. Any variances significant to the overall Operating Budget will be reported to the Board of Directors.

*Review of Adopted Board of Director Actions:*

The Administrative Services Director shall review significant financial decisions submitted for Board of Director action. The objective of these reviews shall be to ensure compliance with the District's budget direction, identify significant financial and service issues, and identify significant impacts on overall District finances for the Board of Directors. The Administrative Services Director shall review Board of Director agenda fiscal impact statements for Adopted Board of Director actions.



### *Operating Policies:*

1. **Balanced Budget** - Each District fund budget must identify ongoing resources that match expected ongoing requirements. One-time cash transfers and non-recurring ending balances may either be applied to contingencies or used to fund one-time expenditures; they shall not be used to fund ongoing programs, except as provided in section 2 below.
2. **One-time Funds** - One-time funds are resources that should be used for one-time programs and projects with a defined end date. Future year funding may not be committed in excess of the one-time funds projected to be available in the Five Year Financial Forecast.
3. **General Fund Ending Fund Balance** - The General Fund beginning fund balance that exceeds budgeted beginning balance shall be added to the General Fund contingency as a set aside. The General Fund contingency should be used for future Capital Improvement Plan funding, mitigating overhead revenue shortfalls in future years, paying down existing debt as advised by the Executive Director, or other unanticipated needs or emergencies, as prioritized through future budgeting processes and, ultimately, adopted by the Board of Directors.
4. **Surplus Revenue** - The District shall budget only the amount of revenue that is needed to fund projected expenditures within the current fiscal year. Anticipated resources not needed to fund current fiscal year spending or unforeseen contingencies shall be budgeted as an unappropriated balance or reserves.
5. **Fund Balances** - The District shall budget loans and transfers when possible and as appropriate to cover negative fund and/or cash balances at fiscal year-end. Fund balances shall be classified appropriately for reporting purposes in accordance with GASB-required classification categories.
6. **Efficiency and Effectiveness** - The District shall optimize the efficiency and effectiveness of its services to reduce costs and improve service quality. The District shall coordinate its service delivery with other applicable public and private service providers in a manner so as to optimize the benefit to the District and its residents.
7. **Contingencies** - The District shall budget a contingency account for each operating fund adequate to address reasonable but unforeseen requirements within the current fiscal year.

### *Fund Management:*

The District shall strive to minimize the number of funds. New funds shall be established and classified in accordance with GASB requirements. Creation of new funds or elimination of existing funds shall be done by Board of Director resolution. The Administrative Services Director shall conduct an annual review to assess if each fund is needed. Each fund in the District shall have a statement of purpose, adopted by resolution of the Board of Directors, which contains several required elements.

### **Revenue Policy**

The District shall maximize and diversify its revenue base to raise sufficient revenue to support and maintain essential services, and to prevent undue or unbalanced reliance on any one source of funds.

This revenue diversity will protect the District in instances where there are short-term fluctuations in any one revenue source.

*Resources:*

The District will obtain resources according to the following principles:

1. The District will use as efficiently as possible the resources that it already collects;
2. The District will collect as efficiently as possible the resources to which it is already entitled;
3. The District will seek new resources, consistent with its then-current financial management policies, stated District goals and objectives, and direction from the Board of Directors; and
4. The District will enforce its authority to collect revenue due the District, up to and including litigation if necessary.

*Property Tax Revenue:*

The District has permanent authority to levy property taxes to support its operations up to a maximum rate. As a part of the annual budget adoption, the Board of Directors adopts a resolution to impose the tax rate that is to be assessed for the upcoming fiscal year.

The District relies on a mixture of property tax revenues and user fees to provide high quality, accessible and diverse park and recreation services to District residents. Tax revenues fund basic services such as parks, trails, natural areas and help support a wide variety of recreation opportunities.

*Fees, Charges and Cost Recovery:*

Services providing private benefits shall be paid for by fees and charges where possible to maximize flexibility in the use of general revenue sources (i.e. property tax revenue) to cover the cost of services with broader public benefit.

The Cost Recovery and Subsidy Allocation Model is annually reviewed and approved by the Board of Directors at the start of the then-current budget process. The model is the method by which the District's funding philosophy is operationalized into a clear strategy for allocation of District resources and for fee setting. Through this review and approval process, the Board of Directors approves the level of tax support to be provided to different categories of services and defines what portion of the cost of providing the services should be recovered through user fees.

The Executive Director and his/her designees shall establish individual user fees and charges and shall systematically review and update these to account for the effects of factors such as additional service costs and market dynamics.

The District recognizes that visitors and Central Oregon residents from outside of the District boundaries will also enjoy the District's parks, facilities and services. In order to limit the financial subsidy of providing services to non-resident users, and in order to ensure that non-resident users pay their fair share for services, the District shall assess additional fees to out-of-District users where most fees are charged. The Out-of-District Fee Policy establishes the District's philosophy and fees for the use of District services for those users who reside outside of the District boundaries.

#### *System Development Charges:*

Future growth within the District should contribute its fair share to the cost of improvements and additions to parks and recreation facilities needed to accommodate such growth. Park System Development Charges (SDCs) shall provide a source of revenue to finance those improvements necessitated by growth. ORS 223.297-223.314 authorizes Districts, including special districts, to impose SDCs for parks and recreation. SDC fees shall be calculated, set, adjusted and collected in accordance with the District's adopted *A Methodology for Calculating Park System Development Charges (Methodology)* and *Ordinance No. 8 – System Development Charges (Ordinance)*. The District's SDC Methodology shall be reviewed every five years or as is feasible, updated accordingly, and ultimately adopted by the Board of Directors.

#### *One-time Revenues:*

One-time revenues shall be used only to increase fund balances, decrease debt or for non-recurring expenditures such as capital acquisitions, one-time projects, and grants. The District shall avoid using temporary revenues to fund mainstream services or for budget balancing purposes. The District shall not respond to long-term revenue shortfalls with deficit financing and borrowing to support on-going operations. Expenses will be reduced to conform to the long-term revenue forecasts and/or revenue increases will be considered.

#### *Grants:*

A potential grant shall be assessed for consistency with the District's mission, strategic priorities, and/or Capital Improvement Plan, and also evaluated for matching requirements and on-going resource requirements before acceptance. Grants may be rejected to avoid commitments beyond available funding. The grant shall be compatible with the District's objectives, and the benefits provided by the grant shall exceed the costs of administration. The District shall not use grants to meet ongoing service delivery needs.

#### *Partnerships, Sponsorships, and Contributions:*

Partnerships, sponsorships, and contributions can be viable alternative revenue sources for the District. Adopted partnerships, sponsorships, and contributions shall be assessed for consistency with the District's mission, values, strategic priorities, and/or Capital Improvement Plan, and also evaluated for restrictions and potential impacts on District resources.

Partnerships are a cooperative venture between two or more parties with a common goal that combines complementary resources to develop a mutually beneficial project or achieve a mutually beneficial outcome. In the truest sense, partners have a stake in each other's success. District partnerships as defined here are not deemed to be "partnerships" in the legal definition. The District may partner with various other types of organizations, creating partnerships that are public/public, public/non-profit, or public/private.

Sponsorships are cash or in-kind services and/or products offered by businesses or individuals with the clear expectation that an obligation is created. The District is obliged to return something of value to the sponsor, typically in the form of marketing or public recognition benefits.

A contribution is a transfer of assets from an individual or organization to the District where no goods or services are expected, implied or forthcoming for the donor. Contributions usually take the form of cash, stock, services, materials, art and/or real property.

Partnerships, sponsorships and contributions shall be managed and maintained by the Executive Director and Department Directors.

*Estimates and Projections:*

The District shall estimate its revenues by an objective, analytical process using best practices. Revenues shall be estimated realistically and prudently. Revenues of a volatile nature will be estimated conservatively. To emphasize and facilitate long-range financial planning, the District will maintain current projections of revenues for the succeeding five years.

**Fund Balance and Reserves Policy**

The Fund Balance and Reserves Policy is an effort to ensure financial security through the maintenance of healthy reserve fund balances that guide the creation, maintenance, and use of resources for financial stabilization purposes. The District's primary objective is to maintain a prudent level of financial resources to protect against reducing service levels due to temporary revenue shortfalls or unpredicted one-time expenditures. The District also seeks to maintain the highest possible credit ratings which are dependent, in part, on the District's maintenance of a healthy fund balance.

*Definitions:*

The following definitions will be used in reporting activity in the District's governmental funds. The District may or may not report all fund types or fund balance classifications in any given reporting period, based on actual circumstances and activity, and as per prior approval by the Board of Directors.

*Fund Types*

1. General Fund - Used to account for all financial resources not accounted for and reported in another fund.
2. Special Revenue Funds - Used to account and report the proceeds of specific revenue sources that are restricted or committed to expenditure for specific purposes other than debt service or capital projects. The term "proceeds of specific revenue sources" establishes that one or more specific restricted or committed revenues should be the foundation for a special revenue fund.
3. Capital Project Funds - Used to account for all financial resources restricted, committed or assigned to expenditure for capital outlays, including the acquisition or construction of capital facilities and other capital assets.
4. Debt Service Funds - Used to account for all financial resources restricted, committed or assigned to expenditure for principal and interest.
5. Permanent Funds - Used to account for resources restricted to the extent that only earnings, and not principal, may be used for purposes that support the District's purposes.

### *Fund Balance Classifications*

1. Fund Balance - The excess of assets over liabilities in a governmental fund.
2. Nonspendable Fund Balance - Amounts that are not in a spendable form (such as inventory) or are required to be maintained intact.
3. Restricted Fund Balance - Amounts constrained to specific purposes by their providers (such as grantors, bondholders, and higher levels of government) through constitutional provisions or by enabling legislation.
4. Committed Fund Balance - Amounts constrained to specific purposes by a government itself using its highest level of decision-making authority; to be reported as committed, amounts cannot be used for any other purpose unless the government takes the same highest-level action to remove or change the constraint.
5. Assigned Fund Balance - Amounts a government intends to use for a specific purpose; intent can be expressed by the governing body or by an official or body to which the governing body delegates the authority.
6. Unassigned Fund Balance - Amounts that are available for any purpose; these amounts are reported in the General Fund. In other funds, the unassigned classification should be used only to report a deficit balance from overspending for specific purposes for which amounts had been restricted, committed, or assigned.

### *General Fund Minimum Fund Balance*

The fund balance of the District's General Fund has been accumulated to meet the purpose of providing stability and flexibility to respond to unexpected adversity and/or opportunities. The target is to maintain an unrestricted fund balance of not less than 18% of annual operating expenditures for each fiscal year (the "General Fund Minimum Fund Balance" target).

The District's decision to retain an unrestricted fund balance of not less than 18% of operating expenditures will help ensure the ability to:

1. Meet operating cash flow requirements before the collection of property taxes, grant proceeds and other operating revenues.
2. Mitigate short-term volatility in revenues.
3. Absorb unanticipated operating needs that arise during the fiscal year but were not anticipated during the budget process.
4. Sustain District services in the event of an emergency.
5. Mitigate significant economic downturns.
6. Provide adequate funding to cover approximately two (2) months of operating expenses. The Government Finance Officers Association recommends that the minimum General Fund unrestricted fund balance should be no less than either two (2) months of regular operating revenues or expenditures.

The District will use reserves on a one-time or temporary basis for purposes described above. In the event that the General Fund Minimum Fund Balance decreases to a level below the target level established in this policy, the District will develop a plan to restore reserves to the targeted level, likely from a combination of current and future year additional property tax revenues and reduced spending.

#### *Other Fund Reserves*

The District shall maintain sufficient reserves to provide stable funding for major repairs, replacements and renovations of District parks, facilities, vehicles and equipment. The Facility Reserve Fund shall be the fund where reserves for asset management repairs and replacements are maintained, while the Equipment Reserve Fund shall be the fund where reserves for vehicles and equipment replacements are maintained. The District's target for the minimum reserve balance for each of the two reserve funds, respectively, over the coming five years shall be the greater of either:

- the average renovation and replacement needs over the coming five years; or
- 2% of the current total replacement value.

The minimum reserve balance should be evaluated and adjusted on an annual basis. The target balance is intended to be evaluated over the future five year period, and not just for a single fiscal year. The balance will fluctuate annually and may drop below the minimum target during any specific fiscal year.

#### *Prioritization of Fund Balance Use*

When an expenditure is incurred for purposes for which an amount in any of the fund balance classifications could be used (the expenditure is deemed to be an eligible expenditure within each specific fund balance classification), it shall be the policy of the District to spend the most restricted dollars before less restricted in the following order:

1. Nonspendable (if funds become spendable)
2. Restricted
3. Committed
4. Assigned
5. Unassigned

#### *Authority to Commit or Assign Fund Balances*

The District's Board of Directors may commit fund balances to be used for specific purposes through the adoption of a formal resolution. A resolution must also be adopted by the Board of Directors to remove a fund balance commitment.

The District's Board of Directors may also commit the proceeds of specific revenue sources to expend for specific purposes within a special revenue fund through the adoption of a formal resolution. A resolution must also be adopted by the Board of Directors to remove a specific commitment.

The District's Board of Directors may delegate to the Executive Director or his/her designee, the authority to assign amounts to be used for specific purposes. Such assignments cannot exceed the available (spendable, unrestricted, uncommitted) fund balance in any particular fund, and shall be adopted by the Board of Directors through the annual budget process.



### **Accounting, Auditing and Financial Reporting Policy**

The District shall maintain a system of financial accounting, monitoring, internal controls, and reporting for all operations and funds, to provide an effective means of ensuring that overall District goals and objectives are met. The system shall also serve to provide District residents, businesses, contractors, partners, and investors with accurate and timely financial information that communicates the District's economic condition and financial status.

The District shall maintain clear, accurate, and understandable financial reporting that provides accountability and transparency for all components of the District's financial affairs and ensures compliance with applicable statutory and other regulatory requirements. The District's financial reports must meet requirements established by applicable governmental regulatory oversight organizations.

#### ***Accounting Practices***

The District shall establish and maintain District-wide accounting practices that conform to Generally Accepted Accounting Principles (GAAP) as established by the Governmental Accounting Standards Board (GASB), and state and federal laws and regulations including Oregon Local Budget Law. The District shall also maintain accounting practices that follow best practices prescribed by the Government Finance Officers Association. Guidelines for these accounting practices shall include, but shall not be limited to, the following:

1. The District shall use fund accounting procedures and practices for accounting, financial reporting and budgeting. The District shall use a fund-based accounting and general ledger system, with all necessary additional modules and/or applications. The District shall use the modified accrual basis of accounting.
2. A system of internal controls and procedures will be maintained to provide reasonable assurance of the safeguarding of assets and proper recording of financial transactions and compliance with applicable laws and regulations.
3. All revenues will be recorded by the Finance Department and be audited annually.
4. Full disclosure of all significant events and financial and related matters will be provided in the financial statements and bond representations. Significant events include delinquencies and defaults related to the District's bonds, adverse tax opinions or events affecting the tax exempt status of bonds, and other events having a significant impact on the District's finances and outstanding bonds. The Administrative Services Director will notify all the Municipal Securities Rulemaking Board of these significant events.
5. Monthly financial reports summarizing financial activity by fund will be provided to each department (and the Board of Directors if requested) for assisting with informed decisions.
6. The District defines capital assets as assets with an initial individual cost of more than \$5,000 and an estimated useful life in excess of two years. Typical examples are land, improvements to land, easements, buildings, building improvements, vehicles, machinery, equipment, works of art and historical treasures, infrastructure, and various intangible assets. The cost of normal maintenance and repairs that do not add to the value of the asset or materially extend assets' lives are not capitalized.

### *Financial Reporting*

1. Annual Financial Report and Audit - The District shall prepare an Annual Financial Report each year which must be prepared in accordance with GAAP and GASB. The District shall also contract with a qualified firm of independent certified public accountants to perform an annual financial and compliance audit of the District's financial statements. The auditors work for and report to the Board of Directors, and their opinions shall be presented in the District's Annual Financial Report.
2. Other District Financial Reports - In order to ensure transparency and consistency District-wide, all other financial reports issued by the District should use the best available data as the basis for reporting, which in most cases should be consistent with audited information as presented in the Annual Financial Report.
3. Availability of Reports to the Public - The District's Annual Financial Report and other financial reports will be made available for public inspection and, to the extent practicable, be posted on the District's web site.

### **Capital Improvement Policy**

The District shall prepare, adopt and update at least annually a five year Capital Improvement Plan (CIP) as a vital part of the annual budget process. The CIP will identify and set priorities for all major capital assets to be acquired or constructed by the District. The first year of the adopted CIP shall be included in the Adopted Operating Budget.

The CIP allows a comprehensive look at the District's capital needs for both new facilities and renovation and replacement of existing ones, and allows the Board of Directors to make the necessary decisions to ensure financial resources match forecasted needs. The five year CIP shall also be incorporated into the District's Five Year Financial Forecast and other long range financial planning processes.

#### *The Capital Improvement Plan*

Capital improvement projects are defined as land or facility purchases or construction which result in a capitalized asset costing more than \$50,000 and having a useful (depreciable life) of five years or more. Also included are major maintenance projects of \$50,000 or more that have a useful life of at least five years. These thresholds ensure that the District's major needs are identified and incorporated in its financial plans, including, but not limited to, the Adopted Operating Budget, Five Year Financial Forecast, and the Capital Improvement Plan.

Projects included in the CIP shall have a description of the project, total cost estimates, estimated year the project will occur, how the project will be funded, and future operations and maintenance cost projections.

#### *Prioritization*

An objective process for evaluating CIP projects with respect to the overall needs of the District will be established through a ranking of CIP projects. The ranking of projects will be used to allocate resources to ensure priority projects are completed. The District uses multiple sources and tools in

determining CIP prioritization; these may include: citizen surveys; planning tools; level of service targets; needs assessments; development standards and geographic distribution; Board of Director prioritization; community interests; and staff recommendations. Changes to the CIP such as addition of new projects, changes in scope and costs of a project or reprioritization of projects will require the Board of Directors' or Executive Director's prior approval.

#### *Capital Asset Management*

The District shall maintain its physical assets at a level adequate to protect the District's capital investment and to minimize future operating, maintenance and replacement costs, as determined by the Executive Director. The District recognizes that deferred maintenance increases future capital costs, thus placing a burden on future residents. The District also recognizes that the community places their highest priority on the District maintaining current facilities. Therefore, when possible, the budget shall provide for adequate maintenance and the orderly renovation and replacement of District parks and facilities from current revenues.

An assessment of each District park and facility will be conducted at least every five years. The District will maintain a current asset management plan that provides the methodology and tools to assist with the assessment and prioritization process. The assessment should identify renovation and replacement projects that should be done within the following five years. This information shall be the basis for capital improvement planning for existing facilities and in determining the adequacy of the existing reserves.

#### *Funding*

A five year forecast of revenues and expenditures will be prepared in conjunction with the capital budgeting process. The forecast will include a discussion of major trends affecting District operations, incorporate the operating, maintenance and capital impact of new projects, and determine available capacity of the District to fully fund the CIP and adequate reserves. Incorporation of capital needs into District five year forecasts ensures that problem areas are identified early enough that action can be taken to ensure both the maintenance and operation of District facilities and the integrity of District services.

The District shall maintain adequate reserves to provide stable funding for major repairs, replacements and renovations of District parks and facilities. The reserve balance shall be evaluated and adjusted on an annual basis, based upon the target balance as defined in the Fund Balance and Reserves Policy.

The District shall determine the most cost-effective funding method for its capital projects and shall obtain grants, contributions, and other alternative funding sources whenever possible. To the extent possible, improvement projects and major equipment purchases will be funded on a pay-as-you-go basis from existing or foreseeable revenue sources. Fund balances above established reserve requirements may be used for one-time expenditures such as capital equipment or financing of capital improvements, as determined by the Board of Directors. The District shall also utilize pay-as-

you-go funding for capital improvement expenditures considered recurring, operating or maintenance in nature.

Debt financing should only be used for funding capital acquisitions or construction projects, and not for on-going maintenance or operations, and shall be in compliance with the District's Debt Management Policy. The District may consider the use of debt financing for capital projects under the following circumstances:

1. When the project's useful life will exceed the terms of the financing;
2. When resources are deemed sufficient and reliable to service the long-term debt;
3. When the project is necessary to meet or relieve District capacity needs more immediately than other funding sources are sufficient or available;
4. When those anticipated to benefit from the project include future generations;
5. When market conditions present favorable interest rates; and/or
6. When the issuance of debt will not adversely affect the District's credit rating.

### **Investment Policy**

This policy defines the parameters within which funds are to be invested by the District. The District is a special district whose purpose is to provide park and recreation services. This policy also formalizes the framework, pursuant to ORS 294.135, for the District's investment activities to ensure effective and judicious management of funds within the scope of this policy.

These guidelines are intended to be broad enough to allow designated investment staff to function properly within the parameters of responsibility and authority, yet specific enough to adequately safeguard the investment assets.

#### *Governing Authority*

The District's investment program shall be operated in conformance with Oregon Revised Statutes and applicable federal law. Specifically, this investment policy is written in conformance with ORS 294.035; 294.040; 294.052; 294.135; 294.145; and 294.810. All funds within the scope of this policy are subject to laws established by the State of Oregon. Any revisions or extensions of these sections of the ORS shall be assumed to be part of this Investment Policy immediately upon being enacted.

#### *Scope*

This policy applies to activities of the District with regard to investing the financial assets of operating funds, capital funds, and bond proceeds. Funds managed by the District that are governed by other investment policies are excluded from this policy; however, all funds are subject to statutes and regulations established by the State of Oregon.

#### *General Objectives*

The primary objectives, in priority order, of investment activities shall be:

1. Legality – The investments will be in compliance with all statutes governing the investment of public funds in the State of Oregon.

2. Safety - The investment portfolio shall be designed in a manner that seeks to ensure the preservation of capital in the overall portfolio. The goal is to mitigate credit risk and interest rate risk.
  - a. Credit Risk – The District will minimize credit risk, the risk of loss due to the financial failure of the security issuer or backer.
  - b. Interest Rate Risk – The District will minimize the risk that the market value of securities in the portfolio will fall due to changes in general interest rates.
3. Liquidity - The investment portfolio shall remain sufficiently liquid to meet all reasonably anticipated operating requirements. A portion or the entire portfolio may also be placed in the Oregon Short Term Fund or a Money Market Savings account, held at an approved institution, which offer next-day liquidity for short-term funds. Where possible and prudent, the portfolio should be structured so that investments mature concurrent with anticipated demands.
4. Yield - The investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into consideration the safety and liquidity needs of the portfolio. Return on investment is of secondary importance compared to the safety and liquidity objectives described above. Although return consists of both principal return (gains and losses due to market value fluctuations) and income return (yield), this policy discourages active trading and turnover of investments. Investments should generally be held to maturity.

#### *Standards of Care*

1. Prudence - The standard of prudence to be used by investment officials shall be the "prudent person" standard and shall be applied in the context of managing an overall portfolio. Investment officers acting in accordance with written procedures and this investment policy and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectations are reported and appropriate action is taken to control adverse developments within a timely fashion as defined in this policy.

The "prudent person" standard states: "Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived."

2. Ethics and Conflicts of Interest - Officers and employees involved in the investment process shall refrain from personal activity that could conflict with the proper execution and management of the investment program, or that could impair their ability to make impartial decisions. Employees and investment officials shall disclose any material interests in financial institutions with which they conduct business. Disclosure shall be made to the governing body. They shall further disclose any personal financial/investment positions that could be related to the performance of the investment portfolio. Employees and officers shall refrain from undertaking personal investment transactions with the same individual with whom business is conducted on behalf of

the District. Officers and employees shall, at all times, comply with the State of Oregon Government Standards and Practices code of ethics set forth in ORS Chapter 244.

3. Delegation of Authority and Responsibilities

- a. The Executive Director will retain ultimate fiduciary responsibility for invested funds.
- b. Delegation of Authority - Authority to manage investments within the scope of this policy and operate the investment program in accordance with established written procedures and internal controls is granted to the Administrative Services Director, hereinafter referred to as Investment Officer, and derived from the following: ORS 294.035 to 294.048, 294.052, 294.125 to 294.145, and 294.810.

No person may engage in an investment transaction except as provided under the terms of this policy and the procedures established by the Investment Officer. The Investment Officer shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate officials.

All participants in the investment process shall seek to act responsibly as custodians of the public trust. No officer or designee may engage in an investment transaction except as provided under the terms of this policy and supporting procedures.

- c. Investment Committee – The Executive Director may establish an investment committee to provide guidance to the Investment Officer and monitor investment policy compliance.
- d. Investment Adviser – The Executive Director may engage the services of one or more external investment managers to assist in the management of the entity’s investment portfolio in a manner consistent with this investment policy. Investment advisers may be hired on a non-discretionary basis. All investment transactions by approved investment advisers must be pre-approved in writing by the Investment Officer and compliant with this investment policy. If the District hires an investment adviser to provide investment management services, the adviser is authorized to transact with its direct dealer relationships on behalf of the District.
- e. Authorized Financial Dealers and Institutions – The Investment Officer will maintain a list of dealers with whom they are authorized to do business. These may include “primary” dealers or regional dealers that qualify under SEC Rule 15C3-1 (uniform net capital rule). If an investment advisor is hired, the advisor may execute directly with the approved dealers.

*Administration and Operations*

- 1. Delivery vs. Payment- All security transactions entered into by the District will be conducted on a delivery vs. payment (DVP) basis.
- 2. Safekeeping - Securities may be held in safekeeping by a third party custodian designated by the Investment Officer.
- 3. Internal Controls - The Investment Officer and Executive Director are jointly responsible for establishing and maintaining an adequate internal control structure designed to reasonably



assure that invested funds are invested within the parameters of this investment policy, and protected from loss, theft or misuse.

The concept of reasonable assurance recognizes that the cost of a control should not exceed the benefits likely to be derived, and the valuation of costs and benefits requires estimates and judgments by management. The District shall comply with all applicable legal provisions and Generally Accepted Accounting Principles (GAAP) relating to investment accounting.

4. Pooling of Funds – Except for cash in certain restricted and special funds, the District will consolidate cash balances from all funds to maximize investment earnings. Investment income will be allocated to the various funds based on their respective participation and in accordance with Generally Accepted Accounting Principles.
5. Independent Review - An external auditor shall provide an annual independent review to assure compliance with Oregon state law and District policies and procedures.

#### *Suitable and Authorized Investments*

1. Permitted Investments – Consistent with the Government Finance Officers Association (GFOA) Policy Statement on State and Local Laws Concerning Investment Practices, the following investments are permitted by this policy and pursuant to ORS 294.035, 294.040, and ORS 294.810:
  - a. Obligations of the U.S. government:
    - US Treasury Notes, Bonds and Bills
    - Senior unsecured debt obligations guaranteed by the Federal Deposit Insurance Corporation (FDIC) under the Temporary Liquidity Guarantee Program (TLGP)
  - b. Obligations and guarantees of U.S. government agencies, corporations wholly owned by the U.S. government or any Government Sponsored Enterprises (GSEs). Specific listing:
    - Federal Home Loan Bank – FHLB
    - Federal Farm Credit Bank – FFCB
    - Federal Home Loan Mortgage Corporation – FHLMC
    - Federal National Mortgage Association - FNMA
  - c. All treasury and agency securities must be non-callable with a fixed rate
  - d. Oregon Short Term Fund (OSTF) - LGIP
2. Collateralization – All bank deposits, time deposits, certificates of deposit, and money market savings accounts, shall be held in qualified Oregon depositories in accordance with Oregon Revised Statutes, including ORS Chapter 295. Such deposits are designated cash management tools and not investments under this policy or otherwise.

### *Investment Parameters*

1. Diversification - The investments shall be diversified by:
  - a. Limiting investments to avoid over-concentration in securities from a specific issuer or business sector (excluding U.S. Treasury securities),
  - b. Limiting investment in securities that have high credit risks,
  - c. Investing in securities with varying maturities, and
  - d. Continuously investing a portion of the portfolio in readily available funds such as the Oregon Short-Term Fund per ORS Chapter 294.810.
2. Maximum Maturities - To the extent possible, the District shall attempt to match its investments with anticipated future cash flow requirements. The maximum maturity shall be the anticipated use of the cash or 19 months, whichever is shorter, unless the funds are being accumulated for a specific purpose, including future construction projects, and upon approval of the Board of Directors (ORS Chapter 294-135(1)(b) and 294.135(3)).

To ensure funds are available for cash flow requirements, the Investment Officer shall limit the maturities of securities owned, based on market value, in order to manage the weighted average maturity of the portfolio to current market conditions and economic expectations. The following guidelines shall apply:

- a. Operating Funds: no more than 20% of the portfolio may be invested beyond 12 months, and the weighted average maturity of the portfolio shall not exceed one year.
  - b. Capital Project Funds: maturities shall be based on cash flow requirements, but no maturities shall exceed three years, unless approved by the Board of Directors. The weighted average maturity shall not exceed 19 months in duration.
3. Maximum Percentages of Investments - Surplus funds available for investment are those funds not required for immediate expenditure, and include: investments, savings accounts, CDs and OSTF deposits. Balances in checking accounts and demand deposit accounts are not considered surplus funds.

The maximum percentages for investments of surplus funds are as follows:

<b>Security</b>	<b>Limitation</b>
U.S. Treasury Issues	Up to 100%
TLGP	Up to 35%, with no more than 5% per issuer
Agency (GSEs)	Up to 33% per issuer
LGIP/Cash	Minimum of 10% of bond proceeds, maximum is the lesser of 100% or the amount permitted by ORS Chapter 294.810

Due to fluctuations in the aggregate surplus funds balance, maximum percentages for a particular issuer or investment type may be exceeded at a point in time subsequent to the purchase of a

particular security. Securities need not be liquidated to realign the portfolio; however, the Investment Officer will take the steps necessary to correct the situation as soon as possible.

Because of inherent difficulties in accurately forecasting cash flow requirements, a portion of the portfolio should be continuously invested in readily available funds, such as the OSTF or overnight repurchase agreements, or held in bank balances to ensure that appropriate liquidity is maintained to meet ongoing obligations.

4. Bond Funds - The investment of bond proceeds are restricted under bond covenants that may be more restrictive than the investment parameters included in this policy. Bond proceeds shall be invested in accordance with the parameters of this policy, ORS Chapter 294.052 and the applicable bond covenants and tax laws; whichever is most restrictive.
5. Securities Lending and Reverse Repurchase Agreements - The District shall not lend securities nor directly participate in a securities lending or reverse repurchase program.
6. Bids and Offers - Before any security purchase or sale is initiated, the Investment Officer shall first determine the appropriateness of seeking competitive bids or offers. Such factors to consider include where the securities are held, the size of the transaction, and the term to maturity. In the event competitive bids or offers are not sought, the decision to do so shall be documented. Competitive bids and offers shall always be sought for security.

#### *Policy Maintenance and Considerations*

1. Review - The investment policy shall be reviewed at least every five years to ensure its consistency with the overall objectives of preservation of principal, liquidity and return, and its relevance to current law and financial and economic trends.
2. Exemptions - Any investment held prior to the adoption of this policy shall be exempted from the requirements of this policy. At maturity or liquidation, such monies shall be reinvested as provided by this policy.
3. Policy Adoption and Amendments - This investment policy and any modifications to this policy must be formally approved in writing in advance by the Executive Director.

This policy must be submitted to the Oregon Short Term Fund (OSTF) Board for review if:

- a. This policy allows maturities beyond 19 months unless the funds are being accumulated for a specific purpose, including future construction projects, and upon approval of the Executive Director, the maximum maturity date matches the anticipated use of the funds (ORS 294.135(1)(b) and 294.135(3)). And either:
  - This policy has never been submitted to the OSTF Board for comment; or
  - Material changes have been made since the last review by the OSTF Board.

Regardless of whether this policy is submitted to the OSTF Board for comment, this policy shall be re-submitted not less than every five years to the Executive Director for review and approval.

## **Pension Funding Policy**

It is the District's policy to provide retirement benefits for its employees once they meet specified qualifications. The District participates in: the State of Oregon Public Employees Retirement System (PERS) retirement plan. The purpose of this policy is to establish minimum standards for the proper funding of the District's pension obligations.

### *State of Oregon PERS*

The District is an employer-participant in the State of Oregon PERS as established in ORS 238.600. Actuarial valuations of PERS are performed for the Public Employees Retirement Board (PERB) to evaluate PERS' assets and liabilities and indicate its current and prospective financial condition. The PERB determines employer-participant contribution rates, which are then used to calculate each employer-participant's annual required contribution. It is the District's policy to make contributions at no less than the rate established by the PERB and required by ORS 238.225.

### *Accrued Pension Liabilities*

The District may elect to fund accrued pension liabilities rather than funding such obligations on a pay-as-you-go basis. The decision of whether or not to fund accrued pension liabilities earlier than statutorily required shall be made solely by the Board of Directors and shall be informed by financial analysis and be deemed financially beneficial in the long term for the District and its residents. The Executive Director and Administrative Services Director shall annually perform a financial analysis and present it to the Board of Directors at the beginning of the budget process.

Early funding could be done through one of two methods.

1. The payment of a lump-sum amount - this method shall require sufficient available and non-allocated reserves.
2. The issuance of pension obligation bonds - the principal amount of outstanding pension obligations and the debt service on such obligations shall be excluded from calculations of outstanding debt under the District's Debt Management Policy.

### *Pension Contributions*

The District contributes the employer contribution amount for the benefit of PERS eligible employees on a monthly basis. This amount is based upon the current PERS-calculated percent of eligible employees' wages; this percent is recalculated bi-annually by the PERB.

Per Oregon Revised Statute 238A, employers may elect to treat the 6% employee contribution as a pick up on a pretax basis, and contribute it for the employee. The Board of Directors adopted Resolution No. 358, effective January 1, 2014, to authorize the employee contributions to be deducted from the salary of employees (a static 6% of eligible employee wages), rather than to pay it as a "pick-up". The District's Board of Directors maintains the sole authority to change this election.

## **Debt Management Policy**

This Debt Management policy provides a general framework under which the District plans for and manages the use of debt financing. This policy should be considered within the broader scope of the District's Financial Management Policies and other District policies and procedures. In addition to adhering to this policy, all District financings will be conducted and maintained in compliance with applicable Federal law, Oregon Revised Statutes, District policies and other regulatory requirements.

It is the objective of this policy that:

1. The District obtain financing only when necessary as determined by the Board of Directors;
2. The process for identifying the timing, amount and type of debt or other financing be as efficient as possible;
3. The most favorable interest rate and other related costs be obtained; and
4. When appropriate, future financial flexibility is maintained.

Debt financing shall only be used to purchase capital assets that cannot be acquired from either available or not otherwise committed or assigned current revenues or fund balances. No debt shall be issued to fund capital projects unless such capital project has been included in the CIP and authorized by the Board of Directors. The useful life of the asset or project shall meet or exceed the payout schedule of any debt the District assumes. All short-term or long-term debt financings shall be authorized by a resolution of the Board of Directors. The District will comply with all statutory debt limitations imposed by the Oregon Revised Statute and all bond covenants, arbitrage requirements, disclosure and other requirements specified by law.

To enhance creditworthiness and prudent financial management, the District is committed to systematic capital planning, intergovernmental cooperation and coordination, and long-term financial planning. Evidence of this commitment to capital planning will be demonstrated through adoption and periodic adjustment of the District's Comprehensive Plan and the annual adoption of a Capital Improvement Plan (CIP) identifying the prioritization, costs and method of funding each capital improvement planned for the succeeding five years.

### *Use of Debt Financing*

Debt financing will not be considered appropriate for any recurring purpose such as current operating and maintenance expenditures. The District will use debt financing only for one-time capital improvement projects and unusual equipment purchases, and only under the following circumstances:

1. When the project is included in the District's Five Year Capital Improvement Plan;
2. When the project involves acquisition of equipment that cannot be purchased outright without causing an unacceptable burden on current resources;
3. When the project is the result of growth-related activities within the community that require unanticipated and unplanned infrastructure or capital improvements by the District;

4. When the project's useful life, or the projected service life of the equipment, will be equal to or exceed the term of the financing; and
5. When there are identified, designated revenues sufficient to service a debt, whether from projected revenues, or other specified and reserved resources.

The following criteria will be used to evaluate pay-as-you-go versus debt financing in funding capital improvements:

1. Factors which favor pay-as-you-go financing include circumstances where:
  - a. The project can be adequately funded from available current revenues and fund balances;
  - b. Additional debt levels could adversely affect the District's credit rating or repayment sources;
  - c. The project can be completed in an acceptable timeframe given the available revenues; or
  - d. Market conditions are unstable or suggest difficulties in marketing a debt.
2. Factors which favor long-term debt financing include circumstances where:
  - a. Revenues available for debt issues are considered sufficient and reliable so that long-term financing can be marketed with an appropriate credit rating, which can be maintained;
  - b. Market conditions present favorable interest rates and demand for District debt financing;
  - c. A project is immediately required to meet or relieve capacity needs and existing unallocated cash reserves are insufficient to pay project costs; or
  - d. The life of the project or asset financed is five years or longer.

#### *Short-term Debt and Interim Financing*

The District may utilize short-term debt or interfund loans as permitted, to cover temporary shortages due to timing of cash flows which may result from a delay in receipting grant proceeds or other revenues or a delay in issuance of long term debt. Where their use is determined by the Executive Director to be prudent and advantageous to the District, and upon prior authorization from the Board of Directors, the Executive Director may enter into the following short-term debt and/or interim financing agreements:

1. Lines and Letters of Credit - The District may enter into agreements with commercial banks or other financial entities for purposes of acquiring lines or letters of credit that shall provide the District with access to credit under terms and conditions as specified in such agreements. Before entering into any such agreements, takeout financing or intended amortization for such lines or letters of credit must be planned for and determined to be feasible by the Executive Director and subject to authorization and approval by the Board of Directors.
2. Bond Anticipation Notes - Where their use is determined by the Executive Director to be prudent and advantageous to the District, and subject to authorization and approval by the Board of Directors, the District may choose to issue Bond Anticipation Notes as a source of interim construction financing. Before issuing such notes, takeout financing for such notes must be planned for and determined to be feasible by the Executive Director. Bond Anticipation Notes may be sold in either a competitive or negotiated sale.

3. Tax and Revenue Anticipation Notes - Where their use is determined by the Executive Director to be prudent and advantageous to the District, and subject to authorization and approval by the Board of Directors, the District may choose to issue Tax and Revenue Anticipation Notes to fund internal working capital cash flow needs. Before issuing such notes, cash flow projections will be prepared by the Administrative Services Director and determined to be feasible by the Executive Director. Tax and Revenue Anticipation Notes may be sold in either a competitive or negotiated sale.
4. Other Short-Term Debt may be used when such instruments provide an interest rate advantage or as interim financing.

#### *Long-term Debt*

Where their use is determined by the Executive Director to be prudent and advantageous to the District, in compliance with this policy, and upon prior authorization from the Board of Directors, the Executive Director may enter into the following long-term debt obligations:

1. General Obligation Bonds – The District may issue general obligation debt for capital projects and/or acquisitions, which commits the general obligation of the District. The full faith and credit of the District are pledged to the successive owners of the bonds for the punctual payment of such obligations, when due. General obligation (GO) bonds provide the investor with its most secure District transaction, because the District pledges its unlimited authority to levy property taxes for debt service. The District covenants to annually levy a direct ad valorem tax upon all of the taxable property within the District in an amount without limitation as to rate or amount. The taxes, when collected, are required to be applied solely for the purpose of payment of principal and interest on the bonds and for no other purpose until the bonds have been fully paid and discharged.
2. Full Faith and Credit Obligations – The District may issue full faith and credit obligations, for capital projects and/or acquisitions, which benefit the District as a whole, which commit the general obligation of the District. However, unlike GO bonds, the District commits to paying the principal and interest from the District's current permanent tax levy, and does not covenant to annually levy an additional direct ad valorem tax.
3. Revenue Bonds – The District may issue revenue bonds to fund capital projects and/or acquisitions that generate adequate revenues from user fees to support operations and debt service requirements if doing so will yield clearly identifiable advantages. The bonds shall include written legal covenants which require that revenue sources are adequate to fund annual operating expenses and annual debt service requirements.
4. Capital Leases – The District may enter into capital leases for the purpose of the purchase of buildings, equipment, furniture and/or fixtures. The term of any capital lease shall not exceed the useful life of the asset leased.

#### *Selection of Finance Consultants and Service Providers*

The District's Administrative Services Director shall be responsible for establishing a solicitation and selection process for securing professional services that are required to develop and implement the District's debt



program. Goals of the solicitation and selection process shall include encouraging participation from qualified service providers, both local and national, and securing services at competitive prices. The solicitation and selection process for such services will comply with District requirements for such services, if appropriate.

1. Bond Counsel - As part of the responsibility to oversee and coordinate all District indebtedness, the Administrative Services Director shall make recommendations to the Executive Director regarding the selection of one or more Bond Counsel firms to be engaged and the duration of the engagement. Bond Counsel may be selected for an individual financing, for a series of financings or for a specified period of time. The Executive Director shall make such selection, taking into consideration these recommendations.
2. Underwriters - The Executive Director shall either solicit proposals for underwriting services for all long-term debt, or may select such services by direct-appointment, if in compliance with the District's purchasing policies and Oregon state statutes. If a solicitation process is used, the process shall include formation of a review committee selected by the Administrative Services Director to evaluate written proposals and, if deemed necessary, conduct oral interviews. The selection of underwriters may be for an individual or series of financings or for a specified period of time. The Executive Director, in consultation with the Administrative Services Director, shall make such selections.
3. Commercial Banks - The Executive Director, in consultation with the Administrative Services Director, may solicit proposals from commercial banks to provide lines of credit, letters of credit, direct loans and direct bank placements as needed. Selection of such providers will be based upon the Adopted financial terms deemed most advantageous to the District, including, but not limited to, lowest cost.
4. Financial Advisor - The Executive Director shall either solicit proposals for financial advisor services for all long-term debt, or may select such services by direct-appointment, if in compliance with the District's purchasing policies and Oregon state statutes. If a solicitation process is used, the process shall include formation of a review committee selected by the Administrative Services Director to evaluate written proposals and, if deemed necessary, conduct oral interviews. The time period for engagement may relate to an individual or a series of financings, or for a specified period of time. The Executive Director, in consultation with the Administrative Services Director, shall make such selections. Any firm acting as financial advisor to the District regarding debt issuance must be a registered Municipal Advisor (as defined by the Municipal Securities Rulemaking Board) and must remain in compliance with all securities regulations.
5. Other Service Providers - The Executive Director, in consultation with the Administrative Services Director, shall periodically solicit for providers of other services necessary to carry out the debt issuance activities of the District (paying agents, escrow agents, verification agents, feasibility consultants, rebate consultants, trustees, etc.). The Executive Director, in selecting such additional service providers, shall evaluate the cost and perceived quality of service of the Adopted service provider.

### *Method of Sale*

1. **Presumption of Competitive Sale** - The District, as a matter of policy, shall issue its long-term debt obligations through a competitive sale unless the Executive Director determines that such a sale method is unlikely to produce the best results or is otherwise not in the best interests of the District. In such instances, or when the Executive Director deems the bids received through a competitive sale process as unsatisfactory or does not receive bids, the District may enter into negotiation with an underwriter (or syndicate of underwriters) for sale of the securities.
2. **Negotiated Sale** - When determined appropriate by the Executive Director, the District may elect to sell its debt obligations through a negotiated sale. Such determination may be made on an issue by issue basis, for a series of issues, or for part or all of a specific financing program. Selection of the underwriting team shall be made pursuant to selection procedures set forth in this policy, consistent with District policies, and as may be adjusted by the Executive Director. It is the District's policy that negotiated sale underwriters receive fair and reasonable compensation for actual expenses incurred as part of the bond transaction, but underwriters will not be compensated for travel expenses unless such travel is specifically requested by the District. The Executive Director will be responsible for monitoring pricing results to confirm that bond price behavior after the pricing date is consistent with reasonable market expectations.
3. **Private Placement** - When determined appropriate by the Executive Director, the District may elect to sell its debt obligations through a direct bank loan, private placement or limited public offering. Selection of a placement agent shall be made pursuant to selection procedures developed by the Executive Director, consistent with this policy and with District policies, as applicable.

### *Refunding of District Indebtedness*

1. **Monitoring of Refunding Opportunities** - The Administrative Services Director shall be responsible for monitoring the interest rates and optional redemption provisions of the District's outstanding debt in order to identify potential current or advance refunding opportunities.
2. **Debt Service Savings-Advance Refundings** - The District may issue advance refunding bonds (as defined for federal tax law purposes) when advantageous, legally permissible and prudent, and when net present value savings equals or exceeds 5 percent, calculated in accordance with Oregon Administrative Rules on Advance Refundings. In addition, issuance of advance refunding bonds that generate at least 3 percent, but less than 5 percent, net present value debt service savings may be allowed with the approval of the Executive Director, in consultation with the Administrative Services Director. Such approval, if given, shall be based upon an opportunity cost analysis of the savings benefits of executing the advance refunding versus waiting for a possible future decline in interest rates.
3. **Debt Service Savings-Current Refundings** - The District may issue current refunding bonds (as defined for federal tax law purposes) when advantageous, legally permissible and prudent.
4. **Restructuring of Debt** - The District may choose to refund outstanding indebtedness when existing bond covenants or other financial structures impinge on prudent and sound financial

management. Savings requirements for current or advance refundings undertaken to restructure debt may be waived by the Executive Director upon a finding that such a restructuring is in the District's overall best financial interests.

5. Open Market Purchase of District Securities - The District may choose to defease its outstanding indebtedness through purchases of its securities on the open market when market conditions make such an option financially feasible.

*Rebate Compliance and Other Post-Issuance Responsibilities*

The Administrative Services Director shall be responsible for implementing and complying with the District's Tax- Exempt Bond Post-Issuance Compliance Policy which establishes and maintains a system of record keeping and reporting to meet all post-issuance compliance requirements of the federal tax code and applicable federal securities law.

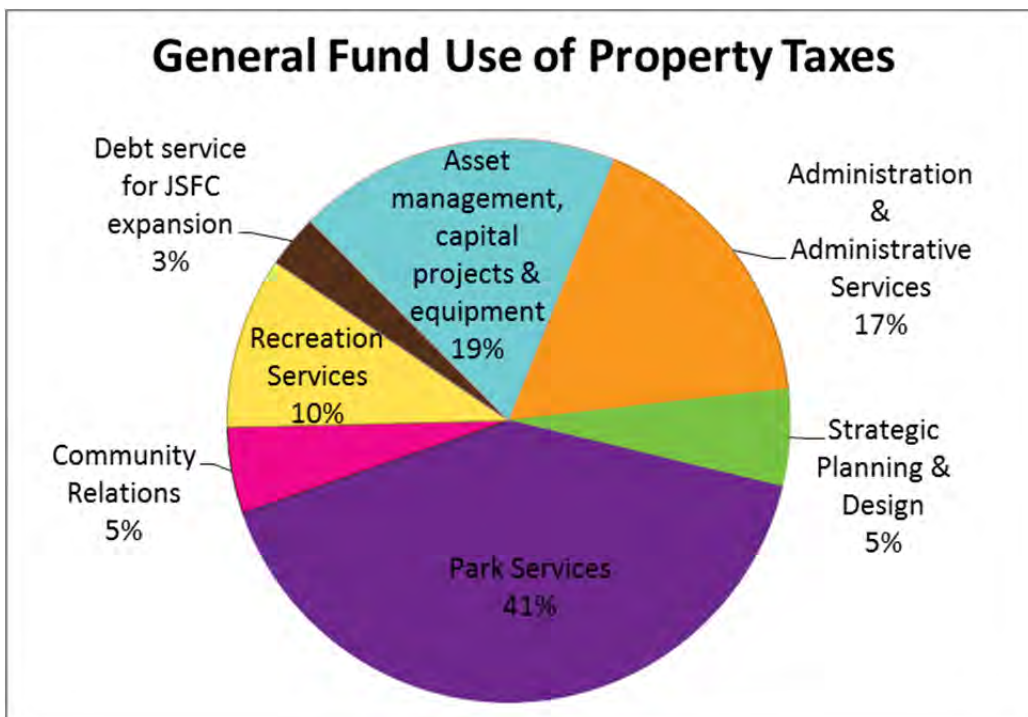
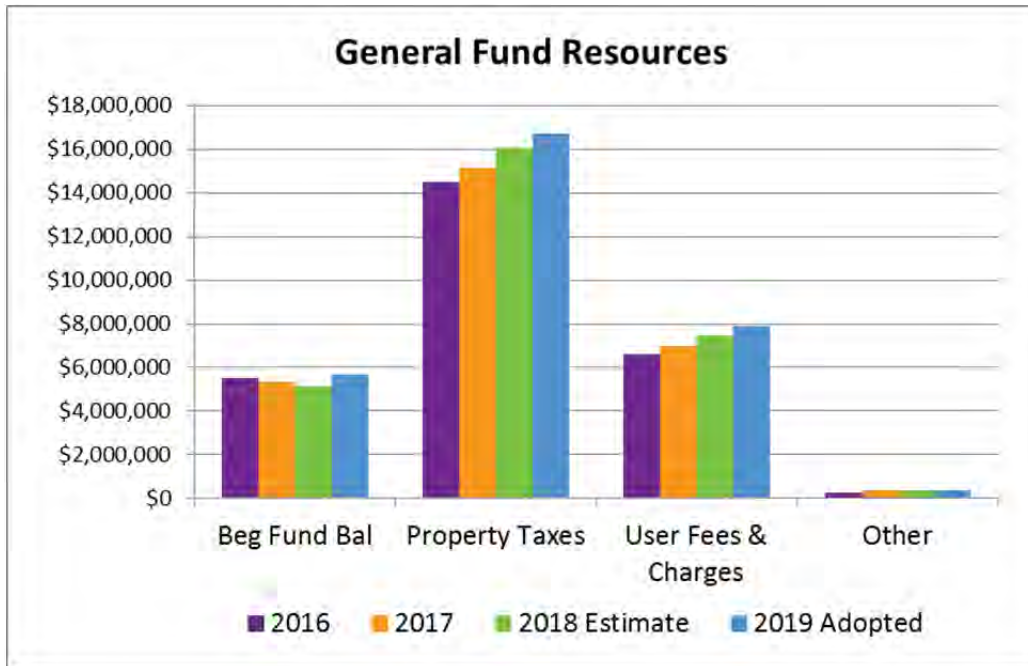
*Disclosure*

1. Primary Market Disclosure - The Administrative Services Director shall be responsible for establishing a process for the review, approval and publication of official primary market disclosure information. Such process shall be periodically reviewed to ensure that the District is complying with legal requirements and following accepted best practices with respect to primary market disclosure.
2. Continuing Disclosure - The Administrative Services Director shall be responsible for preparing and providing required continuing disclosure information to the Electronic Municipal Market Access ("EMMA") or any such successor organization designed to assist Districts in maintaining compliance with disclosure standards promulgated by state and national regulatory bodies. The Administrative Services Director shall also be responsible for establishing and maintaining a process to guide continuing disclosure actions and responsibilities. Additionally, the Administrative Services Director may determine that it is in the District's best interest to prepare and provide information beyond the minimum continuing disclosure requirements, and may prepare and provide such information from time-to-time.

## General Fund

The General Fund accounts for the District's general park and recreation operations, and includes the functions and costs related to the majority of District staff. The organizational units accounted for in the General Fund are: administration & administrative services, strategic planning and design, park services, community relations and recreation services.

The main revenue sources of the General Fund are property taxes and user fees and charges. General Fund user fees and charges cover approximately 83% of the direct costs of recreation services. Property tax revenues from the District's permanent tax rate pay for the remainder of the costs in the General Fund, including the interfund transfers.



**Bend Park and Recreation District – General Fund**  
**Fiscal Year 2018-19**  
**Summary of the General Fund**

	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Estimate	2018-19 Current LOS	2018-19 New Programs	2018-19 Adopted
<b>RESOURCES</b>							
Beginning Working Capital	\$ 5,534,969	\$ 5,365,789	\$ 4,459,852	\$ 5,108,864	\$ 5,662,675	\$ -	\$ 5,662,675
Current Taxes	14,215,685	14,914,654	15,811,000	15,862,276	16,517,010	-	16,517,010
Delinquent Taxes	302,922	238,597	250,000	218,000	200,000	-	200,000
User Fees & Charges	6,595,973	6,983,892	7,617,950	7,471,707	7,874,866	22,100	7,896,966
Interest	54,720	102,947	45,000	147,663	175,000	-	175,000
Miscellaneous	155,744	171,616	66,750	75,062	68,408	-	68,408
Grants & Donations	15,905	20,593	22,000	20,002	20,000	-	20,000
Fundraising & Sponsorships	50,025	86,270	127,375	109,510	102,580	-	102,580
Interfund Transfers	1,054,000	707,000	400,000	345,000	450,000	-	450,000
Reimbursement for Services	102,498	105,889	160,000	150,000	150,000	-	150,000
<b>TOTAL RESOURCES</b>	<b>\$ 28,082,441</b>	<b>\$ 28,697,247</b>	<b>\$ 28,959,927</b>	<b>\$ 29,508,084</b>	<b>\$ 31,220,539</b>	<b>\$ 22,100</b>	<b>\$ 31,242,639</b>
<b>REQUIREMENTS</b>							
<i><b>By Organizational Unit:</b></i>							
Administration & Administrative Services	\$ 2,566,407	\$ 2,280,410	\$ 2,574,895	\$ 2,484,258	\$ 2,757,069	\$ 82,200	\$ 2,839,269
Strategic Planning & Design	1,010,391	1,063,934	1,187,559	1,084,089	1,175,871	124,220	1,300,091
Park Services	5,370,595	5,581,276	6,568,692	6,266,815	6,702,887	166,003	6,868,891
Community Relations	641,943	684,639	801,346	770,283	830,260	-	830,260
Recreation Services	7,689,749	8,278,350	9,452,651	8,865,180	9,605,334	57,808	9,663,142
Interfund Transfers	4,931,235	5,192,641	3,867,821	3,867,821	4,500,000	635,000	5,135,000
Debt Service	506,332	507,133	506,963	506,963	505,986	-	505,986
Contingency	-	-	2,000,000	-	2,500,000	-	2,500,000
<b>TOTAL REQUIREMENTS</b>	<b>\$ 22,716,652</b>	<b>\$ 23,588,383</b>	<b>\$ 26,959,927</b>	<b>\$ 23,845,409</b>	<b>\$ 28,577,407</b>	<b>\$ 1,065,231</b>	<b>\$ 29,642,639</b>
<i><b>By Category:</b></i>							
Full-Time Wages	\$ 5,558,070	\$ 6,087,460	\$ 6,869,080	\$ 6,575,397	\$ 7,032,670	\$ 270,063	\$ 7,302,733
Part-Time Wages	3,290,670	3,443,145	3,882,426	3,776,167	4,166,621	(109,043)	4,057,578
Related Payroll Expenses	3,481,992	3,217,470	3,845,688	3,671,348	4,022,427	98,201	4,120,628
Total Personnel Services	12,330,732	12,748,075	14,597,194	14,022,912	15,221,717	259,221	15,480,939
Materials & Services	4,878,702	5,065,431	5,902,949	5,403,629	5,849,704	171,010	6,020,714
Capital Outlay	69,651	75,102	85,000	44,084	-	-	-
Interfund Transfers	4,931,235	5,192,641	3,867,821	3,867,821	4,500,000	635,000	5,135,000
Debt Service							
Principal Payments	395,051	406,049	416,047	416,047	425,489	-	425,489
Interest Payments	111,281	101,084	90,916	90,916	80,497	-	80,497
Contingency	-	-	2,000,000	-	2,500,000	-	2,500,000
<b>SUBTOTAL</b>	<b>10,385,920</b>	<b>10,840,307</b>	<b>12,362,733</b>	<b>9,822,497</b>	<b>13,355,690</b>	<b>806,010</b>	<b>14,161,700</b>
<b>TOTAL REQUIREMENTS</b>	<b>\$ 22,716,652</b>	<b>\$ 23,588,382</b>	<b>\$ 26,959,927</b>	<b>\$ 23,845,409</b>	<b>\$ 28,577,407</b>	<b>\$ 1,065,231</b>	<b>\$ 29,642,639</b>
Unappropriated Ending Fund Balance	\$ -	\$ -	\$ 2,000,000	\$ -	\$ 1,600,000	\$ -	\$ 1,600,000
<b>RESOURCES less REQUIREMENTS</b>							
<b>Resources</b>	<b>28,082,441</b>	<b>28,697,247</b>	<b>28,959,927</b>	<b>29,508,084</b>	<b>31,220,539</b>	<b>22,100</b>	<b>31,242,639</b>
<b>Requirements</b>	<b>22,716,652</b>	<b>23,588,382</b>	<b>26,959,927</b>	<b>23,845,409</b>	<b>28,577,407</b>	<b>1,065,231</b>	<b>29,642,639</b>
<b>Ending Fund Balance</b>	<b>\$ 5,365,789</b>	<b>\$ 5,108,865</b>	<b>\$ 2,000,000</b>	<b>\$ 5,662,675</b>	<b>\$ 2,643,132</b>	<b>\$ (1,043,131)</b>	<b>\$ 1,600,000</b>

## **FUND – General Fund**

### **DEPARTMENT – Administration and Administrative Services**

#### **Department Purpose:**

Provide support services to the District Board, staff and residents in order to ensure efficient operation of the District through sound and sustainable financial management and planning.

The department manages the business, technology, personnel and financial functions of the District including: administrative assistance; support for the Board of Directors; legal counsel liaison; the executive director's office; human resources; benefits; workers' compensation; internal training; risk management; safety; information technology; finance; payroll; accounts payable; purchasing; contracts; property management; and water rights.

#### **Administration**

##### **Accomplishments: Strategic Plan Initiatives 2017-18**

- Worked with community partners to design and develop a solution for addressing Mirror Pond and the extension of the Deschutes River Trail.
- Used information from economic impact study to help confirm District's role in economic development and support of tourism.
- Provided training for Board members.
- Worked with the Board and staff to establish annual tactics for meeting District strategic goals.
- Coordinated joint meetings with Bend La Pine Schools and City of Bend.
- Identified opportunities for the Board to engage with the public.
- Supported a CAPRA Team to prepare the District for reaccreditation in 2020.
- Coordinated numerous partnership projects with City of Bend including Tree City USA.

- Refined "the Huddle" and the "Leadership Team" meetings as a way to share information among staff.
- Improved communication of the critical nature of SDCs in maintaining our level of service.

##### **Objectives: Strategic Plan Initiatives 2018-19**

- Provide training for Board members.
- Use information from economic impact study to help determine District's role in economic development and support of tourism.
- Plan and prepare for future financial impacts from PERS and minimum wage increases.
- Advance the Deschutes River Trail and bank restoration in Drake Park.
- Determine financial strategy and enter into a contract for the land acquisition/development of a new Park Services headquarters.

#### **Administrative Services**

##### **Accomplishments: Strategic Plan Initiatives 2017-18**

- Used Asset Management Plan to determine appropriate reserve amounts in the near- and long-term.
- Designed, developed and piloted implementation of an electronic work flow system for approvals in the Accounts Payable process.
- Updated internal compensation tool.
- Managed technology design for the Larkspur Center project.
- Received the GFOA's Certificate of Achievement for Excellence in Financial Reporting - in the first year we applied.
- Implemented an electronic work flow system for District purchasing card transactions.

- Created and delivered lead worker training for Park Services.
- Completed evaluation of the required number of hours worked for eligibility of benefits for part time employees.
- Prepared for and succeeded at succession planning within the department.
- Implemented intruder response online training (ALICE) for all staff.

#### **Accomplishments: Day-to-Day Operations 2017-18**

- Implemented TimeClock Plus for time tracking of all full-time staff, and scheduling and time off requests.
- Converted all specialty instructors from class to hourly pay.
- Implemented Maintenance Connection (CMMS) and trained staff.
- Prepared for RecTrac upgrade with preparing all current data and testing.
- Successfully hired and trained new Administrative Services Assistant; implementing, improving, and centralizing the District's business practices.
- Hired successor Payroll Specialist, IT Manager, and Finance Manager.
- Put out multiple RFPs, requests for bids, and drafted various contracts.
- Provided ergonomic evaluations for staff and made modification recommendations.
- Provided various safety trainings to staff: equipment safety and operations, swift water rescue, self-defense, defensive driving, confined spaces, Front Desk security and communications, safety training series, and other safety programs.
- Increased Safety Committee involvement and visibility.

#### **Objectives: Strategic Plan Initiatives 2018-19**

- Successfully transition payroll, Finance, IT, and Business Manager positions with limited service interruption; support department staff through the changes.

- Refine appropriate reserve amounts in the near- and long-term for Asset Management.
- Deliver lead worker training for Recreation Services; respectful workplaces training for all staff; reasonable suspicion training.
- Update the New Employee Orientation Video for new employees.
- Conduct compensation and classification study.
- Develop diversity and inclusion PowerPoint to accompany New Employee Orientation.
- Consider different ways to attract new applicants and ways in which to better retain front-line personnel in positions of high turnover.
- Employee benefits continue to be a challenge. Consider ways to minimize costs while retaining competitive advantage in the marketplace.

#### **Objectives: Day-to-Day Operations 2018-19**

- Upgrade RecTrac in September 2018 to improve management and reporting of recreation information.
- Further implement the utilization of DocuWare for centralized records storage and retention.
- Develop and implement targeted recruiting campaigns and videos for specific line staff positions.
- Created hire rate guidelines and trained all supervisors.

#### **Major 2018-19 Budget Items**

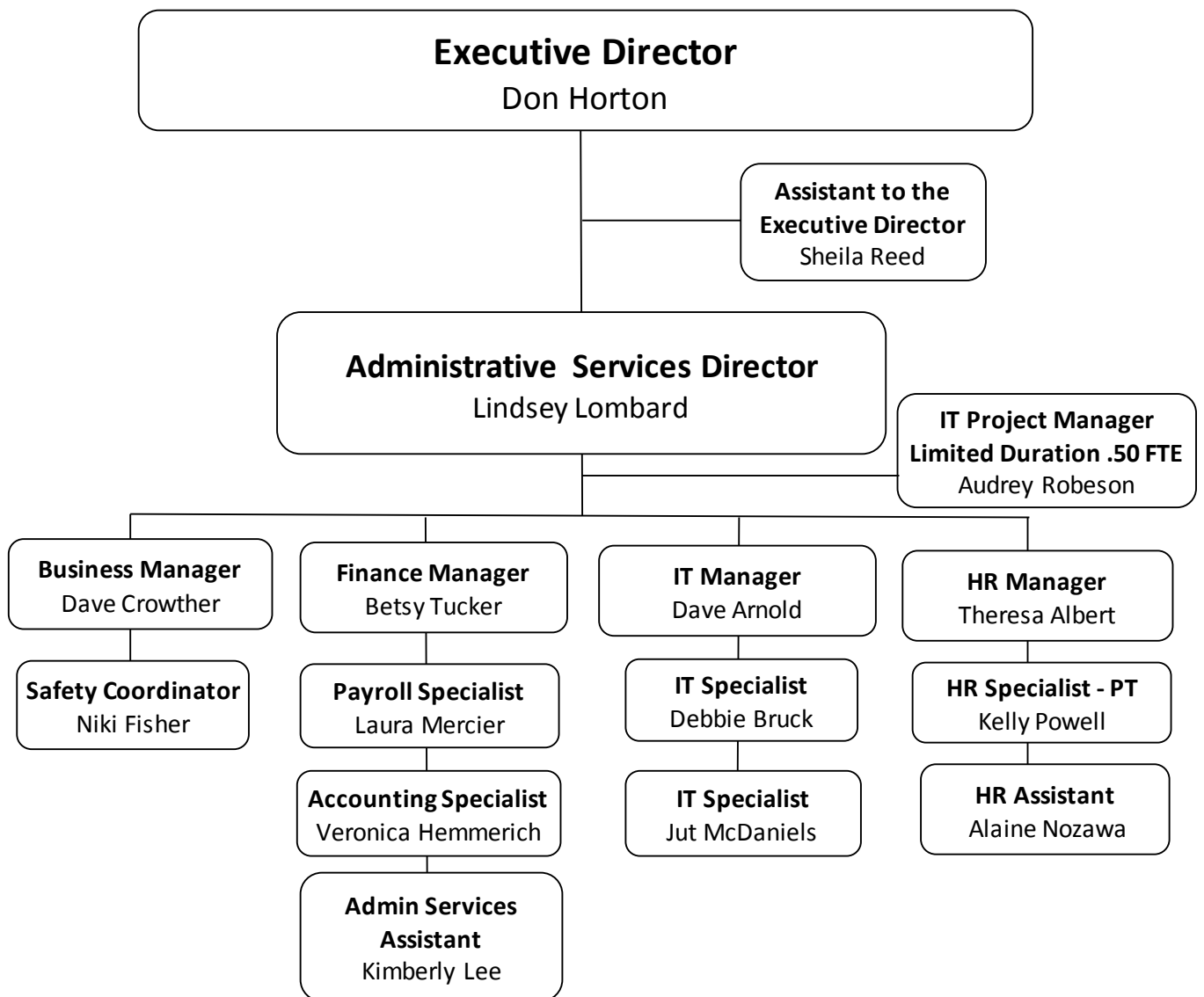
- Comp and class study - \$60,000.
- Recruiting campaigns and videos - \$10,000.
- New Employee Orientation video - \$10,000.
- An additional transfer into the Facility Reserve Fund to start a Reserve for the future Park Maintenance Facility - \$635,000.
- Ergonomic sit/stand furniture and equipment included in the Equipment Reserve Fund for staff workstations District-wide - \$32,000.



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# ADMINISTRATION AND ADMINISTRATIVE SERVICES

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**Bend Park and Recreation District – General Fund**  
**Fiscal Year 2018-19**  
**Department – Administration and Administrative Services**

	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Estimate	2018-19 Current LOS	2018-19 New Programs	2018-19 Adopted
<b><u>RESOURCES</u></b>							
Current Taxes	\$ 14,215,685	\$ 14,914,654	\$ 15,811,000	\$ 15,862,276	\$ 16,517,010	\$ -	\$ 16,517,010
Delinquent Taxes	302,922	238,597	250,000	218,000	200,000	-	200,000
Interest	54,720	102,947	45,000	147,663	175,000	-	175,000
Miscellaneous	91,485	96,060	2,000	7,525	2,500	-	2,500
Interfund Transfer (from SDC Fund)	914,000	532,000	200,000	145,000	200,000	-	200,000
<b>TOTAL RESOURCES</b>	<b>\$ 15,578,812</b>	<b>\$ 15,884,258</b>	<b>\$ 16,308,000</b>	<b>\$ 16,380,464</b>	<b>\$ 17,094,510</b>	<b>\$ -</b>	<b>\$ 17,094,510</b>
<b><u>REQUIREMENTS</u></b>							
Personnel Services							
Full-Time Wages	\$ 954,115	\$ 983,619	\$ 1,116,870	\$ 1,146,518	\$ 1,193,953	\$ -	\$ 1,193,953
Part-Time Wages	89,847	84,265	64,245	42,266	37,190	-	37,190
Related Payroll Expenses	810,705	393,698	557,331	499,143	644,326	-	644,326
Total Personnel Services	1,854,667	1,461,582	1,738,446	1,687,927	1,875,469	-	1,875,469
Materials & Services	647,689	748,781	751,449	752,247	881,600	82,200	963,800
Capital Outlay	64,051	70,047	85,000	44,084	-	-	-
<b>TOTAL REQUIREMENTS</b>	<b>\$ 2,566,407</b>	<b>\$ 2,280,410</b>	<b>\$ 2,574,895</b>	<b>\$ 2,484,258</b>	<b>\$ 2,757,069</b>	<b>\$ 82,200</b>	<b>\$ 2,839,269</b>
<b><u>RESOURCES less REQUIREMENTS</u></b>							
Resources	15,578,812	15,884,258	16,308,000	16,380,464	17,094,510	-	17,094,510
Requirements	2,566,407	2,280,410	2,574,895	2,484,258	2,757,069	82,200	2,839,269
Resources less Requirements	\$ 13,012,405	\$ 13,603,848	\$ 13,733,105	\$ 13,896,206	\$ 14,337,441	\$ (82,200)	\$ 14,255,241

**Bend Park and Recreation District – General Fund**  
**Fiscal Year 2018-19**  
**Administration and Administrative Services Personnel Summary**

<b>PERSONNEL SUMMARY</b>	2015-16	2016-17	2017-18	2017-18	2018-19 Current LOS	2018-19 New Programs	2018-19 Total Adopted
<b>FULL TIME</b>	Actual	Actual	Budget	Estimate			
Executive Director	1.00	1.00	1.00	1.00	1.00	-	1.00
Administrative Services Dir.	1.00	1.00	1.00	1.00	1.00	-	1.00
Human Resources Manager	1.00	1.00	1.00	1.00	1.00	-	1.00
Business Manager	1.00	1.00	1.00	1.00	1.00	-	1.00
IT Manager	1.00	1.00	1.00	1.00	1.00	-	1.00
IT Project Manager	-	-	0.25	0.15	0.50		0.50
Finance Manager	1.00	1.00	1.00	0.93	1.00	-	1.00
Assistant to the Exec. Dir.	1.00	1.00	1.00	1.00	1.00	-	1.00
Archive Specialist	0.50	-	-	-	-	-	-
Accounting Specialist	1.00	1.00	1.00	1.00	1.00	-	1.00
Payroll Specialist	1.00	1.00	1.00	1.13	1.00	-	1.00
Safety Coordinator	1.00	1.00	1.00	1.00	1.00	-	1.00
IT Specialist	1.00	1.67	2.00	2.00	2.00	-	2.00
HR Assistant	-	-	1.00	1.00	1.00	-	1.00
Admin Services Assistant	-	-	-	0.60	1.00	-	1.00
Facilities Supervisor	0.05	-	-	-	-	-	-
<b>TOTAL FULL TIME</b>	<b>11.55</b>	<b>11.67</b>	<b>13.25</b>	<b>13.81</b>	<b>14.50</b>	<b>-</b>	<b>14.50</b>
<b>PART TIME</b>							
HR Analyst	0.35	0.37	0.33	0.13	-	-	-
HR Specialist	0.55	0.55	0.58	0.58	0.60	-	0.60
HR Assistant	0.35	0.88	-	-	-	-	-
Office Specialist	-	-	0.25	-	-	-	-
Custodial Staff	0.85	-	-	-	-	-	-
<b>TOTAL PART TIME</b>	<b>2.10</b>	<b>1.80</b>	<b>1.16</b>	<b>0.71</b>	<b>0.60</b>	<b>-</b>	<b>0.60</b>

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## **FUND – General Fund**

### **DEPARTMENT – Strategic Planning and Design**

#### **Department Purpose:**

Department manages the District's comprehensive and strategic planning; Capital Improvement Plan (CIP); System Development Charge (SDC) program; and park, trail, and recreation facility design and construction.

Primary responsibilities include interfacing with public agencies and private developers; planning, design and construction of capital projects; coordination of professional services and preparation of contract documents and specifications; monitoring land use applications; grant writing; and coordination of community projects and public input processes.

#### **Accomplishments: Strategic Plan Initiatives 2017-18**

- Completed construction of:
  - Stone Creek Park
  - Rockridge Park
  - Hillside Park
  - Larkspur Trail gap at Pilot Butte,
  - Simpson Site Cleanup and Landscaping
  - Central Oregon Historical Canal Trail improvements (Brookwood Blvd. to American Lane surfacing and Brookwood undercrossing),
  - Riley Ranch Nature Reserve
  - JSFC Family Changing Room Renovation
- Supported acquisition of Empire Crossing Park and Northpointe properties
- Completed outreach and master plans for Big Sky Park, Goodrich Park, Drake Park DRT Bank and Trail Improvements and Alpenglow Park
- Managed sixteen new Community Sponsored Project submittals
- Completed the new Comprehensive Plan (adoption pending summer 2018)
- Completed Economic Impact Study

- Awarded \$1.8M FLAP grant for Haul Road Trail project and initiated coordination with the City
- Awarded grant for Shevlin Park ADA improvements
- Initiated partnership with Upper Deschutes Watershed Council (UDWC) on a river stewardship planning and outreach for the Deschutes River

#### **Objectives: Strategic Plan Initiatives 2018-19**

- Complete new Strategic Plan
- Revise SDC methodology, ordinance and fees
- Complete Perception Survey
- Work with UDWC on initial restoration and access projects along the Deschutes River
- Update the Land Acquisition Policy
- Update the Urban Services Agreement with the City of Bend
- Work with the City of Bend on Empire Blvd Extension through Pine Nursery Park, the Plant Sewer line Upgrade, Drake Park Parking lot improvements, Transportation System Plan, and downtown storm water projects
- Support the process of acquiring land and rights of way:
  - Deschutes River Trail
  - Central Oregon Canal Trail
  - Neighborhood park land
- Manage the planning, designing and/or constructing of parks, trails and facilities including:
  - Drake Park Bank and Trail improvements
  - Larkspur Community Center
  - Shevlin Park – signs and ADA
  - Alpenglow Park
  - Big Sky Park
  - Deschutes River Trail

- Juniper Park Accessibility and Park Upgrades - construct phase 1 ADA parking upgrades
- Pioneer Park Accessibility Upgrades
- Central Oregon Canal Trail
- Haul Road Trail
- Pacific Crest Middle School Fields
- Litchfield Property
- Empire Crossing Park
- Discovery Park Phase 2
- Cedarwood Trailhead
- Northpointe property

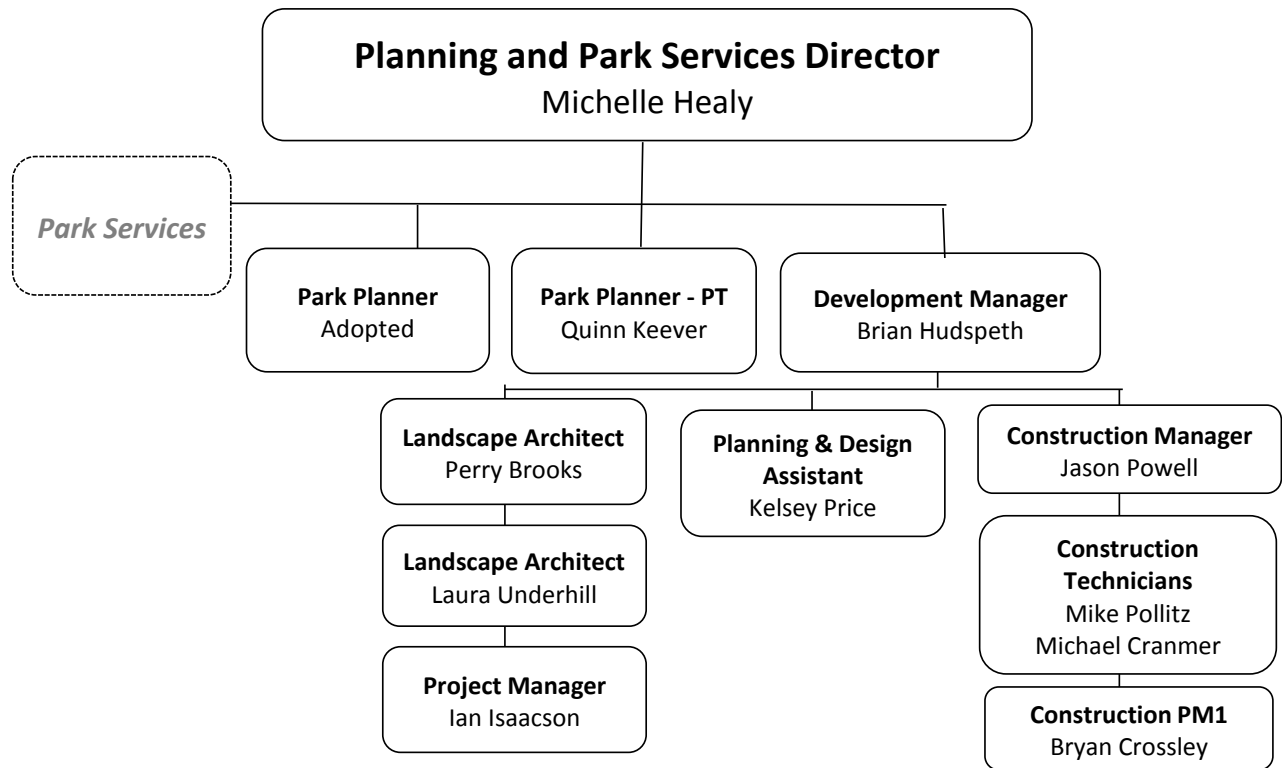
#### **Major 2018-19 Budget Items**

- Add full-time planner position and reduce part time planner hours from .75 FTE to .4 FTE to support District's short- and long-range planning needs (.65 FTE) - \$65,420
- Complete Strategic Plan \$40,000
- Conduct perception survey - \$30,000
- Conduct recreation needs assessment survey - \$30,000
- SDC methodology, ordinance and fees revision (budgeted in SDC Fund)

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# STRATEGIC PLANNING & DESIGN

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**Bend Park and Recreation District – General Fund**  
**Fiscal Year 2018-19**  
**Department – Strategic Planning and Design**

	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Estimate	2018-19 Current LOS	2018-19 New Programs	2018-19 Adopted
<b>RESOURCES</b>							
Interfund Transfer (from SDC Fund)	\$ 140,000	\$ 175,000	\$ 200,000	\$ 200,000	\$ 250,000	\$ -	\$ 250,000
Reimbursement for Services	81,362	100,811	125,000	125,000	125,000	-	125,000
<b>TOTAL RESOURCES</b>	<b>\$ 221,362</b>	<b>\$ 275,811</b>	<b>\$ 325,000</b>	<b>\$ 325,000</b>	<b>\$ 375,000</b>	<b>\$ -</b>	<b>\$ 375,000</b>
<b>REQUIREMENTS</b>							
Personnel Services							
Full-Time Wages	629,137	650,335	716,504	656,882	732,141	69,479	801,620
Part-Time Wages	61,915	70,518	49,597	57,247	55,148	(27,136)	28,012
Related Payroll Expenses	261,817	262,795	305,668	265,113	298,885	19,817	318,702
Total Personnel Services	952,869	983,648	1,071,769	979,242	1,086,174	62,160	1,148,334
Materials & Services	57,522	80,286	115,790	104,847	89,697	62,060	151,757
<b>TOTAL REQUIREMENTS</b>	<b>\$ 1,010,391</b>	<b>\$ 1,063,934</b>	<b>\$ 1,187,559</b>	<b>\$ 1,084,089</b>	<b>\$ 1,175,871</b>	<b>\$ 124,220</b>	<b>\$ 1,300,091</b>
<b>RESOURCES less REQUIREMENTS</b>							
Resources	221,362	275,811	325,000	325,000	375,000	-	375,000
Requirements	1,010,391	1,063,934	1,187,559	1,084,089	1,175,871	124,220	1,300,091
Resources less Requirements	<b>\$ (789,029)</b>	<b>\$ (788,123)</b>	<b>\$ (862,559)</b>	<b>\$ (759,089)</b>	<b>\$ (800,871)</b>	<b>\$ (124,220)</b>	<b>\$ (925,091)</b>

<b>PERSONNEL SUMMARY</b>	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Estimate	2018-19 Current LOS	2018-19 New Programs	2018-19 Total Adopted
<b>FULL TIME</b>							
Planning & Park Services Director	1.00	1.00	1.00	1.00	1.00	-	1.00
Development Manager	-	1.00	1.00	1.00	1.00	-	1.00
Project Manager	-	-	-	1.00	1.00	-	1.00
Planner	1.00	1.00	1.00	-	-	0.88	0.88
Landscape Architect	2.00	1.58	2.00	1.82	2.00	-	2.00
Landscape Designer	0.75	1.00	1.00	-	-	-	-
Construction Manager	1.00	1.00	1.00	1.00	1.00	-	1.00
Construction Supervisor	1.00	-	-	-	-	-	-
Construction Coordinator	1.00	1.00	1.00	1.00	1.00	-	1.00
Facilities Specialist 2	1.00	1.00	1.00	1.00	1.00	-	1.00
Construction Worker 1	-	-	1.00	1.00	1.00	-	1.00
P&D Admin Assistant	-	-	-	0.35	1.00	-	1.00
<b>TOTAL FULL TIME</b>	<b>8.75</b>	<b>8.58</b>	<b>10.00</b>	<b>9.17</b>	<b>10.00</b>	<b>0.88</b>	<b>10.88</b>
<b>PART TIME</b>							
Planner	0.72	0.76	0.75	0.85	0.75	(0.35)	0.40
GIS Intern	-	-	-	0.17	0.17	-	0.17
Year Round PT Construction	-	0.66	-	-	-	-	-
Seasonal Construction	1.00	0.25	-	-	-	-	-
<b>TOTAL PART TIME</b>	<b>1.72</b>	<b>1.67</b>	<b>0.75</b>	<b>1.02</b>	<b>0.92</b>	<b>(0.35)</b>	<b>0.57</b>

**FUND – General Fund**  
**DEPARTMENT – Park Services**

**Department Purpose:**

To care for places where people play, learn, and grow, and to protect our natural and cultural resources for the enjoyment of community residents.

The department provides construction and maintenance operations of parks and facilities in support of other departments by providing the best facilities for all services.

Responsibilities also include management of park use, security for parks and facilities, and support for special events and recreation programs.

**Accomplishments: Strategic Plan Initiatives 2017-18**

- Submitted storm-water management plans for the District's UICs to DEQ to obtain required Federal permitting.
- Began process to update park rules ordinance to better reflect current activities in park.
- Initiated lead worker, leadership training, in coordination with Human Resources to cultivate staff skills.
- Completed asset management plan and numerous asset replacement projects.
- Managed District participation in the Energy Trust of Oregon's (ETO) Strategic Energy Management Program to reduce energy consumption districtwide.

**Accomplishments: Day-to-Day Operations 2017-18**

- Took on the care and maintenance of several new parks including, Rockridge, Stone Creek, Empire Crossing and Riley Ranch Nature Reserve while continuing to maintain current level of care standards.
- Partnered with ETO to implement several energy conservation projects at JSFC, District Office and Shevlin House.

- Partnered with Heart of Oregon to complete both vegetation and trail maintenance projects.
- Developed and submitted to USFWS a Safe Harbor Agreement for the threatened and endangered Oregon spotted frog.
- Completed final detail work on the renovated Skyline Park fields in preparation for community use.
- Upgraded Discovery Park off leash area with turf to better serve users.
- Completed 90+ acre prescribed fire in partnership with the US Forest Service at Shevlin Park (Tree Farm area).
- Completed conversion to Maintenance Connection (a new computerized maintenance management system) to better assign, manage and track department work flow.

**Objectives: Strategic Plan Initiatives 2018-19**

- Obtain federal permit from DEQ for UICs.
- Continue to develop and cultivate staff skills through additional training to improve succession and transition capabilities.
- Integrate ADA transition plan more formally into the District-wide Asset Management Plan and dedicate more resources to ADA projects to better meet the community's needs.
- Manage \$107,000 worth of \$5,000 to \$50,000 asset management repair and replacement projects.
- Complete Urban Forestry Plan.
- Cultivate partnerships and develop plans for the care and stewardship of the bike park at Big Sky Park.

**Objectives: Day-to-Day Operations 2018-19**

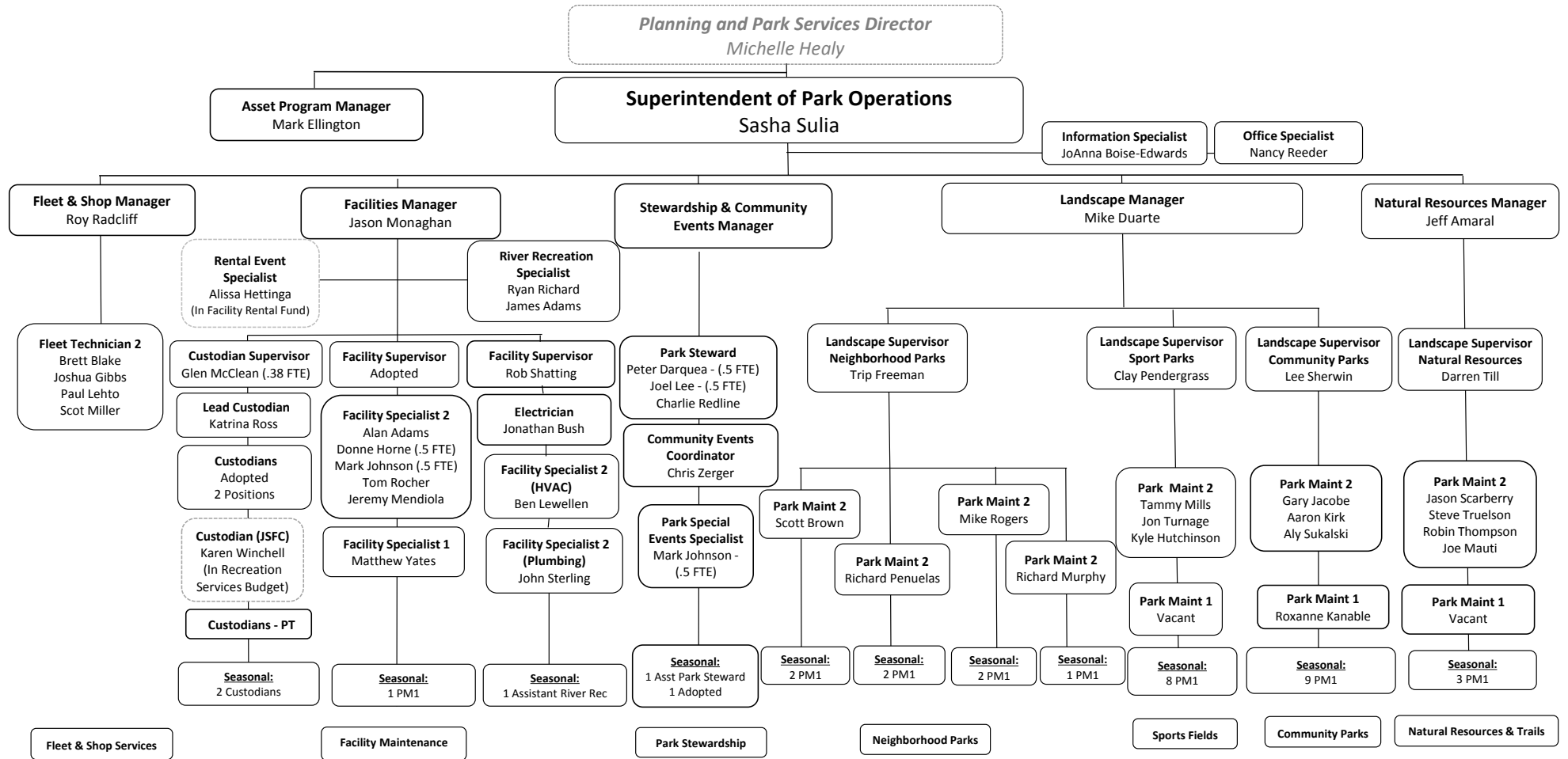
- Provide maintenance for all of the District's facilities and properties including Riley Ranch and several new neighborhood parks.

- Construct new trails and upgrade trail surfaces on several trails such as Shevlin Park.
- Work with the City of Bend and Planning and Development Department to update trail data for to inform a new urban services IGA.
- Improve efficiencies in irrigation by upgrading to web-based control system.
- Evaluate and manage park trees through completion of the urban forestry contract.

#### **Major 2018-19 Budget Items**

- Add a full-time Facility Supervisor position in the Facility Division to reduce the number of employees the Facility Manager directly supervises from 13 to 7. This position will provide better supervisory oversight and increase work output - \$123,565.
- Manage the acquisition and maintenance of new vehicles and equipment (acquisition costs in the Equipment Reserve Fund) - \$64,446.
- Convert two part-time custodial positions to full-time to keep up with the cleaning of park restrooms – \$17,396 - and rental facilities (\$1,806 accounted for in the Facility Rental Fund).
- Add one seasonal Assistant Steward position to the Stewardship Division to help manage Riley Ranch and other new neighborhood parks \$26,042.

# PARK SERVICES



**Bend Park and Recreation District – General Fund**  
**Fiscal Year 2018-19**  
**Department – Park Services**

	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Estimate	2018-19 Current LOS	2018-19 New Programs	2018-19 Adopted
<b>RESOURCES</b>							
Miscellaneous	\$ 7,536	\$ 1,306	\$ 1,000	\$ 3,478	\$ 2,000	\$ -	\$ 2,000
Community Events	-	-	-	-	51,000	-	51,000
Reimbursement for Services	21,136	5,078	35,000	25,000	25,000	-	25,000
<b>TOTAL RESOURCES</b>	<b>\$ 28,672</b>	<b>\$ 6,384</b>	<b>\$ 36,000</b>	<b>\$ 28,478</b>	<b>\$ 78,000</b>	<b>\$ -</b>	<b>\$ 78,000</b>
<b>REQUIREMENTS</b>							
Personnel Services							
Full-Time Wages	\$ 2,042,760	\$ 2,164,983	\$ 2,508,153	\$ 2,377,790	\$ 2,512,045	\$ 113,421	\$ 2,625,466
Part-Time Wages	463,757	526,579	580,636	609,779	730,461	(19,892)	710,569
Related Payroll Expenses	983,154	1,026,744	1,171,729	1,198,274	1,236,761	45,724	1,282,486
Total Personnel Services	3,489,671	3,718,306	4,260,518	4,185,843	4,479,267	139,253	4,618,521
Materials & Services	1,875,324	1,857,915	2,308,174	2,080,972	2,223,620	26,750	2,250,370
Capital Outlay	5,600	5,055	-	-	-	-	-
<b>TOTAL REQUIREMENTS</b>	<b>\$ 5,370,595</b>	<b>\$ 5,581,276</b>	<b>\$ 6,568,692</b>	<b>\$ 6,266,815</b>	<b>\$ 6,702,887</b>	<b>\$ 166,003</b>	<b>\$ 6,868,891</b>
<b>RESOURCES less REQUIREMENTS</b>							
Resources	28,672	6,384	36,000	28,478	78,000	-	78,000
Requirements	5,370,595	5,581,276	6,568,692	6,266,815	6,702,887	166,003	6,868,891
Resources less Requirements	<b>\$ (5,341,923)</b>	<b>\$ (5,574,892)</b>	<b>\$ (6,532,692)</b>	<b>\$ (6,238,337)</b>	<b>\$ (6,624,887)</b>	<b>\$ (166,003)</b>	<b>\$ (6,790,891)</b>

**Bend Park and Recreation District – General Fund**  
**Fiscal Year 2018-19**  
**Park Services Personnel Summary**

<b>PERSONNEL SUMMARY</b>	2015-16	2016-17	2017-18	2017-18	2018-19	2018-19	2018-19
FULL TIME	Actual	Actual	Budget	Estimate	Current LOS	New Programs	Total Adopted
<b>Administration</b>							
Park Services Director	0.33	-	-	-	-	-	-
Superintendent of Park Operations	0.67	1.00	1.00	1.00	1.00	-	1.00
Asset Program Manager	1.00	1.00	1.00	0.42	-	-	-
Information Specialist	1.00	1.00	1.00	1.00	1.00	-	1.00
Office Specialist	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>-</u>	<u>1.00</u>
<b>Total Administration</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>3.42</b>	<b>3.00</b>	<b>-</b>	<b>3.00</b>
<b>Facilities</b>							
Facilities Manager	1.00	1.00	1.00	1.00	1.00	-	1.00
Facility Maintenance Supervisor	-	0.25	0.35	1.00	1.00	1.00	2.00
Electrician	1.33	1.00	1.00	1.00	1.00	-	1.00
Facilities Specialist	4.50	6.50	6.50	6.50	6.50	-	6.50
River Recreation Specialist	0.83	1.17	2.00	2.00	2.00	-	2.00
Park Maintenance Worker I	1.82	-	-	-	-	-	-
Park Events Specialist	-	0.50	0.42	0.42	0.50	-	0.50
Custodian Supervisor	-	0.42	0.38	0.38	0.40	-	0.40
Lead Custodian	1.00	1.00	1.00	1.00	1.00	-	1.00
Custodian	<u>1.00</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>1.70</u>	<u>1.70</u>
<b>Total Facilities</b>	<b>11.48</b>	<b>11.84</b>	<b>12.65</b>	<b>13.30</b>	<b>13.40</b>	<b>2.70</b>	<b>16.10</b>
<b>Fleet &amp; Shop</b>							
Fleet & Shop Manager	1.00	1.00	1.00	1.00	1.00	-	1.00
Fleet Technician II	2.00	3.00	4.00	4.00	4.00	-	4.00
Fleet Technician I	<u>1.00</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Total Fleet &amp; Shop</b>	<b>4.00</b>	<b>4.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>-</b>	<b>5.00</b>
<b>Landscape</b>							
Landscape Manager	1.00	1.00	1.00	1.00	1.00	-	1.00
Landscape Supervisors	3.00	3.00	3.00	3.00	3.00	-	3.00
Landscape Crew Leader	-	-	0.50	-	-	-	-
Park Maintenance Worker II	8.00	9.00	9.00	9.50	11.00	-	11.00
Park Maintenance Worker I	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>0.85</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Total Landscape</b>	<b>14.00</b>	<b>15.00</b>	<b>15.50</b>	<b>14.35</b>	<b>15.00</b>	<b>-</b>	<b>15.00</b>
<b>Natural Resources</b>							
Natural Resources Manager	0.67	1.00	1.00	1.00	1.00	-	1.00
Natural Resources Supervisor	1.00	1.00	1.00	1.00	1.00	-	1.00
Park Maintenance Worker II	1.00	1.75	2.50	3.50	4.00	-	4.00
Park Maintenance Worker I	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>0.75</u>	<u>0.75</u>	<u>-</u>	<u>0.75</u>
<b>Total Natural Resources</b>	<b>4.67</b>	<b>5.75</b>	<b>6.50</b>	<b>6.25</b>	<b>6.75</b>	<b>-</b>	<b>6.75</b>
<b>Stewardship</b>							
Park Stewardship Manager	1.00	1.00	1.00	1.00	1.00	-	1.00
Park Steward	1.00	1.00	2.00	1.92	2.00	-	2.00
Public Events Program Coordinator	1.00	1.00	1.00	1.00	0.10	-	0.10
Park Events Specialist	1.00	0.50	0.58	0.58	0.25	-	0.25
Assistant Park Stewards (Two .5 FTE)	<u>-</u>	<u>1.00</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Total Stewardship</b>	<b>4.00</b>	<b>4.50</b>	<b>4.58</b>	<b>4.50</b>	<b>3.35</b>	<b>-</b>	<b>3.35</b>
<b>Community Events</b>							
Public Events Program Coordinator	-	-	-	-	0.90	-	0.90
Park Events Specialist	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.25</u>	<u>-</u>	<u>0.25</u>
<b>Total Community Events</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1.15</b>	<b>-</b>	<b>1.15</b>
<b>TOTAL FULL TIME</b>	<b>42.15</b>	<b>45.09</b>	<b>48.23</b>	<b>46.82</b>	<b>47.65</b>	<b>2.70</b>	<b>50.35</b>

**Bend Park and Recreation District – General Fund**  
**Fiscal Year 2018-19**  
**Park Services Personnel Summary (Continued)**

<b>PERSONNEL SUMMARY</b>	2015-16	2016-17	2017-18	2017-18	2018-19	2018-19	2018-19
	Actual	Actual	Budget	Estimate	Current LOS	New Programs	Total Adopted
<b>PART TIME &amp; SEASONAL</b>							
<b>Administration</b>							
Part Time Office Specialist	0.12	-	-	-	-	-	-
Part Time Asset & Program Manager	-	-	-	0.39	0.60	-	0.60
<b>Total Administration</b>	<b>0.12</b>	<b>-</b>	<b>-</b>	<b>0.39</b>	<b>0.60</b>	<b>-</b>	<b>0.60</b>
<b>Facilities</b>							
Part Time Park Aids	0.27	0.20	0.14	-	-	-	-
Part Time Custodians	0.88	2.77	2.85	1.91	3.47	(1.45)	2.02
Seasonal Custodians	1.00	0.83	0.83	0.19	1.08	-	1.08
Seasonal Park Maintenance 1	-	-	0.48	-	0.48	-	0.48
Seasonal Asst. River Recreation Specialist	-	0.66	0.54	0.12	0.25	-	0.25
<b>Total Facilities</b>	<b>2.15</b>	<b>4.46</b>	<b>4.84</b>	<b>2.22</b>	<b>5.27</b>	<b>(1.45)</b>	<b>3.82</b>
<b>Fleet &amp; Shop</b>							
Seasonal/PT Fleet Technician 1	0.50	0.88	-	-	-	-	-
<b>Landscape</b>							
Seasonal Park Maintenance 1	10.92	11.83	12.70	12.87	13.48	-	13.48
<b>Natural Resources</b>							
Seasonal Park Maintenance 1	2.00	2.13	1.61	1.37	1.72	-	1.72
<b>Stewardship</b>							
Seasonal Assistant Park Stewards	1.72	0.52	0.54	0.19	0.52	0.52	1.04
Part Time Public Event Program Assistant	-	-	-	0.09	-	-	-
<b>Total Facilities</b>	<b>1.72</b>	<b>0.52</b>	<b>0.54</b>	<b>0.28</b>	<b>0.52</b>	<b>0.52</b>	<b>1.04</b>
<b>Community Events</b>							
Public Event Program Assistant	-	-	-	-	0.20	-	0.20
<b>TOTAL PART TIME &amp; SEASONAL</b>	<b>17.41</b>	<b>19.82</b>	<b>19.69</b>	<b>17.12</b>	<b>21.79</b>	<b>(0.93)</b>	<b>20.86</b>
<b>TOTAL PARK SERVICES</b>	<b>59.56</b>	<b>64.91</b>	<b>67.92</b>	<b>63.94</b>	<b>69.44</b>	<b>1.77</b>	<b>71.21</b>



**FUND – General Fund**  
**DEPARTMENT - Community Relations**

**Department Purpose:**

Communicate value of the District's role in Bend's quality of life today and for generations to come; support awareness of District offerings and participation in programs.

Strategies include: communicating benefits of Play for Life; inform citizens of projects and major work; build relationships with organizations and individuals; support programs and services, special events, and rental facilities with marketing and sponsorship efforts; manage a District-wide volunteer program; administer the BPR Foundation.

**Accomplishments: Strategic Plan Initiatives 2017-18**

- Managed website platform and design redevelopment, migration and content evaluation of 350+ webpages. Launch in spring 2018.
- Supported public involvement efforts for the Comprehensive Plan and various capital improvement projects.
- Supported Art Station communications including advertising, website, social media, email marketing and program support.
- Developed public communications and volunteer program for Riley Ranch.
- Led communications and engagement activities for Strategic Energy Management.
- Completed baseline review of District-wide sponsorship program.

**Accomplishments: Day-to-Day Operations 2017-18**

- Supported design, marketing, press releases, public relations, social media, website and communications.
- Streamlined web calendar systems to improve patron staff experience.
- Managed volunteer engagement program.
- Designed and produced three Playbooks and annual report.

- Provided leadership and administration of BPR Foundation.
- Managed sale of advertising supporting the budget for The Pavilion.

**Objectives: Strategic Plan Initiatives 2018-19**

- Support communications for Larkspur Community Center, Big Sky and Alpenglow parks and other projects.
- Develop communications plan to inform underserved populations about District opportunities.
- Redesign District park and trail system map with cartography support and GIS data.
- Communicate key takeaways from the Economic Impact Study and Comprehensive Plan.
- Evaluate information-sharing capabilities of RecTrac for Playbook efficiency.
- Develop communications campaign to support employee recruitment.

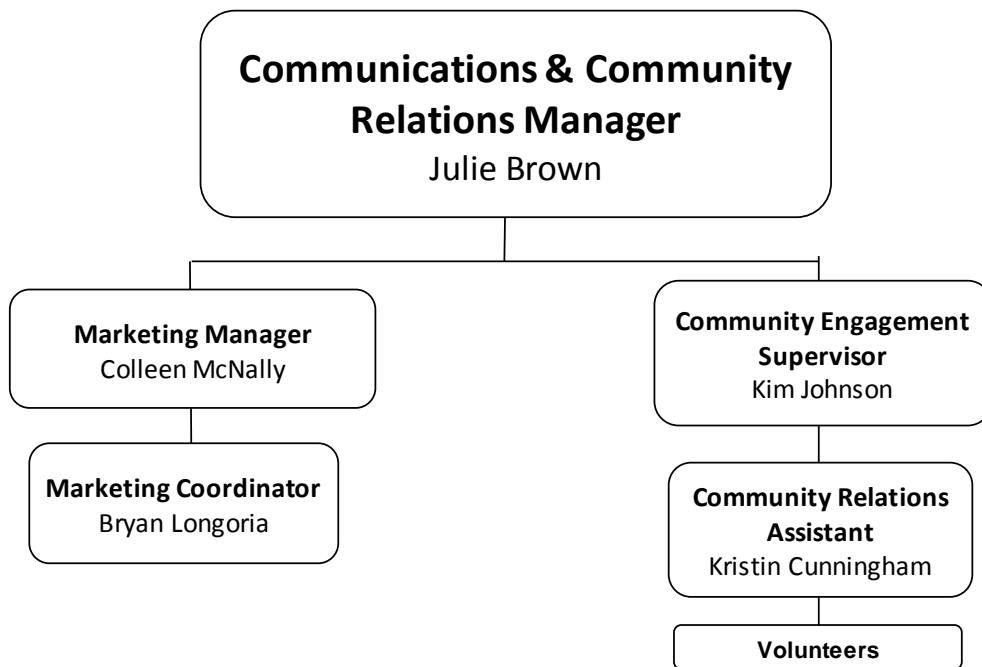
**Objectives: Day-to-Day Operations 2018-19**

- Partner with City, County, School District and others regarding collaboration opportunities.
- Seek opportunities to conduct patron research.
- Expand multimedia content including video and photography.
- Enhance the patron website experience and connect through digital marketing.
- Support patron experience and recreation department's needs with recreation registration system upgrade.
- Foster consistent brand and messaging use among District departments.
- Provide timely information on employee website to inform and engage employees.
- Coordinate marketing, communications, stewardship, volunteering and public relations efforts.
- Improve consistency and processes for sponsorship activities.

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# COMMUNITY RELATIONS

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**Bend Park and Recreation District – General Fund**  
**Fiscal Year 2018-19**  
**Department – Community Relations**

	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Estimate	2018-19 Current LOS	2018-19 New Programs	2018-19 Adopted
<b>RESOURCES</b>							
Playbook	\$ 4,450	\$ 3,900	\$ 7,200	\$ 7,200	\$ 7,200	\$ -	\$ 7,200
Special Events	30,802	-	-	-	-	-	-
<b>TOTAL RESOURCES</b>	<b>\$ 35,252</b>	<b>\$ 3,900</b>	<b>\$ 7,200</b>	<b>\$ 7,200</b>	<b>\$ 7,200</b>	<b>\$ -</b>	<b>\$ 7,200</b>
<b>REQUIREMENTS</b>							
Personnel Services							
Full-Time Wages	\$ 243,369	\$ 268,087	\$ 325,805	\$ 309,984	\$ 341,078	\$ -	\$ 341,078
Part-Time Wages	36,690	21,678	-	2,523	-	-	-
Related Payroll Expenses	96,920	101,901	131,431	118,926	133,567	-	133,567
Total Personnel Services	376,979	391,666	457,236	431,433	474,645	-	474,645
Materials & Services	264,964	292,973	344,110	338,850	355,615	-	355,615
<b>TOTAL REQUIREMENTS</b>	<b>\$ 641,943</b>	<b>\$ 684,639</b>	<b>\$ 801,346</b>	<b>\$ 770,283</b>	<b>\$ 830,260</b>	<b>\$ -</b>	<b>\$ 830,260</b>
<b>RESOURCES less REQUIREMENTS</b>							
Resources	35,252	3,900	7,200	7,200	7,200	-	7,200
Requirements	641,943	684,639	801,346	770,283	830,260	-	830,260
Resources less Requirements	<b>\$ (606,691)</b>	<b>\$ (680,739)</b>	<b>\$ (794,146)</b>	<b>\$ (763,083)</b>	<b>\$ (823,060)</b>	<b>\$ -</b>	<b>\$ (823,060)</b>

<b>PERSONNEL SUMMARY</b>	2015-16	2016-17	2017-18	2017-18	2018-19 Current	2018-19 New	2018-19 Total
FULL TIME	Actual	Actual	Budget	Estimate	LOS	Programs	Adopted
Community Relations Manager	0.83	1.00	1.00	1.00	1.00	-	1.00
Marketing Manager	1.00	1.00	1.00	1.00	1.00	-	1.00
Community Engagement Supervisor	-	1.00	1.00	1.00	1.00	-	1.00
Volunteer Coordinator	1.00	-	-	-	-	-	-
Community Relations Coordinator	1.00	0.82	1.00	1.00	1.00	-	1.00
Community Relations Assistant	-	-	1.00	0.63	1.00	-	1.00
<b>TOTAL FULL TIME</b>	<b>3.83</b>	<b>3.82</b>	<b>5.00</b>	<b>4.63</b>	<b>5.00</b>	<b>-</b>	<b>5.00</b>
<b>PART TIME</b>							
Marketing Coordinator	0.70	-	-	-	-	-	-
Distribution Assistant	-	-	-	-	-	-	-
Seasonal Event Coordinator	-	-	-	-	-	-	-
Community Relations Specialist 3	-	-	-	-	-	-	-
Customer Service Specialist	0.15	-	-	-	-	-	-
Community Relations Assistant	-	0.72	-	0.08	-	-	-
Assorted Recreation Staff-Events	0.15	-	-	-	-	-	-
<b>TOTAL PART TIME</b>	<b>1.00</b>	<b>0.72</b>	<b>-</b>	<b>0.08</b>	<b>-</b>	<b>-</b>	<b>-</b>

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**FUND – General Fund**  
**DEPARTMENT – Recreation Services**

**Department Purpose:**

To enhance the health and well-being of the community, families and individuals by providing exceptional recreation facilities, programs and services accessible to everyone.

The department consists of Juniper Swim & Fitness Center, Bend Senior Center, The Pavilion, Art Station, registration and customer service, outreach and events, and a diverse array of recreation and enrichment programs for people of all ages and abilities. The department is responsible for managing facilities, planning, developing and implementing programs, responding to community issues and needs, and providing excellent customer service.

**Accomplishments: Strategic Plan Initiatives 2017-18**

- Revised and implemented new comprehensive Athletic Field Policies.
- Developed new methodology for determining future Athletic Field needs and identified priorities for next 5-years.
- Supported Larkspur Community Center planning efforts through design and preliminary business and program planning.
- Negotiated a new long-term IGA with Bend LaPine Schools.
- Implemented Strategic Energy Management at JSFC and The Pavilion resulting in energy savings.
- Implemented Needs-Based Assistance Plan and increased outreach efforts to underserved populations.
- Revised program classification system and cost recovery methodology.

**Accomplishments: Day-to-Day Operations 2017-18**

- Maintained current services at a high level of quality despite challenges presented by tight job market.

- Increased total program participation and facility visitation an estimated 4.0%.
- Increased total revenue an estimated 6.9%.
- Estimated tax subsidy of \$1.21 million is \$421,000 under what was originally budgeted, as a result of substantial savings in both personnel and materials.
- Estimated cost recovery of 86.4% is the same as the previous two fiscal years, and 3.6% under budget.

**Objectives: Strategic Plan Initiatives 2018-19**

- Conduct recreation survey to confirm the future needs and priorities for recreation programs and services.
- Complete program and business plan for Larkspur Community Center.
- Develop plan for the temporary closure of the Senior Center.
- Continue to expand outreach efforts to underserved populations including low income families and Latino population.
- Pursue partnerships with health providers, insurance companies and others to expand the “Movement as Medicine” concept.
- Revise practices for using Independent Contractors in the delivery of recreation programs.
- Implement new customer/participant evaluation and feedback system.

**Objectives: Day-to-Day Operations 2018-19**

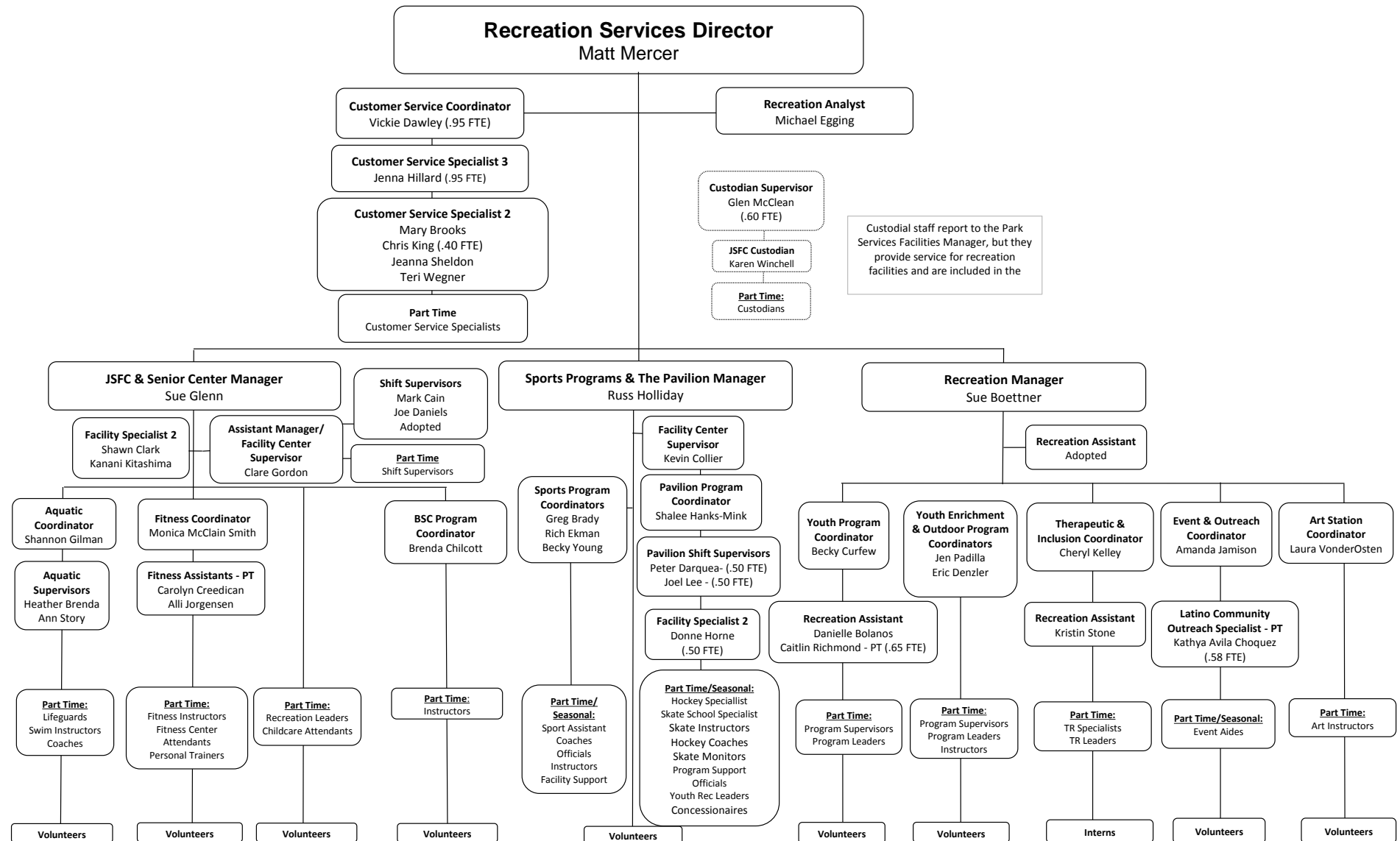
- Maintain current program and services at the high level of quality people expect.
- Expand participation in existing programs where demand is increasing and capacity exists.
- Implement revised program classification system and cost recovery methodology with all programs and services.
- Increase overall facility visitation and program participation by 2 - 3%.

- Maintain financial sustainability by meeting or exceeding cost recovery goals.

#### **Major 2018-19 Budget Items**

- The Recreation Services budget proposal includes a contingency for unanticipated program expansion in the event that program demand is higher than expected. The contingency consists of an additional \$200,000 in revenue and \$100,000 in both personnel and materials expense. As the program expansion revenue and expenses are the same amounts, there is no change in tax support. The percentage increases referenced in the bullets below do not include the contingency.
- Revenue is budgeted to increase between 2.2% over this year's estimate. The projected growth is less than the previous several years when the opening and development of The Pavilion fueled strong growth.
- Personnel Services is budgeted to increase 7.8% over this year's estimate. This is due to COLA and merit increases for existing staff, and the addition of 2.5 FTE of combined full-time and part-time hours to support continued program growth. Additionally, current year estimates are below budget due to vacancies in positions.
- Materials and supplies are budgeted to increase 3.4% over this year's estimates. Utility savings have helped keep increases low in the recreation facilities.
- Budgeted tax subsidy of \$1.64 million is \$430,000 more than current year estimates and cost recovery is budgeted to decrease from 86.3% to 82.8%. This is due to fees being unable to recover the full cost of personnel services increases and decreasing opportunities for growth due to capacity challenges. The Recreation Department consistently outperforms budget and the actual subsidy is expected to be somewhere between the current year estimate and the Adopted budget.
- Adopted budget includes the following new programs:
  - Add evening Shift Supervisor full time position to JSFC. As this is part of a minor reorganization of responsibilities and results in a nearly equal reduction in part-time wages, the impact on the budget is minimal (\$2,302).
  - Add shared Recreation Assistant full time position for Youth Recreation areas (\$33,406).
- Asset management projects included in the Facility Reserve Fund that support recreation facilities:
  - JSFC outdoor pool deck resurfacing - \$30,000
  - JSFC bulkhead/headwall grating replacement - \$15,000
  - JSFC pool HVAC sound attenuation - \$7,500
  - Senior Center event room floor Resealing - \$7,500
  - JSFC steam generator replacement - \$7,000
  - JSFC staff room improvements - \$6,000
  - JSFC acoustical improvements - \$5,000
- Equipment purchases included in the Equipment Reserve Fund that support recreation facilities and programs:
  - 12-Passenger ADA bus replacement - \$72,680
  - Lacrosse helmet replacement - \$22,000
  - Outdoor recreation river rafts - \$12,230
  - JSFC safety mat replacement - \$12,000
  - Floor machine - \$7,840

## RECREATION SERVICES



**Bend Park and Recreation District – General Fund**  
**Fiscal Year 2018-19**  
**Department – Recreation Services**

	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Estimate	2018-19 Current LOS	2018-19 New Programs	2018-19 Adopted
<b>RESOURCES</b>							
User Fees & Charges	\$ 6,560,721	\$ 6,979,992	\$ 7,610,750	\$ 7,464,507	\$ 7,816,666	\$ 22,100	\$ 7,838,766
Grants & Donations	15,905	20,593	22,000	20,002	20,000	-	20,000
Fundraising & Sponsorships	50,025	86,270	127,375	109,510	102,580	-	102,580
Other & Miscellaneous	56,723	74,250	63,750	64,059	63,908	-	63,908
<b>TOTAL RESOURCES</b>	<b>\$ 6,683,374</b>	<b>\$ 7,161,105</b>	<b>\$ 7,823,875</b>	<b>\$ 7,658,078</b>	<b>\$ 8,003,154</b>	<b>\$ 22,100</b>	<b>\$ 8,025,254</b>
<b>REQUIREMENTS</b>							
Personnel Services							
Full-Time Wages	\$ 1,688,689	\$ 2,020,436	\$ 2,201,748	\$ 2,084,223	\$ 2,253,453	\$ 87,163	\$ 2,340,616
Part-Time Wages	2,638,461	2,740,105	3,187,948	3,064,352	3,343,822	(62,015)	3,281,807
Related Payroll Expenses	1,329,396	1,432,333	1,679,529	1,589,892	1,708,887	32,660	1,741,547
Total Personnel Services	5,656,546	6,192,874	7,069,225	6,738,467	7,306,162	57,808	7,363,970
Materials & Services	2,033,203	2,085,476	2,383,426	2,126,713	2,299,172	-	2,299,172
<b>TOTAL REQUIREMENTS</b>	<b>\$ 7,689,749</b>	<b>\$ 8,278,350</b>	<b>\$ 9,452,651</b>	<b>\$ 8,865,180</b>	<b>\$ 9,605,334</b>	<b>\$ 57,808</b>	<b>\$ 9,663,142</b>
<b>RESOURCES less REQUIREMENTS</b>							
Resources	6,683,374	7,161,105	7,823,875	7,658,078	8,003,154	22,100	8,025,254
Requirements	7,689,749	8,278,350	9,452,651	8,865,180	9,605,334	57,808	9,663,142
Property Tax Subsidy	<b>\$ (1,006,375)</b>	<b>\$ (1,117,245)</b>	<b>\$ (1,628,776)</b>	<b>\$ (1,207,102)</b>	<b>\$ (1,602,180)</b>	<b>\$ (35,708)</b>	<b>\$ (1,637,888)</b>
Cost Recovery Percent	86.91%	86.50%	82.77%	86.38%	83.32%	38.23%	83.05%

**Divisions Summarized**

Recreation Administration  
Registration  
Juniper Swim & Fitness Center  
Sports Programs  
Enrichment and Outdoor  
Therapeutic Recreation  
Inclusion  
Events & Outreach  
Bend Senior Center  
The Pavilion  
Art Station



**Bend Park and Recreation District – General Fund**  
**Fiscal Year 2018-19**  
**Total Recreation Services Personnel Summary**

<b>PERSONNEL SUMMARY</b>	2015-16	2016-17	2017-18	2017-18	2018-19 Current LOS	2018-19 New Programs	2018-19 Total Adopted
<b>FULL TIME</b>	Actual	Actual	Adopted	Estimate			
Recreation Services Director	1.00	1.00	1.00	1.00	1.00	-	1.00
Recreation Services Managers	3.00	3.00	3.00	3.00	3.00	-	3.00
Analyst/Business Manager	1.00	1.00	1.00	0.92	1.00	-	1.00
Recreation Facility Supervisors	-	0.75	2.00	2.00	2.00	-	2.00
Recreation Program Coordinators	13.00	12.00	12.00	11.92	12.00	-	12.00
Aquatic Supervisors	2.00	2.00	2.00	2.00	2.00	-	2.00
Shift Supervisors	2.50	3.66	3.00	3.00	3.00	1.00	4.00
Outreach/Event Coordinator	-	0.57	1.00	0.75	1.00	-	1.00
Recreation Assistants	-	2.00	2.00	2.00	2.00	1.00	3.00
Customer Service Coordinator	1.00	0.90	0.92	0.92	0.95	-	0.95
Customer Service Assistant	-	0.90	0.92	0.92	0.95	-	0.95
Customer Service Specialists	3.00	3.00	3.00	3.00	3.40	-	3.40
Facility Maintenance Supervisor	0.95	0.75	0.65	-	-	-	-
Facility Maintenance Specialists	2.00	2.00	2.50	2.21	2.50	-	2.50
Custodial Supervisor	-	0.58	0.61	0.61	0.55	-	0.55
Custodian	-	1.00	1.00	1.00	1.00	-	1.00
<b>TOTAL FULL TIME</b>	<b>29.45</b>	<b>35.11</b>	<b>36.60</b>	<b>35.25</b>	<b>36.35</b>	<b>2.00</b>	<b>38.35</b>
<b>PART TIME</b>							
Recreation Staff	70.51	75.73	83.51	84.01	85.07	(1.34)	83.73
Customer Service/Concession Staff	9.14	9.38	8.91	9.96	9.70	-	9.70
Janitorial Staff	6.39	6.62	6.60	6.85	6.73	-	6.73
<b>TOTAL PART TIME</b>	<b>86.04</b>	<b>91.74</b>	<b>99.02</b>	<b>100.82</b>	<b>101.50</b>	<b>(1.34)</b>	<b>100.16</b>

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**Bend Park and Recreation District - Special Revenue Fund**  
**Fiscal Year 2018-19**  
**Facility Rental Special Revenue Fund**

	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Estimate	2018-19 Current LOS	2018-19 New Programs	2018-19 Adopted
<b>RESOURCES</b>							
Beginning Working Capital	\$ 481,601	\$ 628,271	\$ 692,007	\$ 767,580	\$ 981,043	\$ -	\$ 981,043
Interest	3,967	7,919	10,000	15,347	22,500	-	22,500
Aspen Hall Rental	117,340	123,306	135,000	110,000	120,000	-	120,000
Hollinshead Barn Rental	42,562	47,225	48,000	51,225	55,000	-	55,000
Public Facility Rental	41,962	52,454	121,000	127,778	139,500	-	139,500
Building Leases	55,679	57,599	60,000	69,490	73,200	-	73,200
Community Events	45,360	49,047	45,000	50,000	-	-	-
<b>TOTAL RESOURCES</b>	<b>\$788,471</b>	<b>\$965,821</b>	<b>\$1,111,007</b>	<b>\$1,191,420</b>	<b>\$ 1,391,243</b>	<b>\$ -</b>	<b>\$1,391,243</b>
<b>REQUIREMENTS</b>							
<b>By Program:</b>							
Facility Rental Program	\$ 181,753	\$ 198,241	\$ 1,111,007	\$ 210,377	\$ 1,164,222	\$ 1,806	\$ 1,166,028
Contingency	-	-	-	-	225,215	-	225,215
<b>TOTAL REQUIREMENTS</b>	<b>\$181,753</b>	<b>\$198,241</b>	<b>\$1,111,007</b>	<b>\$ 210,377</b>	<b>\$ 1,389,437</b>	<b>\$ 1,806</b>	<b>\$1,391,243</b>
<b>By Category:</b>							
Full-Time Wages	\$ 43,800	\$ 53,445	\$ 91,687	\$ 79,865	\$ 68,513	\$ 8,250	\$ 76,763
Part-Time Wages	23,070	21,432	20,700	10,335	8,204	(8,204)	-
Related Payroll Expenses	35,532	40,541	65,237	42,474	36,516	1,760	38,276
Total Personnel Services	102,402	115,418	177,624	132,674	113,233	1,806	115,039
Materials & Services	55,526	51,963	135,950	57,703	126,850	-	126,850
Capital Outlay	23,825	30,860	797,433	20,000	924,139	-	924,139
Contingency	-	-	-	-	225,215	-	225,215
<b>TOTAL REQUIREMENTS</b>	<b>\$181,753</b>	<b>\$198,241</b>	<b>\$1,111,007</b>	<b>\$ 210,377</b>	<b>\$ 1,389,437</b>	<b>\$ 1,806</b>	<b>\$1,391,243</b>
<b>RESOURCES less REQUIREMENTS</b>							
Resources	788,471	965,821	1,111,007	1,191,420	1,391,243	-	1,391,243
Requirements	181,753	198,241	1,111,007	210,377	1,389,437	1,806	1,391,243
Resources less Requirements	\$ 606,718	\$ 767,580	\$ -	\$ 981,043	\$ 1,806	\$ (1,806)	\$ -

<b>PERSONNEL SUMMARY</b>	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Estimate	2018-19 Current LOS	2018-19 New Programs	2018-19 Adopted
<b>FULL TIME</b>							
Customer Service Coordinator	-	0.20	0.09	0.09	0.05	-	0.05
Customer Service Specialists	1.00	1.00	1.09	1.09	0.65	-	0.65
Custodian Supervisor	-	-	0.01	0.01	0.05	-	0.05
Custodian	-	-	-	-	-	0.30	0.30
Rental Event Specialist	-	-	1.00	1.00	1.00	-	1.00
<b>TOTAL FULL TIME</b>	<b>1.00</b>	<b>1.20</b>	<b>2.19</b>	<b>2.19</b>	<b>1.75</b>	<b>0.30</b>	<b>2.05</b>
<b>PART TIME</b>							
Resident Caretaker	0.70	0.90	-	-	-	-	-
Custodian	0.35	0.35	0.66	0.33	0.25	(0.25)	-
<b>TOTAL PART TIME</b>	<b>1.05</b>	<b>1.25</b>	<b>0.66</b>	<b>0.33</b>	<b>0.25</b>	<b>(0.25)</b>	<b>-</b>

**Bend Park and Recreation District – Special Revenue Funds**  
**Fiscal Year 2018-19**  
**System Development Charges Fund**

	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Estimate	2018-19 Current LOS	2018-19 New Programs	2018-19 Adopted
<b>RESOURCES</b>							
Beginning Working Capital	\$ 8,894,150	\$ 16,248,715	\$ 18,810,785	\$ 20,026,754	\$ 22,022,910	\$ -	\$ 22,022,910
Interest	90,512	208,790	200,000	160,000	300,000	-	300,000
System Development Charges	10,951,017	9,863,589	7,527,500	9,408,440	7,123,535	-	7,123,535
<b>TOTAL RESOURCES</b>	<b>\$ 19,935,679</b>	<b>\$ 26,321,094</b>	<b>\$ 26,538,285</b>	<b>\$ 29,595,194</b>	<b>\$ 29,446,445</b>	<b>\$ -</b>	<b>\$ 29,446,445</b>
<b>REQUIREMENTS</b>							
<i><b>By Organizational Unit:</b></i>							
Strategic Planning & Design	\$ 2,632,964	\$ 5,587,341	\$ 26,138,285	\$ 7,227,284	\$ 28,996,445	\$ -	\$ 28,996,445
Interfund Transfers	1,054,000	707,000	400,000	345,000	450,000	-	450,000
<b>TOTAL REQUIREMENTS</b>	<b>\$ 3,686,964</b>	<b>\$ 6,294,341</b>	<b>\$ 26,538,285</b>	<b>\$ 7,572,284</b>	<b>\$ 29,446,445</b>	<b>\$ -</b>	<b>\$ 29,446,445</b>
<i><b>By Category:</b></i>							
Materials & Services	\$ 6,315	\$ 35,770	\$ 142,000	\$ 111,224	\$ 175,000	\$ -	\$ 175,000
Capital Outlay	2,626,649	5,551,571	25,996,285	7,116,060	28,821,445	-	28,821,445
Interfund Transfers	1,054,000	707,000	400,000	345,000	450,000	-	450,000
<b>TOTAL REQUIREMENTS</b>	<b>\$ 3,686,964</b>	<b>\$ 6,294,341</b>	<b>\$ 26,538,285</b>	<b>\$ 7,572,284</b>	<b>\$ 29,446,445</b>	<b>\$ -</b>	<b>\$ 29,446,445</b>
<b>RESOURCES less REQUIREMENTS</b>							
Resources	19,935,679	26,321,094	26,538,285	29,595,194	29,446,445	-	29,446,445
Requirements	3,686,964	6,294,341	26,538,285	7,572,284	29,446,445	-	29,446,445
Resources less Requirements	\$ 16,248,715	\$ 20,026,753	\$ -	\$ 22,022,910	\$ -	\$ -	\$ -

**Bend Park and Recreation District – Capital Projects Fund**  
**Fiscal Year 2018-19**  
**Bond Capital Projects Fund**

	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Estimate	2018-19 Current LOS	2018-19 New Programs	2018-19 Adopted
<b><u>RESOURCES</u></b>							
Beginning Working Capital	\$ 5,962,651	\$ 648,459	\$ -	\$ -	\$ -	\$ -	\$ -
Interest	12,252	736	-	-	-	-	-
<b>TOTAL RESOURCES</b>	<b>\$ 5,974,903</b>	<b>\$ 649,195</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>REQUIREMENTS</u></b>							
<b><i>By Organizational Unit:</i></b>							
Strategic Planning & Design	\$ 5,326,444	\$ 649,195	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL REQUIREMENTS</b>	<b>\$ 5,326,444</b>	<b>\$ 649,195</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b><i>By Category:</i></b>							
Capital Outlay	\$ 5,326,444	\$ 649,195	\$ -	\$ -	-	-	-
<b>TOTAL REQUIREMENTS</b>	<b>\$ 5,326,444</b>	<b>\$ 649,195</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b><u>RESOURCES less REQUIREMENTS</u></b>							
Resources	5,974,903	649,195	-	-	-	-	-
Requirements	5,326,444	649,195	-	-	-	-	-
Resources less Requirements	\$ 648,459	\$ -	\$ -	\$ -	-	-	-

The Bond Capital Projects Fund was used to account for the financial resources received from the voter approved general obligation bond passed in November 2012. Bond proceeds were fully expended by the end of fiscal year 2016-17.

**Bend Park and Recreation District – Reserve Funds**  
**Fiscal Year 2018-19**  
**Facility Reserve Fund**

	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Estimate	2018-19 Current LOS	2018-19 New Programs	2018-19 Adopted
<b>RESOURCES</b>							
Beginning Working Capital	\$ 7,755,853	\$ 9,418,683	\$ 11,424,978	\$ 12,050,988	\$ 13,930,073	\$ -	\$ 13,930,073
Interest	48,869	96,932	50,000	138,220	150,000	-	150,000
Grant Revenue	362,077	156,953	969,464	362,650	816,279	-	816,279
Contributions	22,569	600	96,000	13,429	-	-	-
Sales & Insurance Proceeds	-	90,852	-	41,486	-	-	-
Interfund Transfers	4,484,450	4,857,641	3,717,821	3,717,821	4,000,000	635,000	4,635,000
<b>TOTAL RESOURCES</b>	<b>\$ 12,673,818</b>	<b>\$ 14,621,661</b>	<b>\$ 16,258,263</b>	<b>\$ 16,324,594</b>	<b>\$ 18,896,352</b>	<b>\$ 635,000</b>	<b>\$ 19,531,352</b>
<b>REQUIREMENTS</b>							
<b>By Organizational Unit:</b>							
Strategic Planning & Design	\$ 3,255,135	\$ 2,570,673	\$ 4,503,464	\$ 2,394,521	\$ 12,013,860	\$ -	\$ 12,013,860
Reserves for Larkspur Center	-	-	10,054,799	-	4,882,492	-	4,882,492
Reserves for Park Maintenance Facility	-	-	-	-	-	635,000	635,000
Reserves for Asset Management	-	-	1,700,000	-	2,000,000	-	2,000,000
<b>TOTAL REQUIREMENTS</b>	<b>\$ 3,255,135</b>	<b>\$ 2,570,673</b>	<b>\$ 16,258,263</b>	<b>\$ 2,394,521</b>	<b>\$ 18,896,352</b>	<b>\$ 635,000</b>	<b>\$ 19,531,352</b>
<b>By Category:</b>							
Capital Outlay	\$ 3,255,135	\$ 2,570,673	\$ 4,503,464	\$ 2,394,521	\$ 12,013,860	\$ -	\$ 12,013,860
Reserves for Larkspur Center	-	-	10,054,799	-	4,882,492	-	4,882,492
Reserves for Park Maintenance Facility	-	-	-	-	-	635,000	635,000
Reserves for Asset Management	-	-	1,700,000	-	2,000,000	-	2,000,000
<b>TOTAL REQUIREMENTS</b>	<b>\$ 3,255,135</b>	<b>\$ 2,570,673</b>	<b>\$ 16,258,263</b>	<b>\$ 2,394,521</b>	<b>\$ 18,896,352</b>	<b>\$ 635,000</b>	<b>\$ 19,531,352</b>
<b>RESOURCES less REQUIREMENTS</b>							
Resources	12,673,818	14,621,661	16,258,263	16,324,594	18,896,352	635,000	19,531,352
Requirements	3,255,135	2,570,673	16,258,263	2,394,521	18,896,352	635,000	19,531,352
Resources less Requirements	\$ 9,418,683	\$ 12,050,988	\$ -	\$ 13,930,073	\$ -	\$ -	\$ -

**Bend Park and Recreation District – Reserve Funds**  
**Fiscal Year 2018-19**  
**Equipment Reserve Fund**

	2015-16 Actual	2017-18 Actual	2017-18 Budget	2017-18 Estimate	2018-19 Current LOS	2018-19 New Programs	2018-19 Adopted
<b>RESOURCES</b>							
Beginning Working Capital	\$ 454,574	\$ 306,376	\$ 504,756	\$ 504,756	\$ 251,181	\$ -	\$ 251,181
Interest	752	2,501	3,500	5,795	10,000	-	10,000
Insurance Proceeds	-	5,000	36,815	36,815	-	-	-
Sale of Assets	32,021	5,879	12,300	4,223	5,000	-	5,000
Interfund Transfers	446,785	335,000	150,000	150,000	500,000	-	500,000
<b>TOTAL RESOURCES</b>	<b>\$ 934,132</b>	<b>\$ 654,756</b>	<b>\$ 707,371</b>	<b>\$ 701,589</b>	<b>\$ 766,181</b>	<b>\$ -</b>	<b>\$ 766,181</b>
<b>REQUIREMENTS</b>							
<b>By Organizational Unit:</b>							
Admin & Administrative Services	\$ -	\$ -	\$ -	\$ -	\$ 43,920	\$ 32,000	\$ 75,920
Park Services	330,893	128,523	449,138	374,694	164,500	56,606	221,106
Recreation Services	296,861	21,477	19,365	75,714	96,230	80,520	176,750
Reserves for Future Expenditure	-	-	238,868	-	292,405	-	292,405
<b>TOTAL REQUIREMENTS</b>	<b>\$ 627,754</b>	<b>\$ 150,000</b>	<b>\$ 707,371</b>	<b>\$ 450,408</b>	<b>\$ 597,055</b>	<b>\$ 169,126</b>	<b>\$ 766,181</b>
<b>By Category:</b>							
Capital Outlay	\$ 627,754	\$ 150,000	\$ 468,503	\$ 450,408	\$ 304,650	\$ 169,126	\$ 473,776
Reserves for Future Expenditure	-	-	238,868	-	292,405	-	292,405
<b>TOTAL REQUIREMENTS</b>	<b>\$ 627,754</b>	<b>\$ 150,000</b>	<b>\$ 707,371</b>	<b>\$ 450,408</b>	<b>\$ 597,055</b>	<b>\$ 169,126</b>	<b>\$ 766,181</b>
<b>RESOURCES less REQUIREMENTS</b>							
Resources	934,132	654,756	707,371	701,589	766,181	-	766,181
Requirements	627,754	150,000	707,371	450,408	597,055	169,126	766,181
Resources less Requirements	\$ 306,378	\$ 504,756	\$ -	\$ 251,181	\$ 169,126	\$ (169,126)	\$ -

**Bend Park and Recreation District – Debt Service Fund**  
**Fiscal Year 2018-19**  
**General Obligation Bond Debt Service Fund**

	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Estimate	2018-19 Current LOS	2018-19 New Programs	2018-19 Adopted
<b>RESOURCES</b>							
Beginning Working Capital	\$ 138,722	\$ 107,792	\$ 102,092	\$ 113,254	\$ 127,252	\$ -	\$ 127,252
Interest	6,460	10,680	8,000	16,430	20,000	-	20,000
Current Property Taxes	1,688,235	1,778,412	1,731,640	1,828,000	1,723,980	-	1,723,980
Delinquent Property Taxes	33,106	28,801	18,000	29,300	25,000	-	25,000
<b>TOTAL RESOURCES</b>	<b>\$ 1,866,523</b>	<b>\$ 1,925,685</b>	<b>\$ 1,859,732</b>	<b>\$ 1,986,984</b>	<b>\$ 1,896,232</b>	<b>\$ -</b>	<b>\$ 1,896,232</b>
<b>By Category:</b>							
Debt Service							
Series 2013 GO Bonds Principal Payments	\$ 815,000	\$ 885,000	\$ 950,000	\$ 950,000	\$ 1,015,000	\$ -	\$ 1,015,000
Series 2013 GO Bonds Interest Payments	943,731	927,431	909,732	909,732	881,232	-	881,232
<b>TOTAL REQUIREMENTS</b>	<b>\$ 1,758,731</b>	<b>\$ 1,812,431</b>	<b>\$ 1,859,732</b>	<b>\$ 1,859,732</b>	<b>\$ 1,896,232</b>	<b>\$ -</b>	<b>\$ 1,896,232</b>
<b>RESOURCES less REQUIREMENTS</b>							
Resources	1,866,523	1,925,685	1,859,732	1,986,984	1,896,232	-	1,896,232
Requirements	1,758,731	1,812,431	1,859,732	1,859,732	1,896,232	-	1,896,232
Resources less Requirements	\$ 107,792	\$ 113,254	\$ -	\$ 127,252	\$ -	\$ -	\$ -



## Glossary

**Accrual basis.** Method of accounting recognizing transactions when they occur without regard to cash flow timing.

**Adopted budget.** The budget approved by the Budget Committee becomes the adopted budget after the Board of Directors takes action on it. The adopted budget becomes effective July 1.

**Ad valorem tax.** A property tax computed as a percentage of the value of taxable property.

**Appropriation.** Authorization for spending a specific amount of money for a specific purpose during a fiscal year. It is based on the adopted budget, including supplemental budgets, if any. It is presented in a resolution adopted by the Board.

**Approved budget.** The Adopted budget as amended and approved by the Budget Committee is recommended to the Board for adoption and is referred to as the approved budget.

**Art Station.** The District re-opened Art Station's doors in October 2016 after its prior owner/operator was unable to continue services. This facility continues the legacy of providing quality art education and play, and offers programs featuring a variety of mediums, including painting, drawing, sculpture, jewelry, glass arts, ceramics, pottery, textiles, and mixed media.

**Assessed value (AV).** The value set by the County Assessor on real and personal property in order to establish a basis for levying taxes.

**Balanced budget.** Oregon's Local Budget Law states the local governments must construct their budgets in such a manner that the total resources in a fund equal the total expenditures and requirements for that fund, and the total of all resources of the District must equal the total of all expenditures and all requirements for the District. A budget that meets these specifications is considered balanced.

**Beginning fund balance.** Net resources (cash and noncash) available in a fund at the beginning of a fiscal year, carried over from the prior fiscal year.

**Bend Senior Center.** A gathering place and center of activities for persons 50 years and better, the Bend Senior Center activities and programs are designed to promote active healthy lifestyles through health, education, recreation, and socialization.

**Bend Whitewater Park.** Located in the Deschutes River near the Old Mill District, this in-water amenity offers a variety of river recreation opportunities including tubing, kayaking, and surfing.

**Board of Directors (Board).** A five-member governing body of the District, elected by the residents of the District, which is responsible for developing District goals and setting policy.

**Budget.** Written report showing the District's comprehensive financial plan for one fiscal year. It must include a balanced statement of actual revenues and expenditures during each of the last two years, and estimated revenues and expenditures for the current and upcoming year.

**Budget calendar.** The schedule of major events in the budget process.

**Budget committee.** Fiscal planning board of the District, consisting of the Board of Directors plus an equal number of District residents appointed by the Board.

**Budget message.** Written explanation of the budget and the District's financial priorities. It is prepared and presented by the Executive Director or Budget Officer.

**Budget officer.** Person appointed by the Board to assemble budget material and information and to physically prepare the Adopted budget – this is the Administrative Services Director.

**Capital Improvement Plan (CIP).** A planning tool designed to guide the implementation of the District's Comprehensive Plan and to provide for the acquisition and development of parks and recreation facilities during the succeeding five-year period. The CIP is reviewed annually by the Board and revised to prioritize the most important needs and to recognize budget constraints.

**Capital outlay.** Items which generally have a useful life of two or more years, and cost over \$5,000, such as equipment, vehicles, land, park development, or buildings.

**Capital project funds.** Funds dedicated to the acquisition, construction, or improvement of capital assets.

**Comprehensive Plan.** The District's Comprehensive Plan is a tool used by park planners and the Board to plan for growth in park, trail, facility, and recreation program demands. Based on input from the community, the plan helps guide the future of the District over a ten-year time frame.

**Contingency.** An appropriation of funds to cover unforeseen events and emergencies, which occur during the fiscal year.

**Cost of living adjustment.** The District may grant an annual cost of living adjustment (COLA) in any given year that is determined appropriate based on the financial condition of the District. A COLA is applied to the salary schedule, and individual wages, which keeps the pay plan ahead of minimum wage increases.

**Cost recovery.** Cost recovery represents the portion of the costs of providing services that is recovered through user fees and other non-tax resources.

**Current taxes.** Taxes levied and becoming due during the current fiscal period, from the time the amount of the tax levy is first established to the date on which a penalty for nonpayment is attached.

**Delinquent taxes.** Taxes remaining unpaid on and after the date on which a penalty for nonpayment is attached. Even though the penalty may be subsequently waived and a portion of the taxes may be abated or canceled, the unpaid balances continue to be delinquent taxes until canceled.

**Ending fund balance.** The amount that remains unspent in a fund after subtracting budgeted expenditures, including contingency.

**Expenditure.** The actual outlay of, or obligation to pay, cash. Expenditures exclude fund-level requirements such as contingency and interfund transfers.

**Debt service funds.** Funds that account for the payment of debt service on general obligation bonds and other long-term debt.

**Fiscal year.** A 12-month period to which the annual operating budget applies. It is July 1 through June 30 for local governments in Oregon.

**Full-time employee.** An employee who regularly works a minimum of 40 hours a week in a Board approved full-time position.

**Full time equivalent (FTE).** The conversion of total hours worked by multiple employees into the hours worked by a full-time employee (2,080 hours on an annual basis).

**Fund.** A budgetary and accounting entity with self-balancing accounts to record cash and other financial resources, related liabilities, balances, all segregated for specific, regulated activities and objectives. Funds are established in accordance with state and local laws, regulations, and other limitations.

**General Fund.** A fund used to account for most fiscal activities except for those activities required or determined by the Board to be accounted for in another fund. The District's General Fund accounts for administration, planning, park services, community relations and recreation.

**General obligation (GO) bonds.** Voter-approved bonds backed by the full faith and credit and taxing authority of the District. These bonds are typically paid from a property tax levied upon all taxable property within the District. GO bonds are used to finance a wide range of capital projects.

**Government Finance Officers Association (GFOA) Distinguished Budget Award.** The highest form of recognition in governmental budgeting. Its attainment represents a significant accomplishment by the management, staff, and elected officials of award recipients. Budgets are evaluated for effectiveness as a policy document, a financial plan, an operations guide, and a communication device.

**Grant.** A donation in cash by one governmental unit to another, or from a non-profit organization, which may be made to support a specified purpose or function, or general purpose.

**Interfund transfers.** Amounts distributed from one fund to finance activities in another fund. They are shown as expenditures in the originating fund and revenues in the receiving fund. An example of this is the interfund transfer from the General Fund to the Facility Reserve Fund.

**Juniper Swim & Fitness Center (JSFC).** Juniper Swim and Fitness Center is a state of the art health, fitness and recreation facility which offers a variety of quality fitness and aquatic programs for people of all ages and abilities.

**Larkspur Center.** Building on the Bend Senior Center legacy, Larkspur Center is an expansion project which will welcome people of all ages, while retaining and enhancing programs and services to older adults currently provided at the facility. The expanded facility will include approximately 40,000 square feet of additional space and offer a multitude of opportunities to enhance lifelong fitness, learning and enrichment. New Adopted amenities will include a warm water pool, fitness facilities and indoor walking track, as well as opportunities for learning and community-building.

**Levy.** (Verb) To impose taxes for the support of governmental activities. (Noun) The total amount of taxes imposed by a government.

**Local Budget Law.** Oregon Revised Statutes, Chapter 294, which prescribes budgeting practices for municipalities, counties, and special districts within Oregon.

**Local government.** Any city, county, port, school district, special district, or community college operated by a separate board or commission; a municipal corporation or municipality.

**Maximum assessed value (MAV).** The maximum taxable value limitation placed on real or personal property by Oregon's constitution. It can increase a maximum of 3 percent each year. The 3 percent limit may be exceeded if there are qualifying improvements made to the property, such as a major addition or new construction. It may also not be reached in a time of recession when property values decline significantly.

**Merit increase.** The District evaluates employees annually, at which time the employee is eligible for a wage increase based upon the merits of their prior year performance.

**Mission.** A statement of an organization's overall purpose.

**Modified accrual accounting.** The District's budget is created using the modified accrual basis of accounting whereby revenues are recorded only when susceptible to accrual (i.e. when they become both measurable and available). "Measurable" means that the amount of the transaction can be determined and "available" is defined as being collectible within the current period or soon enough thereafter (60 days) to be used to pay liabilities of the current period. Expenditures are recorded when the liability is incurred. Principal and interest on general long-term debt are recorded as fund liabilities when due.

**Objective.** A statement of specific direction, purpose or intent based on the needs of the community and the goals established for a given program.

**Operating contingency.** This is appropriated on the assumption that unforeseen spending may become necessary or a reduction in anticipated revenues may occur. A resolution by the Board must be passed before any of the operating contingency can be transferred to an expenditure category to be spent.

**Part-time employee.** An employee who regularly works less than 35 hours per week in one or more year-round positions.

**Permanent tax rate.** The maximum rate of ad valorem property taxes that a local government can impose. Taxes generated from the permanent tax rate can be used by the District for park and recreation services as authorized by the Oregon Revised Statutes. No action of the local government can increase a permanent rate. The District's permanent rate is \$1.461 per \$1,000 assessed value.

**Personnel services.** Payroll expenses such as: wages, PERS, Social Security, medical, vision and dental insurance benefits.

**Adopted budget.** Financial and operating plan prepared by District staff and approved by the Executive Director. It is submitted to the public and the Budget Committee for deliberation.

**Publication.** Public notice given by publication in a newspaper of general circulation within the boundaries of the local government.

**RecTrac.** The online recreation registration and facility reservation software system used by the District.

**Requirements.** Budgeted expenditures plus ending fund balance. Requirements include expenditures, contingencies, interfund transfers, debt service, and ending fund balance.

**Reserves.** Resources set aside for specific future capital projects, asset management, emergency expenses, downturns in the economy, or other unforeseen needs.

**Reserve funds.** Established to accumulate money from year to year for a specific purpose, such as purchase of new equipment. The District has two reserve funds: the Equipment Reserve Fund (which is for new and replacement vehicles and equipment) and the Facility Reserve Fund (which is for acquiring, constructing, and/or maintaining real property and/or building facilities).

**Resolution.** A formal order of a governing body; lower legal status than an ordinance.

**Resources.** Revenue and other monies (beginning fund balances) that the District has or expects to receive.

**Revenue.** Money received into a fund or department from outside the fund or department.

**Seasonal employee.** An employee who works for a specific period, but less than six months, or is hired for a limited period of time to complete a specific task or assignment.

**Special revenue funds.** Funds established to receive money from specific revenue sources that are legally or Board restricted to expend for specific purposes.

**Springbrook.** The District's financial software system.

**Strategic Plan.** The Strategic Plan establishes a five-year future direction for the District. It creates direction for strengthening connections with community, the future allocation of resources, financial stability, internal support and communication, refining organizational culture, and the capacity for learning and growth.

**Subsidy.** The part of the cost of providing a service that is not covered by the user fee, in order to reduce the fee to the user. Tax subsidy is the portion of the cost paid for through tax revenues.

**Supplemental budget.** A financial plan prepared to meet unexpected needs or to spend revenues not anticipated when the regular budget was adopted. It cannot be used to authorize a tax.

**Tax rate.** The amount of tax stated in terms of a unit of tax for each \$1,000 of assessed value of taxable property.

**The Pavilion.** Designed and developed with 2012 GO Bond funds, The Pavilion is a covered, open air facility which houses a full NHL size ice sheet for ice sports and activities (hockey, curling, open skate, etc.) during the winter months, and hosts a variety of sport and recreation activities during the non-ice season. It is also home to The PAC, an all-day summer camp program for youth.

**Unappropriated ending fund balance.** Amount set aside in the budget to be used as a cash carryover to the next year's budget, and is not included in the appropriations. It provides the local government with cash until tax money is received from the county treasurer in November. It is also used for maintaining an emergency reserve for the government entity. This amount cannot be transferred by resolution or used through a supplemental budget, unless necessitated by a qualifying emergency.

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