



Bend Metro Park & Recreation District

adopted

budget

For Fiscal Year Ending 2019 - 20

www.bendparksandrec.org



play for life

play for life



Bend Park & Recreation DISTRICT

Budget Committee Fiscal Year 2019-20

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

Ariel Mendez	December 31, 2019
Larry Kimmel	December 31, 2019
Joanne Matthews	December 31, 2020
Thomas Fisher	December 31, 2020
Daryl Parrish	December 31, 2021

Executive Director
Don Horton

Administrative Services Director
Lindsey Lombard

Finance Manager
Betsy Tucker

Bend Park & Recreation District
799 SW Columbia Street
Bend, OR 97702
541-389-7275

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, 2018

Christopher P. Morill

Executive Director



Bend Park & Recreation DISTRICT

2019-20 Adopted Budget Table of Contents

Executive Director's Budget Message.....	1
Budget Overview.....	4
The Budget Process	
2019-20 Budget Development Calendar.....	5
Budget Cycle.....	6
District Information	
District Profile.....	9
District Organizational Chart.....	10
District Statistics.....	11
District Funds.....	12
District Budget and Long Term Planning.....	13
District Capital Improvement Planning.....	15
2019-23 Capital Improvement Plan	17
2019-23 Capital Improvement Plan Projects Map.....	19
2019-20 Budget Highlights	
Resources Overview.....	21
Property Taxes.....	21
User Fees.....	22
System Development Charges.....	22
Grants, Donations and Scholarships.....	23
Fund Balances.....	23
Requirements Overview.....	25
Personnel Services.....	25
Materials and Services.....	29
Capital Outlay.....	29
Debt.....	30
Performance and Financial Measures.....	33
Total District Adopted Budget Summary.....	41
General Fund Adopted Budget Summary.....	43
General Fund	
Summary of the General Fund.....	45
Executive Director's Office and Administrative Services.....	47
Strategic Planning and Design.....	51
Park Services.....	55
Community Relations.....	59
Recreation Services.....	61
Other Funds	
Facility Rental Special Revenue Fund.....	65



Bend Park & Recreation DISTRICT

2019-20 Adopted Budget Table of Contents

System Development Charges Special Revenue Fund.....	66
Facility Reserve Fund.....	67
Equipment Reserve Fund.....	68
General Obligation Debt Service Fund.....	69
Bond Capital Projects Fund.....	70
Financial Policies.....	71
Supplemental Data	
Glossary	95



District Budget Message - Budget for Fiscal Year 2019-20

To Bend Park and Recreation Budget Committee Members and District Residents

I am pleased to present the 2019-20 Bend Park and Recreation District (District) Adopted Annual Budget for the fiscal year beginning July 1, 2019 and ending June 30, 2020. 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 a collaborative and community process. Other planning efforts such as the District's Comprehensive Plan, strategic planning, financial forecasting, capital improvement planning and annual action planning drive the annual budget development. The Board of Directors and staff seek and receive community input in the development, review and revision to these planning documents throughout the year. The budget represents the Board's and community's fiscal priorities for the upcoming twelve months of operations 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.

Over the past few years, we have been planning and preparing for some major initiatives and projects, and this coming year will see plans put into action. The following influences were key factors in our budget development.

Taking care of what we have

First and foremost, the District prioritizes spending property tax revenues to fund operations of the facilities and services we provide community residents, and for taking care of our assets.

Investing in Our Staff: Our organization's highest value asset is our staff and, as such, we invest the majority of our property tax revenues into our staff. This adopted budget covers the coming year's personnel cost increases the District will experience. Minimum wage will go up by 50 cents an hour, or 4.7 percent. The Oregon Public Employee Retirement System employer contribution amounts will increase by 20.5 percent. Medical insurance premiums will see a 7.9 percent rate hike.

Preparing for Future Impacts: This budget also sets aside funds to reduce the significance of any single-year impact of future personnel costs. The organization is currently undergoing a two-year, two-phase Compensation and Pay Equity study. The study is intended to ensure the District is in compliance with a new state law that requires that wages are based upon the comparable character of the work performed, and are not based upon discriminatory practices (intentional or unintentional). The study also assesses the District's wage comparability with other peer organizations. It is too early to know the eventual financial impact of the study's findings. An amount of \$500,000 has been set-aside in personnel services to cover the first two years' of the necessary adjustments discovered by the study. Also in this budget is a new PERS contingency amount of

play for life

District Office | Don Horton, Executive Director

799 SW Columbia St., Bend, Oregon 97702 | www.bendparksandrec.org | (541) 389-7275

\$1,250,000. The purpose of this contingency is to either: 1) pay a lump-sum amount to PERS in order to pay down a portion of the District's unfunded pension liability (as of the most recent valuation date of December 31, 2017, the District's liability was just under \$6.3 million), or 2) use these funds to help offset the higher PERS contribution amounts in future years caused by the unfunded liability.

Asset Management: Maintaining, repairing, and renovating physical assets and improving accessibility to our parks, trails and indoor facilities is another way we take care of what the community values. This coming year's budget includes \$3,071,000 in expenditures of property tax revenues for that purpose, while also setting aside \$6,281,000 for anticipated needs over the next five years (for asset management, equipment reserves, and a savings fund for a future park maintenance facility).

Responding to a changing community's needs

As Bend's population grows, it is also changing. Responding with services that meet the needs of this changing community has been a priority in the District's planning and implementation efforts.

Larkspur Community Center: The portion of older adults within the community continues to increase, many of which choose to remain active. In response, construction has begun on the Larkspur Community 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. Designed to be a gathering place for all, this newly expanded facility will include approximately 34,000 square feet of additional space and offer a multitude of opportunities to enhance lifelong fitness, learning and enrichment. This adopted budget contains a majority of the costs of the building and site development, the construction impacts to the Bend Senior Center's financial operations, and a few months' worth of personnel costs for hiring key operational staff to prepare for opening the new center in the following fiscal year.

Needs-Based Assistance: As Bend's economy thrives and the population increases, the cost of living continues to out-pace the financial resources of many of our community members. The Needs-Based Assistance Program is the primary way in which the District facilitates access to and participation in recreation programs for all residents. The program has been expanded to provide a greater level of service for more participants in this coming year through applying more resources, while also implementing significant changes in the program. Staff will be delivering a three-pronged approach: improved access to the recreation scholarship program, new and expanded targeted programs that focus on low-income and underserved youth, and increased free and low-fee programs and services for all.

System Development Charges: The Board of Directors recently completed the revision of the District's park System Development Charge (SDC) methodology. The Board achieved its desired outcomes for this project, which were to balance the community expectation for sustaining the high level of service in parks, trails and recreation as the population grows and shifts, while responding to the need for housing affordability and increased urban density in Bend. The new project list will pay for nearly half of the Larkspur Community Center's development costs; prioritize access, connectivity, and trails; and adds park acreage and new amenities to support changing recreation trends (such as outdoor climbing walls, bike park and a sprayground). The revised fees represent a more equitable distribution of fees based on number of occupants by housing type and size, and approved deed-restricted affordable housing projects will be exempt from paying the fees.

Financial stability

As expenses such as wages, PERS, health insurance costs, maintenance services and construction costs 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 very seriously.

Recreation Tax Subsidy Challenge: Over the past decade the Recreation Department has been able to increase its cost recovery fueled by continual growth and modest fee increases. As a result, the Recreation Department did not require additional general fund tax support with some years actually resulting in reduced reliance on tax support. This allowed the District to invest in other priorities while at the same time growing recreation programs to meet community needs, including the addition of The Pavilion and the Art Station. This past year, growth has largely subsided as many facilities and programs are operating at or near capacity. Revenues have also remained flat as changing local market conditions and the District's priority for services to remain affordable has put downward pressure on fee increases. At the same time, personnel costs have grown exponentially because of PERS, health insurance and salary increases. These conditions have likely combined to create a "new normal" for the amount of the District's recreation tax subsidy. Recreation's current year's subsidy is anticipated to increase from the historical multi-year average of \$1.2 million to \$1.5 million, and to again increase to \$2.1 million in the 2019-20 budget. The operations of the indoor recreation facilities have had the most significant impact on the increase in the subsidy, as many operational costs are fixed and growth is limited due to capacity constraints. Competition from similar services also adds to the challenge.

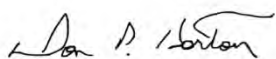
The District exercises fiscal prudence in all of its financial decisions, including those related to staffing, employee benefits, developing and renovating parks, trails and facilities in a way that limits or reduces future maintenance costs, and balancing tax support and fees in operating recreation programs and facilities. The District also regularly makes operational decisions to gain significant efficiencies in the use of staff, financial and natural resources. 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 for generations ahead.

This budget reflects the cumulative effort, support and policy direction from the Board of Directors and the Budget Committee, 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.

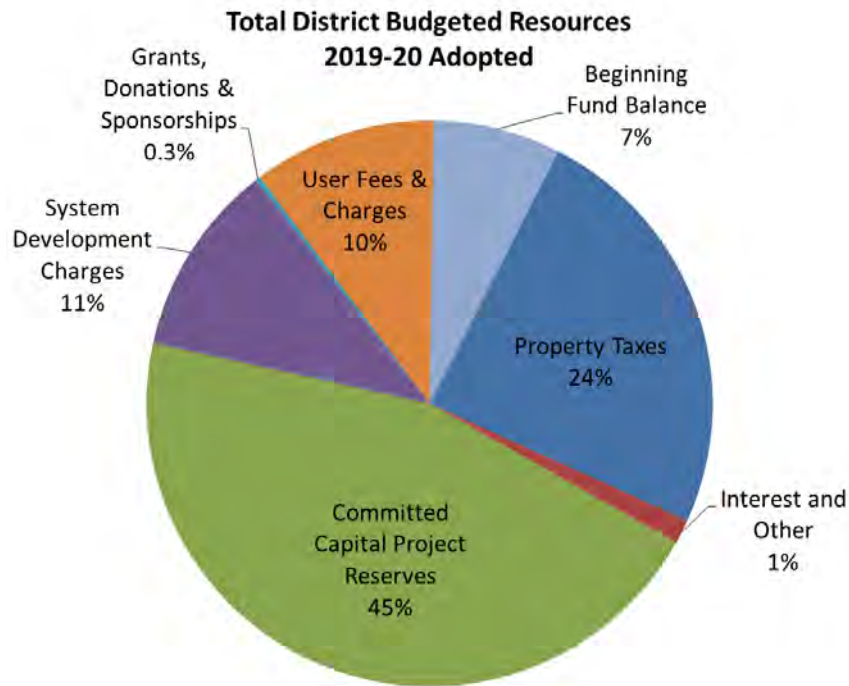
Respectfully submitted,



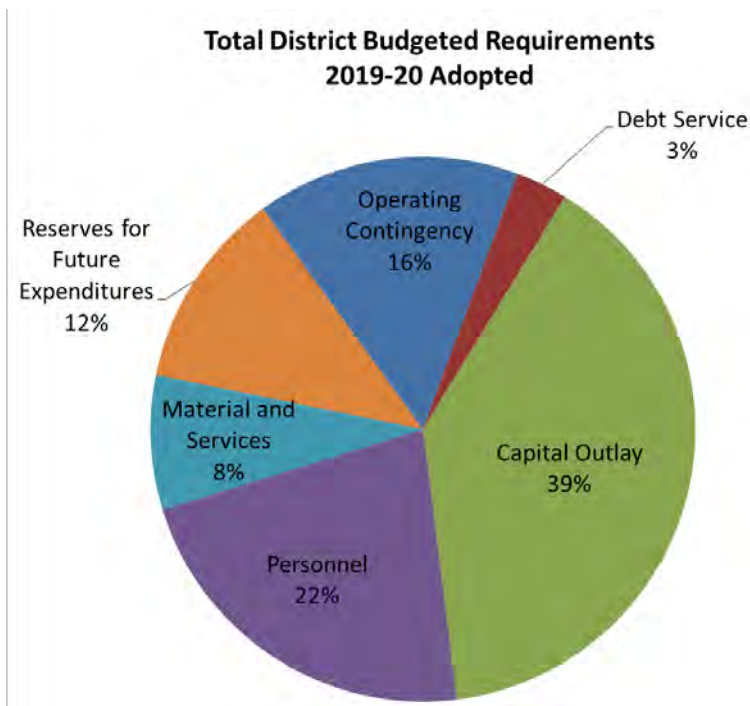
Don Horton
Executive Director

2019-20 Budget Overview

The total District Budget for fiscal year 2019-20 is summarized in the following two graphs. The first graph reflects the District's 2019-20 total budgeted resources (less transfers between funds) of \$81,212,321 that will fund this fiscal year's expenditures and reserves for future years.



The second graph reflects the District's 2019-20 total budgeted expenditures, reserves and contingency (less transfers between funds) of \$78,712,321.



The Budget Process

2019-20 Budget Development Calendar

2018

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

December 4 Board of Directors appoint new Budget Committee member(s)

2019

January 8 Board Annual Workshop and Budget Committee training

April 17 Budget Committee tour of parks, trails, and facilities

April 23 Publish first Budget Committee meeting notice

May 3 Publish second Budget Committee meeting notice

May 3 Proposed budget available to public and Budget Committee

May 13 Budget Committee meeting to hear budget message, receive public input, and review proposed budget

May 15 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 4 Public hearing held by Board of Directors to receive public input, adopt budget and impose and categorize property taxes

July 15 Tax levy certified by Deschutes County

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:

- It establishes standard procedures for preparing, presenting, and administering the budget.
- 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. Proposed budget prepared. The budget officer is responsible for preparing or supervising the preparation of the proposed 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 proposed 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 proposed 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 proposed 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 proposed 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.

Budget filed and levy certified

9. 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 percent 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 percent 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 percent of the fund's original budget requires a public hearing, publication in the local newspaper and approval by the Board of Directors.

(this page intentionally left blank)

District Profile



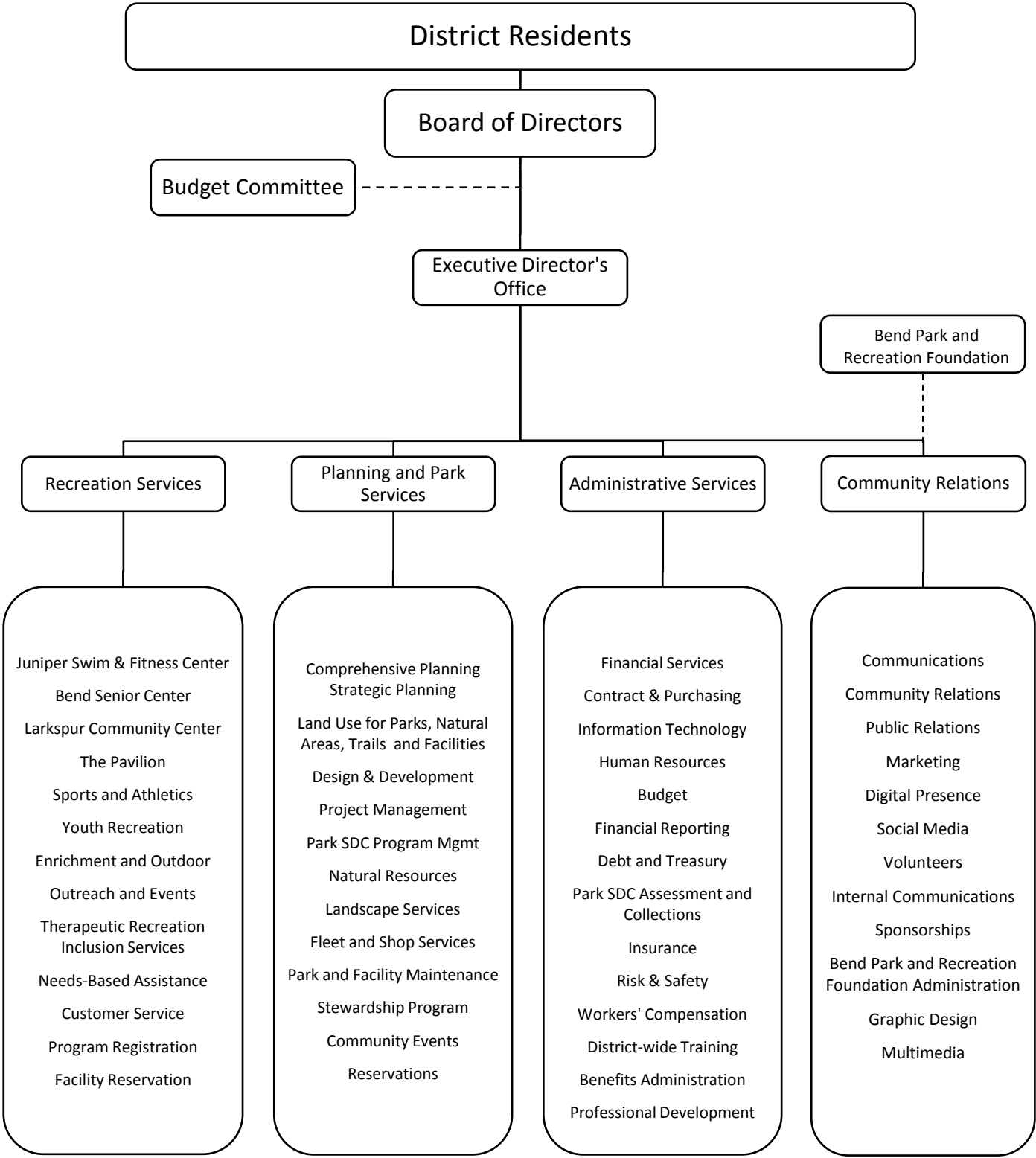
Voters established the Bend Park and Recreation District (District) on May 28, 1974. The District had been a department of the city of Bend prior to that date, and was formed as a separate special district under the Oregon Revised Statutes as a priority of the community citizens to protect park and recreation 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 251 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. Bend is the largest city in Central Oregon with a July 2018 population estimate of 89,505; as of the same date, the District's population estimate is 91,023. Bend 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.

Bend began as a logging town, but is now a gateway for many outdoor recreational activities such as cycling, 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 experienced an average annual population growth of over 2.7 percent since 2014. The employment and economic bases have expanded and include government, education, healthcare, recreation, utilities, technology, research, microbreweries, and a variety of businesses serving tourism.

District Organizational Chart



District Statistics



Established:	November 1974
Permanent Tax Rate Effective 2000-01:	\$1.46
District Total Assessed Value 2018-19:	12,237,686,985
Estimated District Population July 1 2018*:	91,023
Employees:	123 full-time positions 405 part-time employees (127.8 FTE) 1,552 volunteers 52,594 volunteer hours
Business Sites:	District Office Park Services Art Station Bend Senior Center Juniper Swim and Fitness Center The Pavilion
District Properties:	Total Acres - 3,038 Community Parks - 644 acres Neighborhood Parks - 158 acres Regional Parks - 2,127 acres Natural Areas - 101 acres Other – 8 acres Trails - 70 miles (existing, in-district)

*Estimate based on Portland State University’s population estimate for the City of Bend, plus the number of residents living outside the City of Bend, but within the District boundary.

District Funds

A fund is a budgetary and accounting mechanism for designating 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 the Executive Director’s office, 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 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 (SDC) Special Revenue Fund – The SDC Fund is used to account for the acquisition and development of the community’s park system. Funding is provided by a fee charged against developing residential properties. Expenditures are restricted by state law to capacity-enhancing and reimbursement projects for parks, trails and indoor recreation facilities.

Facility Reserve Fund – The Facility Reserve Fund is used to account for acquiring, constructing, and re-developing parks, trails and buildings. Principal revenue sources are from transfers from the General Fund, investment income, and 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, equipment, and technology. Principal revenue sources are from transfers from the General Fund, investment income, and sale proceeds from surplus vehicles and equipment.

General Obligation (GO) 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.

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.

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
Executive Director's Office and Administrative Services	✓	✓	✓	✓	✓	✓
Strategic Planning and Design	✓		✓	✓		
Park Services	✓	✓		✓	✓	
Community Relations	✓	✓				
Recreation Services	✓	✓		✓	✓	

District Budget and Long Term Planning

The District's annual budget planning process is the culmination of a more comprehensive long-term planning process, which 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 also has 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? With the foundation and direction provided by its comprehensive and strategic plans, the District annually updates and adopts its five-year Capital Improvement Plan (CIP), its five-year financial forecast, and its annual budget.

Our Comprehensive Plan

The District Board of Directors adopted the District's current Comprehensive Plan in July 2018. The Plan is the guiding document for the next ten years of parks and recreation in Bend. In order to build upon its legacy of providing exceptional park and recreation services to the community, the District undertook its most extensive rewrite of the Comprehensive Plan to date. This plan addresses the rapid growth Bend has experienced in the past decade and accommodates another decade of growth by planning for more parks, trails, amenities and another indoor recreation facility, called the Larkspur Community Center. The projects and policies identified in the Plan are based upon the needs, desires and ideas identified by the community over a two-year public engagement process.

Planning the future of the community's park and recreation district is one of the most important things we can do to ensure that the resources we are entrusted to manage are put to good use. The District listens to our residents' needs and desires and does our best to achieve the community's vision for their park and recreation system. Listening to our residents has helped us develop one of the most diverse recreation programs in the state, and a park system envied across the nation. We could not do this without our community's input, support, and trust.



Our Strategic Plan

Following on the adoption of our Comprehensive Plan, the District is also undergoing an in-depth strategic planning process. This process is internally-focused, as opposed to the Comprehensive Plan process which was externally-focused, and the Strategic Plan process includes significant input from many of our employees. The final outcome will be the District's new Strategic Plan that will provide staff direction for the upcoming three year period and outlines our outcomes, strategies, actions, and performance measures.

The new Strategic Plan's over-arching capstone, pillars and foundation are designed to strengthen the District's operations and management practices, community relationships, and employees and workplace culture. The plan will focus on addressing key issues like access and affordability, communication, growth impacts, sustainability and stability, and trust.

Budget 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 based upon their annual action plans.

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.



District Capital Improvement Planning

The District's CIP 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. 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 CIP. 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 CIP is an important part of the District's budget process. The five year projection of the CIP provides the District a guide for capital improvement planning, cost estimates, and related operational expenses, which allow for forecasting future projected expenditures. 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 five year summary page of the CIP is following, and provides the five year project list along with project funding allocations, project stage, project funding sources, and projected timing.

- *Project Funding Allocations.* The 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 comprehensive financial strategy.
- *Project Stage.* 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.
- *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.
 - *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, debt financing, and user fees and charges for facilities that are accounted for in the District’s Facility Rental Fund, i.e. Aspen Hall and Hollinshead Barn.
- *General Obligation Bonds.* Although bond proceeds are not a current funding source for District capital improvements, they could be a possible consideration in the future.

Included with the CIP Summary in this budget document is a CIP Projects Map for fiscal years 2020-2024 and the Capital Project Estimating Stages matrix.

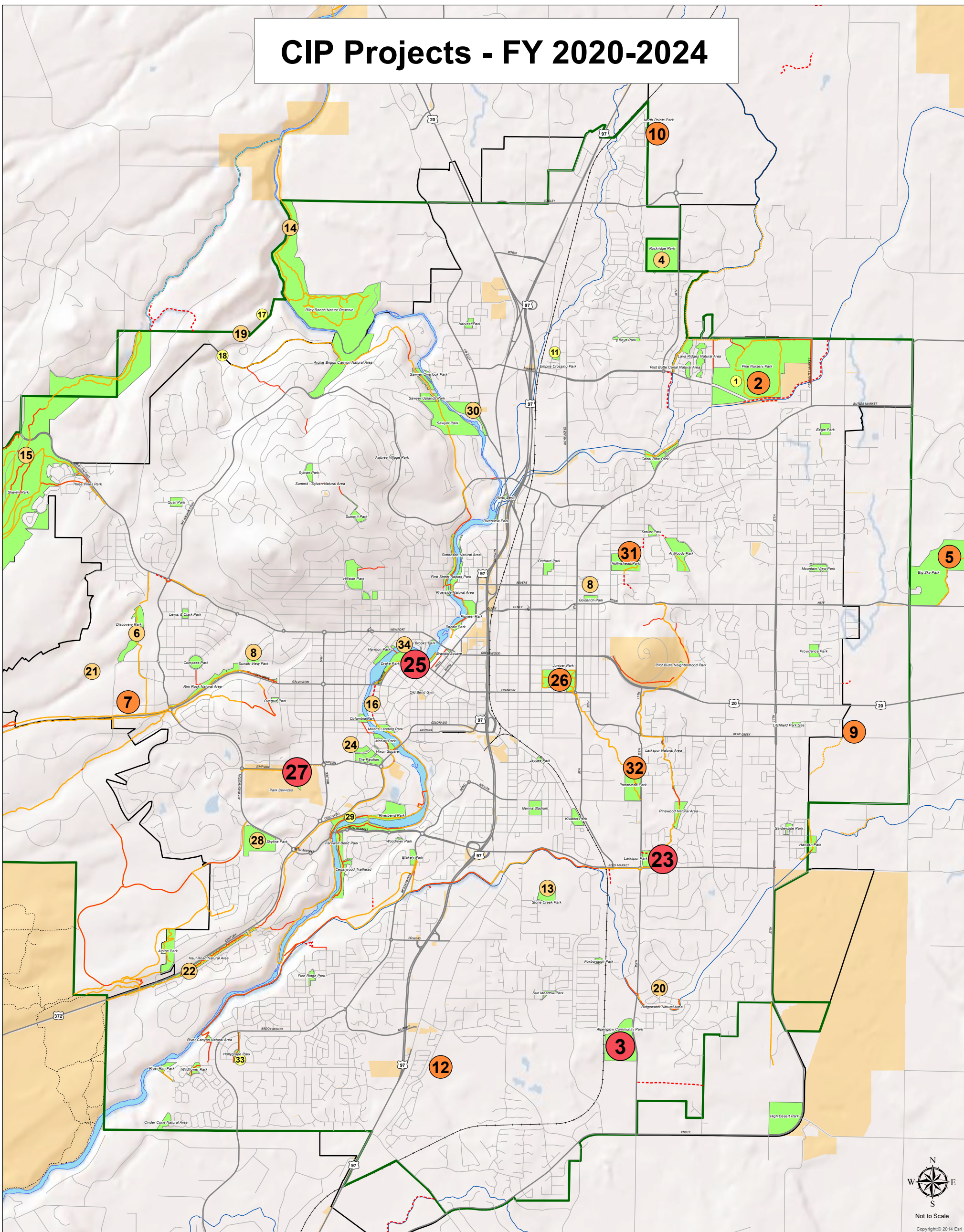
The comprehensive adopted CIP document includes additional detailed information for each project in the CIP, including projected operating and maintenance costs. This comprehensive CIP document is available for download on the District’s website at: <http://www.bendparksandrec.org/CIP>.



Bend Park & Recreation District Five-Year Capital Improvement Plan (CIP) for Fiscal Years Ending 2020-2024														
Project Type	Project Map	Project Stage	Current Project Cost Estimate	Spent in Prior and Current Fiscal Years	To be Spent Fiscal Years 2020-24	FY 2020-24 Funding Allocation by Source			Alt. Type	FY 19-20 Total	FY 20-21 Total	FY 21-22 Total	FY 22-23 Total	FY 23-24 Total
						Property Tax Revenue	SDC Funds	Alternative Funds						
Community Parks														
Pine Nursery Park Ph. 4 (Pending Partnership)	1	Order of Magnitude	200,000	-	200,000	-	200,000	-		100,000	-	-	-	100,000
Pine Nursery Park Ph. 5	2	Order of Magnitude	2,700,000	-	2,700,000	-	2,700,000	-		-	-	-	400,000	2,300,000
Alpenglow Park	3	Construction Documents	11,395,768	1,094,334	10,301,434	-	10,301,434	-		1,640,000	8,661,434	-	-	-
Rockridge Restroom	4	Construction Documents	400,000	65,000	335,000	-	335,000	-		335,000	-	-	-	-
Big Sky Park Expansion	5	Construction Documents	4,160,000	554,000	3,606,000	468,780	3,137,220	-		1,400,000	2,206,000	-	-	-
Discovery Park Ph. 2	6	Order of Magnitude	650,000	-	650,000	-	650,000	-		-	-	150,000	500,000	-
Pacific Crest Athletic Field Development	7	Award/Bid	2,000,000	650,000	1,350,000	-	1,350,000	-		1,350,000	-	-	-	-
Total Community Parks			21,505,768	2,363,334	19,142,434	468,780	18,673,654	-		4,825,000	10,867,434	150,000	900,000	2,400,000
Neighborhood Parks														
Land Acquisitions	N/A	Acquisition	4,843,320	-	4,843,320	-	4,843,320	-		-	968,664	1,937,328	968,664	968,664
Neighborhood Parks Design	N/A	Order of Magnitude	200,000	-	200,000	-	200,000	-		-	50,000	50,000	50,000	50,000
Neighborhood Parks Development	N/A	Order of Magnitude	3,519,000	-	3,519,000	-	3,519,000	-		-	-	1,173,000	1,173,000	1,173,000
Goodrich Property	8	Construction Documents	1,733,719	813,000	920,719	-	792,719	128,000	2	460,719	460,000	-	-	-
Park Area 14 - Bear Creek	9	Order of Magnitude	2,171,417	-	2,171,417	-	2,171,417	-		-	-	1,000,000	-	1,171,417
Northpointe Park	10	Order of Magnitude	2,524,716	834,716	1,690,000	-	1,690,000	-		690,000	1,000,000	-	-	-
Empire Crossing Park	11	Construction Documents	400,000	154,000	246,000	-	246,000	-		246,000	-	-	-	-
Golf and Country Club Site	12	Order of Magnitude	2,000,000	782,700	1,217,300	-	1,217,300	-		-	-	200,000	1,017,300	-
Total Neighborhood Parks			17,392,172	2,584,416	14,807,756	-	14,679,756	128,000		1,396,719	2,478,664	4,360,328	3,208,964	3,363,081
Park Development Agreements														
Stone Creek NP Development Credits	13	Completion	1,763,976	1,191,400	572,576	-	572,576	-		200,000	200,000	172,576	-	-
Regional Parks														
Riley Ranch Nature Reserve Bridge	14	Conceptual Design	800,000	-	800,000	-	800,000	-		-	-	800,000	-	-
Shevlin Park Development	15	Award/Bid	700,454	362,928	337,526	-	191,062	146,464	1, 5	337,526	-	-	-	-
Total Regional Parks			1,500,454	362,928	1,137,526	-	991,062	146,464		337,526	-	800,000	-	-
Trails														
Galveston to Miller's Landing	16	Order of Magnitude	800,000	106,397	693,603	-	693,603	-		35,000	45,000	613,603	-	-
Putnam to Riley Ranch Bridge	17	Order of Magnitude	155,000	440	154,560	-	154,560	-		-	-	154,560	-	-
Kirkaldy to Putnam	18	Order of Magnitude	63,068	3,662	59,406	-	59,406	-		-	42,203	17,203	-	-
Deschutes River Trail North Parking	19	Order of Magnitude	320,000	-	320,000	-	320,000	-		-	20,000	300,000	-	-
Central Oregon Irrigation District (COID) Canal Trail Acquisition	20	Acquisition	50,000	9,687	40,313	-	40,313	-		40,313	-	-	-	-
Miscellaneous Trail Crossing and Safety Planning	N/A	Order of Magnitude	1,234,660	-	1,234,662		1,234,660		5	246,932	246,932	246,932	246,932	246,932
Central Oregon Irrigation District (COID) Canal Trail Development Ph. 1	20	Design Development	957,017	440,350	516,667	-	516,667	-		516,667	-	-	-	-
Discovery West Trail Undercrossing	21	Order of Magnitude	450,000	-	450,000	-	450,000	-		450,000	-	-		
Haul Road Trail	22	Design Development	455,406	4,220	451,186	-	451,186	-		225,000	226,186	-	-	-
Total Trails			4,485,151	564,756	3,920,397	-	3,920,395	-		1,513,912	580,321	1,332,298	246,932	246,932
Recreation Facilities														
Larkspur Center	23	Construction Documents	23,331,051	7,168,607	16,162,444	4,533,915	11,628,529	-		13,738,078	2,424,366	-	-	-
Westside Recreation Facility Infrastructure	24	Order of Magnitude	700,000	-	700,000	-	700,000	-		-	-	-	700,000	
Total Recreation Facilities			24,031,051	7,168,607	16,862,444	4,533,915	12,328,529	-		13,738,078	2,424,366	-	700,000	-
Community Wide														
Drake Park DRT Trail & Bank Improvements	25	Design Development	6,595,595	932,696	5,662,899	1,266,728	3,896,171	500,000	1	900,000	4,762,899	-	-	-

Bend Park & Recreation District Five-Year Capital Improvement Plan (CIP) for Fiscal Years Ending 2020-2024														
Project Type	Project Map	Project Stage	Current Project Cost Estimate	Spent in Prior and Current Fiscal Years	To be Spent Fiscal Years 2020-24	FY 2020-24 Funding Allocation by Source			Alt. Type	FY 19-20 Total	FY 20-21 Total	FY 21-22 Total	FY 22-23 Total	FY 23-24 Total
						Property Tax Revenue	SDC Funds	Alternative Funds						
Redevelopment Projects														
Juniper Park	26	Award/Bid	2,584,875	525,474	2,059,401	926,250	1,133,151	-		2,059,401	-	-	-	-
Asset Management Projects														
Accessibility Improvements	N/A	Order of Magnitude	400,000	-	400,000	400,000	-	-		-	-	125,000	125,000	150,000
Asset Management Projects (\$5,000-\$50,000)	N/A	Order of Magnitude	1,487,303	187,303	1,300,000	1,300,000	-	-		300,000	250,000	250,000	250,000	250,000
Park Services Complex	27	Order of Magnitude	10,000,000	-	10,000,000	7,000,000	-	3,000,000	4	-	-	-	10,000,000	-
Skyline Field Renovations + Parking Lot Lights	28	Order of Magnitude	665,000	267,335	397,665	397,665	-	-		-	-	100,000	-	297,665
JSFC Flooring Replacement	26	Order of Magnitude	150,000	-	150,000	150,000	-	-		-	150,000	-	-	-
JSFC Indoor Pool Tank Replacement & Renovatio	26	Order of Magnitude	2,500,000	-	2,500,000	2,500,000	-	-		1,250,000	1,250,000	-	-	-
Natural Resource River Stewardship	29	Order of Magnitude	165,000	30,000	135,000	135,000	-	-		95,000	20,000	-	20,000	-
Sawyer Park	30	Order of Magnitude	600,000	-	600,000	600,000	-	-		-	100,000	500,000	-	-
Hollinshead Park ADA & Master Plan	31	Order of Magnitude	1,000,000	-	1,000,000	650,000	250,000	100,000	6	-	100,000	900,000	-	-
Ponderosa Park (North)	32	Order of Magnitude	1,200,000	-	1,200,000	850,000	350,000	-		-	-	-	150,000	1,050,000
Hollygrape Park ADA	33	Order of Magnitude	75,000	-	75,000	75,000	-	-		75,000	-	-	-	-
Mirror Pond Dredge Commitment	34	Completion	300,000	-	300,000	300,000	-	-		-	300,000	-	-	-
Total Asset Management Projects			18,542,303	484,638	18,057,665	14,357,665	600,000	3,100,000		1,720,000	2,170,000	1,875,000	10,545,000	1,747,665
Total CIP Funding Allocations			98,401,345	16,178,249	82,223,098	21,553,338	56,795,294	3,874,464		26,690,636	23,483,684	8,690,202	15,600,896	7,757,678
Alternative Funding Type Key						26.21%69.07%4.71%					32.46%28.56%10.57%18.97%9.43%			
1 - Grant Funding						Funding Allocation by Source					Funding Allocation by Source			
2 -Contributions, Collaborations, Fundraising														
3 - Debt Financing														
4 - Surplus Property Sales Proceeds														
5 - SDC Reimbursement Funding														
6 - Facility Rental Special Revenue Funding														

CIP Projects - FY 2020-2024



Capital Improvement Plan (CIP) Projects - FY 2020-2024

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



Total Cost Estimate by Location > \$5M



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



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



Total Cost Estimate by Location < \$250K

Note: "Total Cost Estimate" is based on a projects's total cost for the 2020-2024 period only and does not include prior year expenditures.

Capital Project Estimating Stages

<i>Project Estimating Stage ¹</i>	<i>Variance</i>	<i>Design Stage ²</i>	<i>Purpose</i>	<i>Project Information Available</i>	<i>Estimating Methods</i>	<i>Contingency Guidelines</i>
Order of Magnitude (Planning Purposes)	-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
Conceptual/ Schematic Design (BPRD - i.e., Master Plans)	-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
Design Development	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%
Construction Documents	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%
Bidding (Architects/ Engineer's Estimate)	± 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%
Bid Award (Construction to Occupancy)	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:

¹ 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.

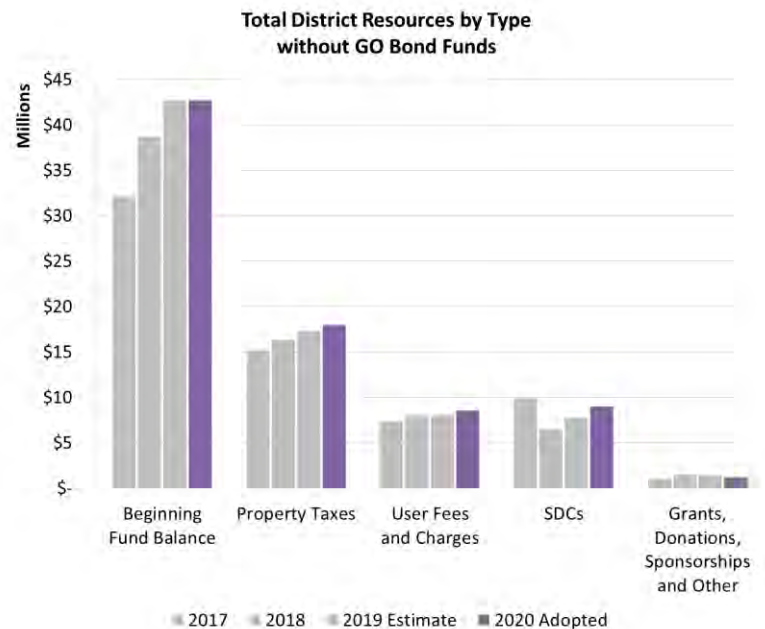
² These phases are common to new construction and renovation projects; however, in smaller projects, the phases often become less formal, involve fewer individuals and may have a short schedule of only a few months. Large projects, on the other hand, may take years from the time they are envisioned to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

Resources Overview

As the community continues to expand, District revenues are starting to show signs of slower growth. The total budgeted resources (excluding interfund transfers) for fiscal year 2019-20 are \$79,821,539, an increase of \$2,489,000 or 3.2 percent from last year's budget. The major contributing factors to this net increase in resources are: \$1,233,000 more in property tax revenues; \$1,836,000 more in SDCs; \$250,000 more in user fees and charges; \$88,000 more in interest; \$681,000 less in grants, donations and sponsorships; and \$316,000 less in beginning fund balance. These changes are explained in more detail over the following pages.

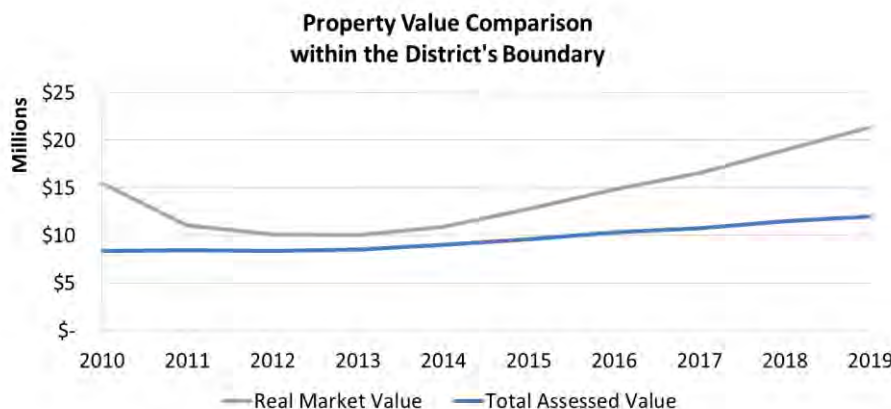
The information presented graphically in this section is for fiscal year ended and includes the actual audited results of the District operations for fiscal years 2016-17 (2017) and 2017-18 (2018), the estimated results for fiscal year 2018-19 (2019) and the adopted budget for fiscal year 2019-20 (2020). Significant changes from fiscal year 2019 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 or 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 5.5 percent to 6 percent for 2020. The District's 2019 budgeted property taxes are based on an assumption of a 5 percent increase in assessed value. The increase in total assessed value for 2020 equates to a 7.4 percent increase in the 2020 property tax revenue over the current year budgeted amount, and a 4 percent (\$690,000) increase over the current year estimate of just under \$17.3 million.



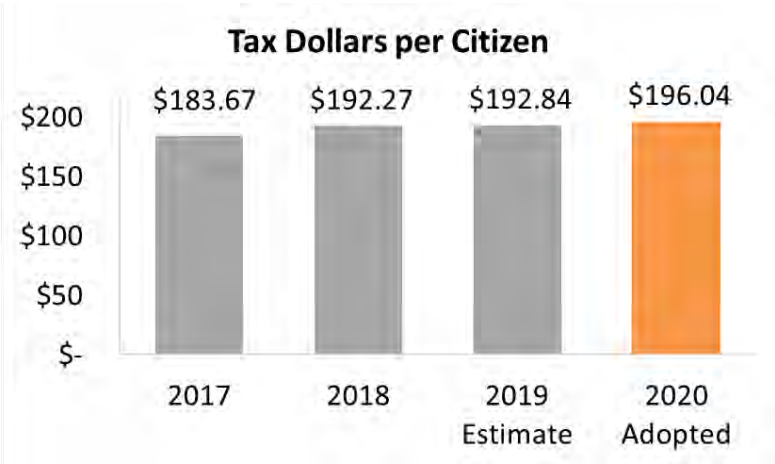
The property value comparison chart shows the relationship between real market value and total assessed value of the property within the District's boundary over the last ten fiscal years. During the Great Recession, the market value decreased significantly, which brought it very close to the District's

assessed value. The recovery also is reflected in the graph, as seen in the steep incline of real market value. Because of Oregon’s statutory limitations on the growth in tax assessed values, the incline in the total assessed value is lagging significantly.

Tax Dollars 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 percent annually since 2017. The cost per citizen amount reflects the annual cost to the taxpayer for the District’s parks, trails, facilities, recreation programs and services. Between 2017 and 2020 the average increase to the individual citizen has been approximately \$4.12 per year, or just under 2.2 percent. The 2020 adopted property tax revenues reflect a \$3.20 increase from the 2019 estimate.



User Fees

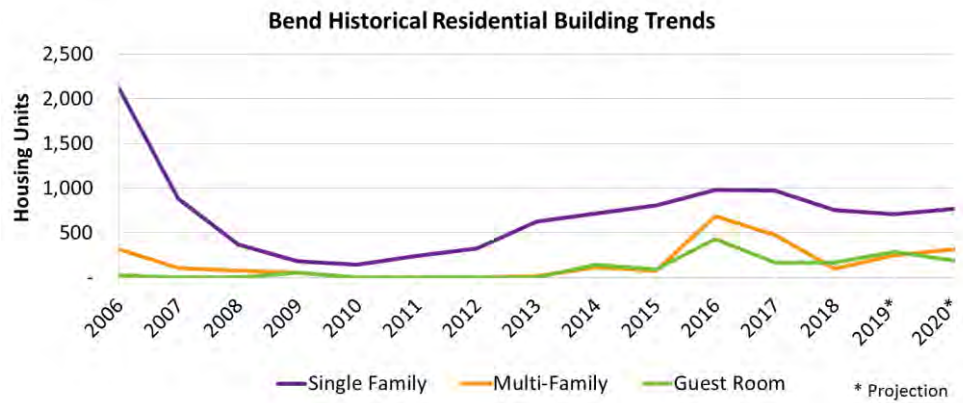
Recreation user fees have increased annually since 2012. The average annual increase since 2017 has been 4.6 percent. Recreation fees and charges are budgeted to increase by 3 percent over current year budget. Total user fees are anticipated to be \$8.3 million in 2020. See the Recreation Department performance measures section and department overview later in the document for a more comprehensive understanding of current trends in recreation revenues and cost recovery.

The District’s other significant source of user fees are in the Facility Rental Fund, and are from charges for park and building rentals. Total user fees in this fund are expected to be \$404,000, which is a 5.7 percent increase over 2018-19 estimates.

System Development Charges

System Development Charges (SDC) revenue increased annually between 2010 and 2016 as the community climbed out of the recession. 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 construction (over 800 percent from prior year); 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). SDC revenues then experienced a decline in 2017 and 2018. This revenue decrease was largely due to slowing in the development of apartments and hotels in Bend, but single family homes also experienced a reduction in development. So far, 2018 has already seen a reduction in the building of single family homes and multi-family units, by 22 percent and 80 percent respectively.

The 2020 budget for SDC revenues proposes a 26 percent increase from the current year budget, which is a 16 percent increase from current year estimates. The District's revised SDC Methodology and related fees will be effective July 1, 2019. The new fee structure has an impact on projected revenue, as does the number of each type of unit estimated to be built.



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 74 percent from the 2019 budget, while increasing 111 percent from 2019 estimates. For 2020, we are anticipating approximately \$236,000 – combining \$146,000 from a capital grant for Shevlin Park, and various contributions and sponsorships of approximately \$90,000 to support recreation services' Needs-Based Assistance program.

Fund Balances

The District's budgeted resources also include fund balances. The 2020 adopted budget reflects a significant change in the budgeted beginning fund balance in the District's three largest funds: the General Fund, SDC Fund, and Facility Reserve Fund. The General Fund and Facility Reserve Fund have decreased by \$540,000 and \$2,050,000 respectively, whereas the SDC Fund has increased by \$2,250,000. As the beginning fund balance is determined at the end of the prior fiscal year, 2019 balances are actuals.

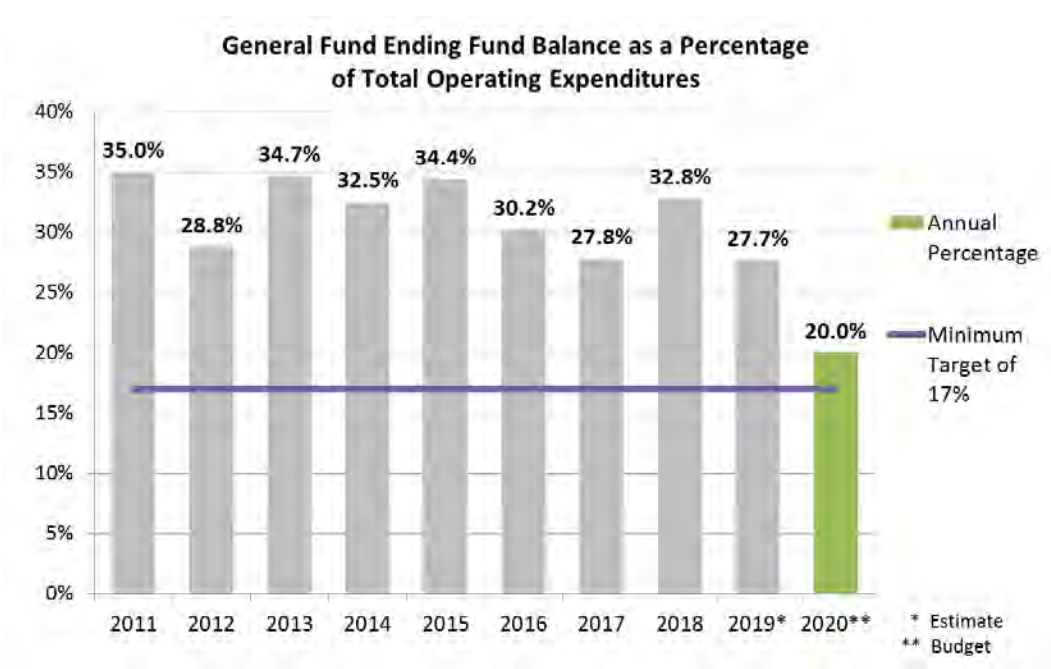
The decreases seen in the General Fund and Facility Reserve Fund are a result of the District saving money in prior years for the future development of the Larkspur Community Center, and starting to spend those savings in the current fiscal year. The majority of the SDC balance is projected to be spent in the next two years as we undertake several large capital projects funded with SDCs.

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 17 percent 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, and is proposing to budget above the target for 2020. Due to the priority of setting aside money specifically designated for the PERS contingency, the District chose to budget the General Fund reserves at this higher level for 2020.



Requirements Overview

The total budgeted expenditure requirements (less interfund transfers) for fiscal year 2020 are \$76,781,539, an increase of 2.1 percent over last year's budget. The major contributing factors to this increase in requirements are:

\$1,856,000 more in personnel services; \$9,594,000 more in

contingency; and \$11,257,000 less in capital outlay. The significant swing seen in contingency and capital outlay is the result of a change in budgeting philosophy. Amounts that were previously budgeted in capital outlay, but were not for specific designated projects in that fiscal year are now being budgeted in the operating contingency line in the SDC, Facility Reserve, and Facility Rental Funds.

As in the Resources Overview, the information presented graphically in this section includes the actual audited results of the District operations for fiscal years 2016-17 (2017) and 2017-18 (2018), the estimated results for fiscal year 2018-19 (2019) and the adopted budget for fiscal year 2019-20 (2020). Significant changes from fiscal year 2019 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.

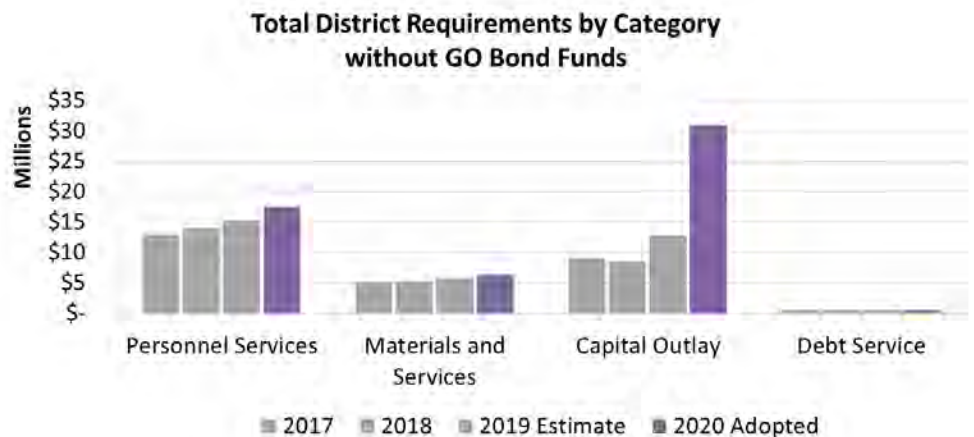
In order to deliver exceptional park and recreation services to our community, the District allocates the highest amount of resources to our two most significant expenditures - Personnel Services and Capital Outlay.

Since 2017, Personnel Services have increased at an annual average rate of 10.8 percent. The 2020 budget proposes an increase of \$1,856,000, or 11.9 percent, over the 2019 budget. Materials and Services have averaged an annual 7 percent over the same period of time, but are actually decreasing from 2019 budget by 1.2 percent. Overall, increases in personnel is a combination of expanded needs for operating and maintaining new parks and new facilities, (such as The Pavilion, Art Station, the Bend Whitewater Park, and the Larkspur Community Center) and cost increases.

Capital outlay is budgeted to be high in 2020, 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.

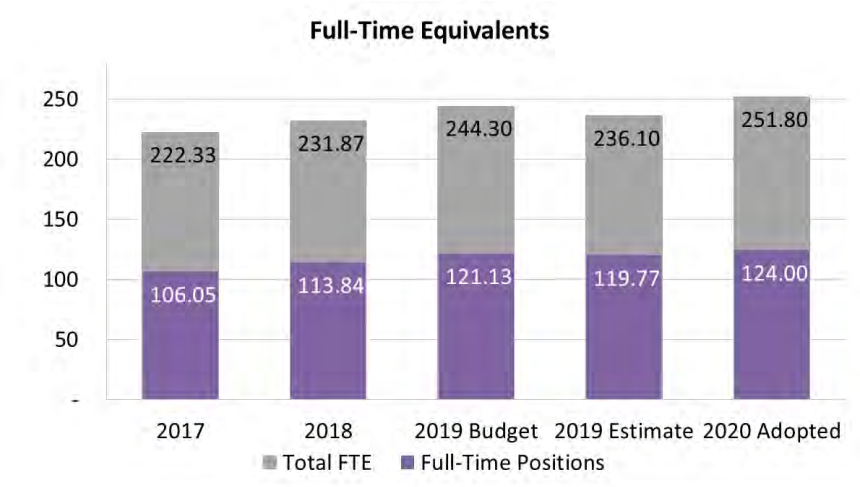


The District’s goal is always to provide quality services that continue to meet the growth in the community in a fiscally responsible manner. Staffing increases have historically been held to a minimum. However, with additional maintenance and operation needs created by new parks, trails and recreation facilities and programs, this budget reflects an increase in staffing, particularly in part-time positions.

The large majority of the District’s personnel costs are funded in the General Fund. Overall budgeted personnel costs are projected to increase by \$1,823,000 – or by 11.8 percent over current year budget. This unusually significant increase is a combination of several factors. As the District nears the completion of the first year of its two-year Compensation and Pay Equity Study, an amount of \$500,000 was set aside in the payroll contingency line to ensure that future cost impacts of the implementation are covered. The remainder of the total increase is from cost of living and merit increases, additional positions, and costs of benefits that are based upon a percentage of wages. PERS bi-annual contribution rate increases, effective July 1, 2019, is another significant contributor to the personnel cost increases in the General Fund’s budget.

The District’s total staffing full-time equivalents (FTEs) for 2020 is budgeted at 251.8, an increase of 7.5 FTE, or 3.1 percent over current year budget and an increase of 15.7 FTE, or 6.6 percent over the 2019 estimate. This graph reflects the trend of the District’s staffing FTE.

The 2020 budget includes four and one-quarter more full-time positions than current year estimate; however, only one new position is being adopted, while the remainder will fill positions that were previously budgeted but had vacancies in 2018-19.



Adopted Staffing Increases by Department

Administrative Services is proposing the only additional full-time position in this budget. The position is for a Human Resources (HR) Specialist that will increase the capacity in the HR division. As the community, the District’s staffing, and the economy have grown over the past few years, the increased need for additional resources in recruitment, staff development, leadership transitions and District-wide training has been significant. Due to the partial-year IT Manager transition in 2018-19, the increase in full-time FTE in the budget for this new position is a net one-half FTE increase.

In Recreation Services, this budget is adding a total of 6.74 FTE – largely in part-time/seasonal staff - over the current year budget. These additions are a combination of staff for new and expanded programs and to support growth in existing programs. 1.0 of the total FTE addition is to bring on four key full-time positions during the final quarter of 2019-20 in order to prepare for the opening of the Larkspur Community Center.

The table below summarizes the adopted full-time equivalent (FTE) for staff included in the 2020 budget by organizational unit.

Employees by Organizational Unit/Program	Full-Time	Part-Time *	Seasonal *	Total
Executive Director & Administrative Services	15.00	0.60	-	15.60
Strategic Planning & Design	11.00	0.58	-	11.58
Park Services	51.60	3.26	17.10	71.96
Community Relations	5.00	0.18	-	5.18
Recreation Services	39.42	105.83	-	145.25
Facility Rental	1.98	-	0.25	2.23
Total Employees	124.00	110.45	17.35	251.80

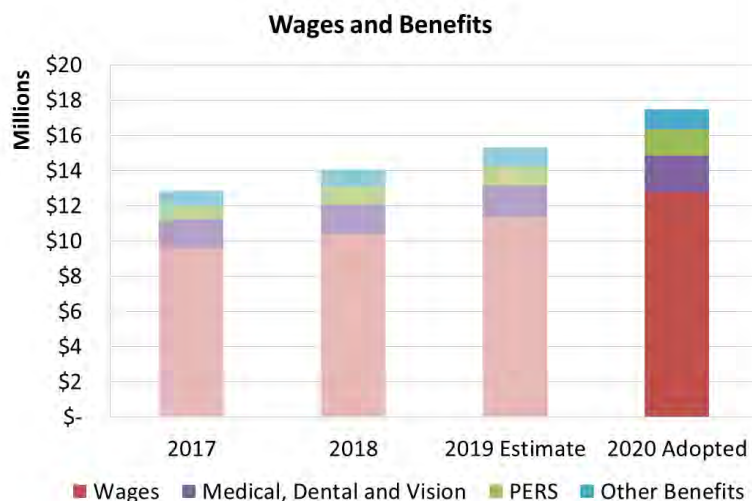
*Part-time and Seasonal staff are presented as a full-time equivalent conversion. A full-time equivalent is equal to 2,080 hours in FY 2019-20.

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, and paid time-off are also offered for full-time employees. Regular part-time employees, who are eligible, are also offered the District's medical, dental, vision insurance, and paid time-off. All employees are covered by Social Security, Medicare, unemployment, workers' compensation insurance, and sick leave.

The District always strives to reach a balance between maintaining costs and offering an employee compensation plan that remains competitive. The 2020 adopted budget includes a Cost of Living Adjustment (COLA) increase of 2.5 percent and a merit increase of 0 to 3 percent 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 budget also includes a payroll contingency amount in the personnel services expenditures, intended to provide for the implementation of the Compensation and Pay Equity Study findings over the upcoming two years. The Wages and Benefits graph shows the historical and adopted personnel costs for fiscal years 2017-2020.

For 2020, after competitive bidding, the District elected to retain our current insurance provider, Pacific Source, and our monthly medical premium costs will increase 7.9 percent 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 percent of the



full-time employee's medical insurance premiums and 75 percent of the premiums for their dependents. For eligible part-time employees (those working at least half-time), the District pays 80 percent of their premiums and 0 percent for their dependents. Health insurance costs (including the Medical Expense Reimbursement Plan (MERP) costs) continue to be the District's most expensive benefit, and are budgeted at a total of \$1,841,000, and are projected to increase by \$211,400 (13 percent) from

current year budget, which combines staffing increases, more staff becoming eligible, 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 percent of the employee-only premium for fully insured dental and vision plans. Total budgeted costs for dental and vision benefits combined are projected to be just over \$234,000; a \$23,000 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 new rates we begin paying July 1, 2019 will be in effect through the end of fiscal year 2020-21. The rates are charged against eligible payroll, and are as follows: 18.82 percent for Tier One/Tier Two employees (up from 16.08 percent), and 13.75 percent for employees covered under OPSRP (those hired after August 2003) (up from 10.94 percent). These rates do not include the employee portion – the 6 percent the employee is required to contribute – which the District does not pay. PERS is the second largest benefit cost and is budgeted at \$1,501,000 and anticipated to increase by \$335,000 (28.8 percent) over current year budget as a result of the new rates, new eligible 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 are likely to continue to increase significantly over the next several rate-setting biennia.

The rates for life and long-term disability insurance are going down for 2019-20 and the subsequent two years, as the District elected to change carriers and commit to a three-year rate fix. Long-term disability insurance is tied to wages, so amounts increase as salaries increase. Life insurance is a fixed rate and only increases as new full-time positions are added. These expenses are budgeted at a \$7,880 decrease over current year budget.

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 percent in January 2016. The continued low rate will keep unemployment insurance costs low at just over \$12,700 for the fiscal year 2019-20. The rate is a percentage of wages, and the total dollar amounts paid will increase as total wages increase.

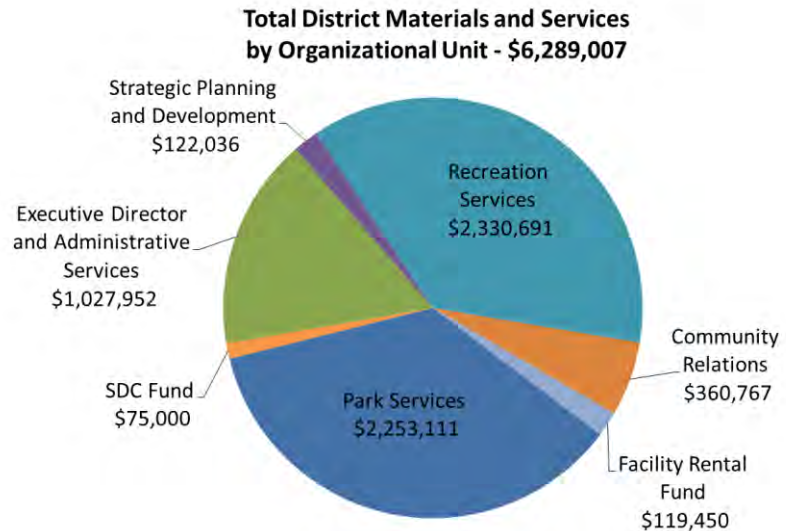
Losses from workers' compensation claims can be a slow drain on an organization's finances if not closely administered. The District's Safety Coordinator, in collaboration with the District's Safety Committee, routinely reviews on-the-job incidents and accidents and works closely with our workers' compensation 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 again this year as safety improves in all industries. The District's total workers' compensation costs are anticipated to be approximately \$8,100 less than the 2019 budgeted premium costs, even with the additional staff.

Materials and Services

The 2020 budget proposes \$6,289,007 in material and services. This is a \$74,000 (1.2 percent) decrease from the current budget

and a \$445,000 increase over current year estimates. The large majority of materials and services are funded out of the General Fund, approximately \$6.1 million. The remaining \$194,000 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 Executive Director's Office and Administrative Services department's expenses account for most of the District-wide functions, such as technology, legal, insurance, recruitment, HR training, audit, committees, and the Board of Directors. The pie chart above shows the material and services adopted budget by each department within the General Fund.



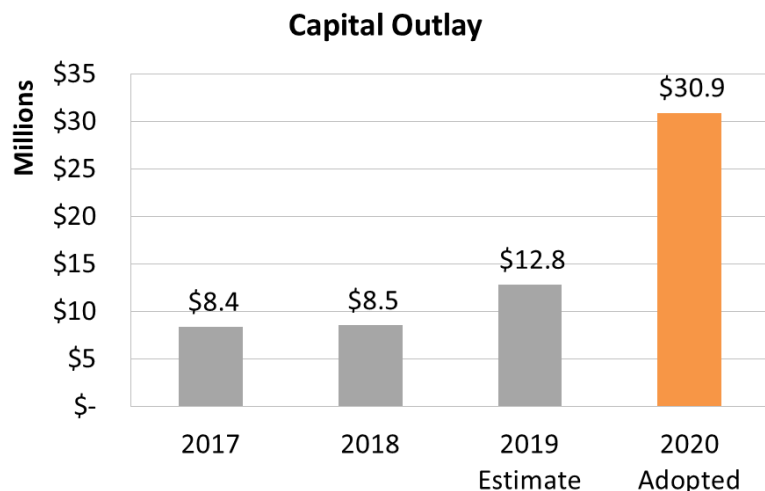
Capital Outlay

Capital outlay increases significantly in the adopted budget for 2020, as budgeted capital outlay is always much higher than actuals. The graph below includes the total District capital outlay, except for the amounts funded in the G.O. Bond Capital Projects Fund in 2017.

See the Five-Year Capital Improvement Plan (CIP) Summary in this document for a detailed list of the fiscal year 2020 through 2024 capital projects and 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 \$6,577,000 in funding is for the following major capital projects: 2019-20's property tax-funded portion of the construction of the Larkspur Community Center; half of the Juniper Swim and Fitness Center's indoor pool replacement and renovation; Drake Park Deschutes River Trail and bank improvement project; Juniper Park redevelopment; Shevlin Regional Park development; and asset management projects. Included in this total is grant funding in the amount of \$146,000 for Shevlin Regional Park.



Budgeted in the SDC Fund

A total of over \$23 million in the SDC Fund includes the following major capital projects: 2019-20's SDC-funded portion of the construction of the Larkspur Community Center; development of Alpenglow Community Park, expansion of Big Sky community park, Pacific Crest athletic field development, Juniper Park improvements, a restroom at Rockridge Park, Empire Crossing, Northpointe and Goodrich neighborhood park land acquisition and development, Stone Creek Neighborhood Park developer agreement, and significant trail access acquisition and development. It also includes an undesignated amount of \$2 million to allow for projects occurring on a faster timeline than anticipated.

Budgeted in the Equipment Reserve Fund

A total of nearly \$628,000 in capital outlay is budgeted in the Equipment Reserve Fund. This consists of technology, vehicle, and equipment replacements and new programs to support the maintenance and operation services for the community.

Debt

The total District's outstanding long-term debt as of June 30, 2019 includes the General Obligation Debt Service Fund and is summarized in the table below:

Description	Interest Rates on Outstanding Bonds	Original Amount	Maturity Date	Projected Outstanding Principal as of 6/30/19	Projected Remaining Interest to Maturity as of 6/30/19
Loan Payable	2.47%	\$ 4,439,611	6/1/2025	\$ 2,788,828	\$ 249,822
General Obligation Bonds, Series 2013	2% - 4.5%	\$ 29,000,000	6/1/2033	\$ 23,785,000	\$ 7,084,232
Total Long Term Debt				\$ 26,573,828	\$ 7,334,054

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 District's 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 in the General Fund. 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 original bonds were called on June 1, 2015. The District makes principal payments on June 1 of each fiscal year, and interest payments on June 1 and December 1 of each year – for an annual total of approximately \$504,000. As of June 30, 2019, the principal outstanding will be \$2,788,828. 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 fish ladder and floaters' channel, wildlife channel, and whitewater park on the Deschutes River; and built The Pavilion, an

Debt Payments	2017	2018	2019	2020 Adopted
General Fund Loan Payable Payments				
Principal	406,049	416,047	425,489	434,153
Interest	101,084	90,916	80,497	70,034
Total	507,133	506,963	505,986	504,187
General Obligation Debt Service Payments				
Principal	885,000	950,000	1,015,000	1,080,000
Interest	927,431	909,732	881,232	850,782
Total	1,812,431	1,859,732	1,896,232	1,930,782
Total Debt Payments	\$ 2,319,564	\$ 2,366,695	\$ 2,402,218	\$ 2,434,969

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 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, 2019, the principal outstanding will be \$23,785,000. The District makes principal payments on June 1 of each fiscal year, and interest payments on June 1 and December 1 of each year – for an annual total of approximately \$1.9 million.

Debt Service Budget – All Funds

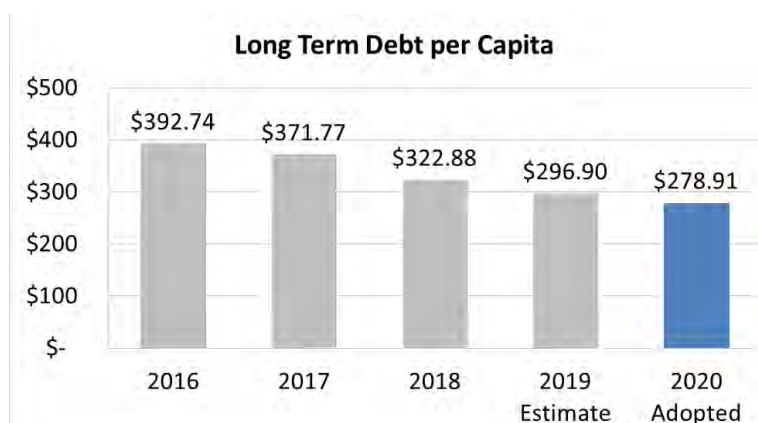
The above chart details the actual and adopted principal and interest payments on all District debt, excluding issuance costs, for fiscal years 2017-2020.

Legal Debt Limits

Under Oregon statutes, the District is limited in its amount of issued general obligation debt to 2.5 percent of real market value of property. Full faith and credit obligations are not limited by statute. At June 30, 2018, the District's unused debt margin was \$449 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 \$278.91 for fiscal year 2019-20. 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.



(this page intentionally left blank)

Performance and Financial Measures

Introduction

The ability to allocate resources and ensure 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

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's comprehensive plan set a goal of providing parks within a ½ mile walk of most homes.

The District currently owns 3,038 acres of land or an LOS of 33.4 acres/1,000 residents . However, this number is skewed by many acres of undeveloped neighborhood, community and regional park land; it also includes land to support operations (park services complex). When only taking into account developed parkland, the District owns 1,964 acres of developed parks, or an LOS of 21.6 acres/1,000 residents.

Staff uses the 2019 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 2018 comprehensive plan to illustrate and compare the District's service delivery performance over time. For example, Alpenglou Park's 37 acres will be counted in the LOS once the park is open to the public. Park rehabilitation projects (e.g. Juniper Park) generally do not result in increased developed park acres and do not affect the LOS. The District's 2019 park LOS, by park type, is as follows:

<u>2019 Park Level of Service</u>	<u>Target Level of Service</u>	<u>Actual Level of Service</u>
Neighborhood and Community Parks	7.85 acres/ 1,000	7.89 acres/ 1,000
Regional Parks	10.00 acres/ 1,000	12.60 acres/ 1,000

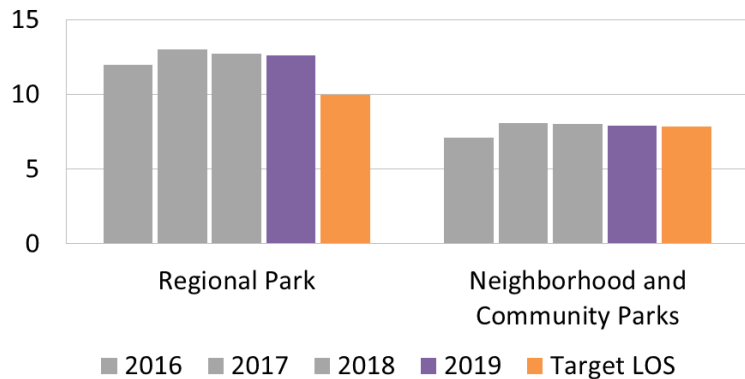
As part of the preparation of the District's CIP (approved as part of the budget) the District reviews current LOS versus adopted targets. As shown above, the District's LOS is keeping pace with the current population growth for all park types.

New this year with the adoption of the comprehensive plan in July 2018, the District combines the LOS for neighborhood and community parks, in recognition that community parks often serve the neighborhood park needs of nearby residents. The adopted CIP for 2020-2024 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 2018 comprehensive plan. The District has established targets for neighborhood, community and regional parks. The comprehensive plan did not establish a target for natural areas. The 2018 comprehensive plan combined the target LOS for neighborhood and community parks to 7.85 acres per 1,000 population.
- 2019 LOS: The existing acres of developed neighborhood, community and regional park land per 1,000 population. Park sites without sufficient improvements to meet the "developed" standards in the 2018 comprehensive plan are not counted in the level of service.

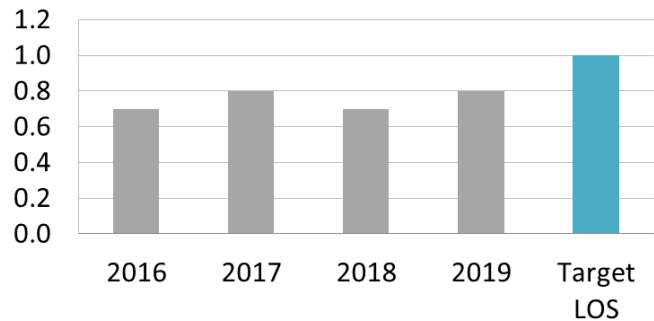
Park Acres per 1,000 Population



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.

Trails Level of Service per 1,000 Miles



The majority of Bend's trails become the District's management and maintenance responsibility as they come on line. The District currently manages approximately 70 miles of primary and significant connector trails, with more than 87 additional miles of planned trails. Trail development is a high priority for the District because of the identified community need.

The 2020-2024 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.

<u>2019 Trail Level of Service</u>	<u>Target Level of Service</u>	<u>Actual Level of Service</u>
Trails	1.00 miles/1,000	0.80 miles/1,000

Definitions

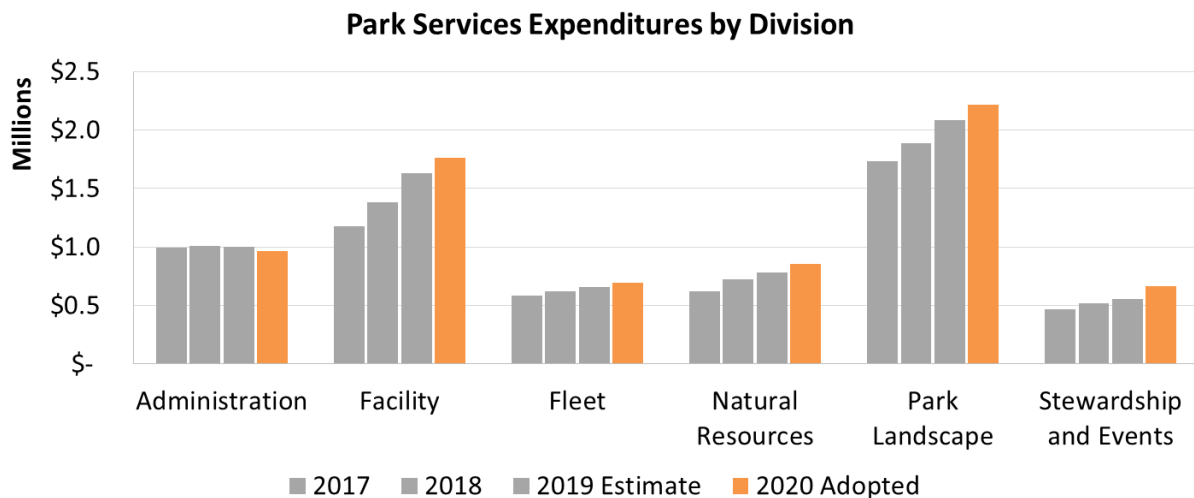
- Target Trail LOS: The miles/1,000 population target LOS from the 2018 comprehensive plan.
- 2019 LOS: The existing miles of trails per 1,000 population maintained by the District.

Park Services

Expenditures by Division

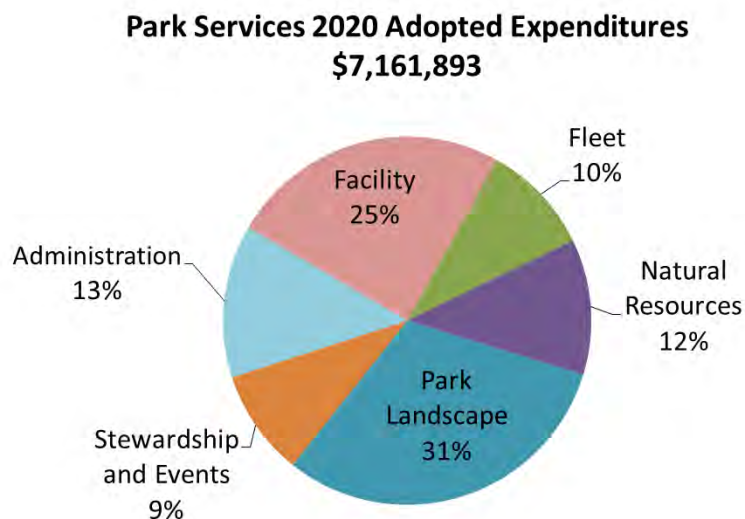
The total direct costs of Park Services personnel services and materials and services to maintain and operate our parks, buildings, trails and natural areas for the two prior years, the current year estimate, and the budgeted fiscal year are shown in the graph below. The changes over time in each division 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.

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).



2019-20 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 2019-20 is adopted to be \$7,161,893. These costs will support the maintenance and operations of the District's parks, buildings and trails, and the chart 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 2018, more than 1,552 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 hourly wage value assigned to volunteers in Oregon is currently \$25.40 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 percent 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

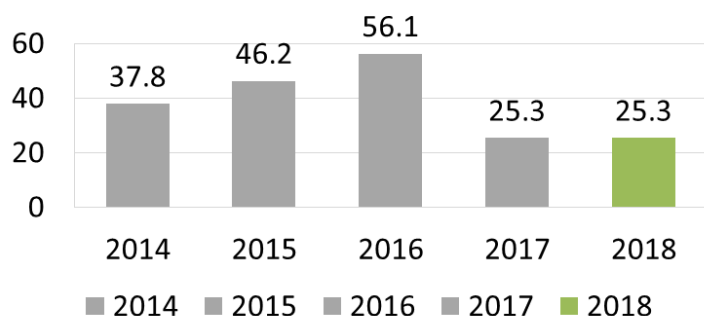
These volunteers enhance the quality, value and variety of the programs that the District is able to offer. Their participation directly benefits program participants and supports facilities and staff. Volunteer support in these programs may help offset costs and offer opportunity to allocate resources differently and increase capacity. This includes volunteers for recreation, fitness and aquatics programs, greeters at Riley Ranch 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 hosted events. These volunteers may participate as a way to fulfill a sense of 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 and Adopt-a-Trail program and event support volunteers.

The District is honored to work with the hundreds of people who generously give their time and talents to support parks and recreation in our community. We are proud to provide volunteers with enriching opportunities to connect with others, to grow and play.

District-wide Volunteers



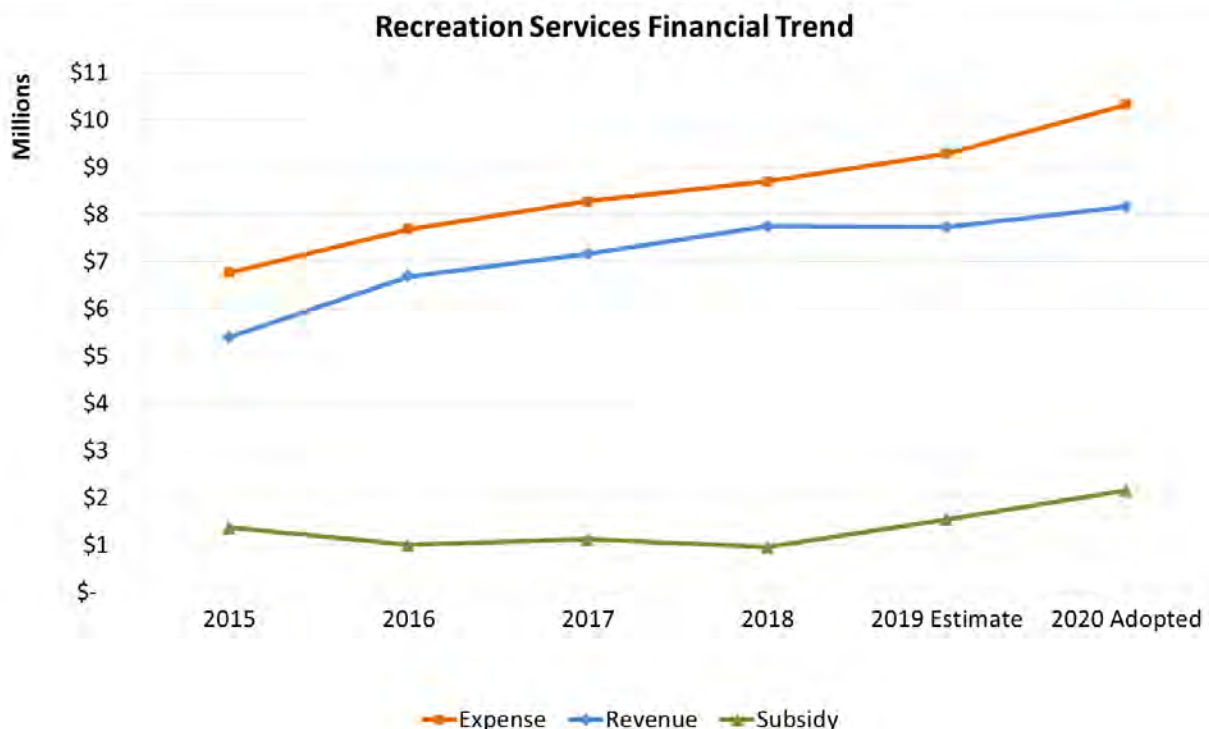
Recreation Services

Financial Trends

Funding for the Recreation Services Department comes primarily from user fees with property taxes making up the difference between operating revenues and expenses. The graph shows the trend in Recreation revenue and expense, and the resulting tax subsidy.

The District has been fortunate that the overall tax subsidy required for recreation programs and services decreased from nearly \$1.4 million in 2014-15 to under \$1 million in 2017-18, while at the same time adding three new services: The Pavilion, Art Station and Outreach. During this period the additional revenue generated from facilities and programs more than covered the additional and increased expenses required to operate them, resulting in the decrease in the tax subsidy. This was due largely to the opening of The Pavilion, strong growth in youth recreation programs, and modest growth in most other program areas.

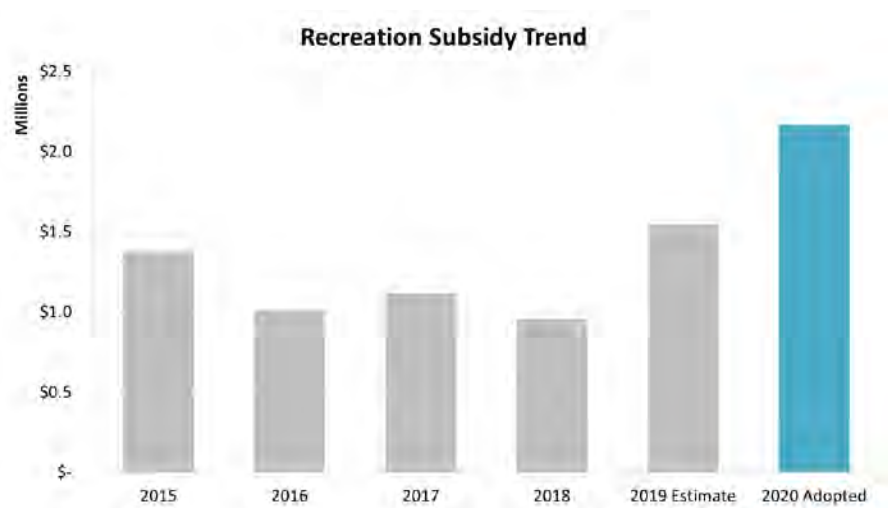
During the current fiscal year, the District has experienced a change in this trend. Participation and revenue growth has slowed as many programs and facilities are operating at or near capacity. At the same time, personnel costs have increased significantly due to wage increases, new minimum wage and sick leave laws, PERS and medical costs, a highly competitive labor market, and the need to increase staff levels to catch up to the community growth that has occurred. Furthermore, market conditions and the District's goal for programs to be affordable have made it difficult to raise fees at the same pace as the increased costs. As a result, the tax subsidy required to support the Recreation Department is estimated to increase to \$1.5 million in the current fiscal year. While this is still under the budget of \$1.6 million, it represents a substantial increase in tax subsidy from prior years.



Recreation Services Tax Subsidy

The District expects the trend in increased tax subsidy for recreation services to continue in 2019-20 with the additional impacts of the Larkspur Community Center construction project on the Senior Center operations, the preparation for opening Larkspur, the Bend La Pine Schools time changes, expansion in needs-based assistance funding, and

implementation of the District pay equity study. The budgeted subsidy for the 2019-20 budget is over \$2.1 million, or approximately \$600,000 over this year's estimate and \$500,000 over this year's budget.



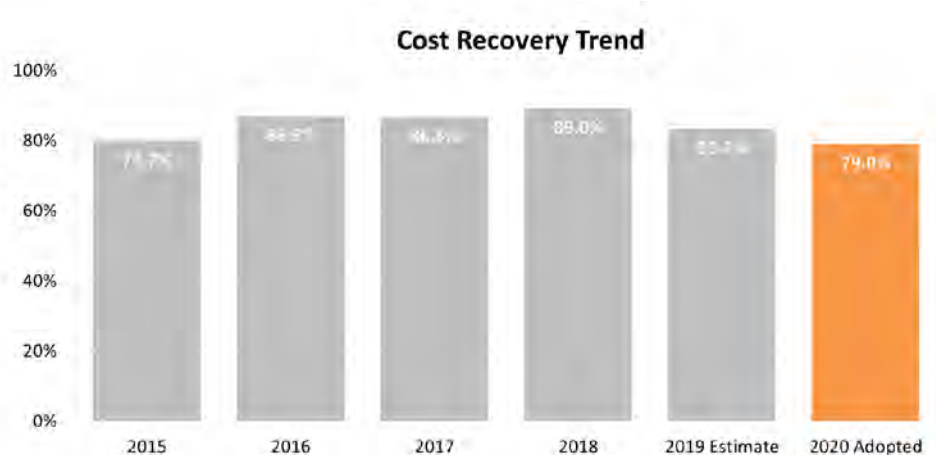
The subsidy helps the community benefit from a wide range of recreation facilities, programs and services that receive over 1.3 million visits per year. Services that rely more heavily on tax support include:

- Juniper Swim & Fitness Center facility operations and aquatic programs
- Senior Center operations and programs and services for older adults
- Inclusion services for individuals requiring assistance to participate in programs
- Outreach and financial assistance to underserved populations
- Therapeutic recreation program for people with special needs
- Free programs and events

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. The District employs a cost recovery methodology to determine the appropriate amount of fee and tax support for different types of programs and services. The chart above shows the overall cost recovery trend for the Recreation Department.

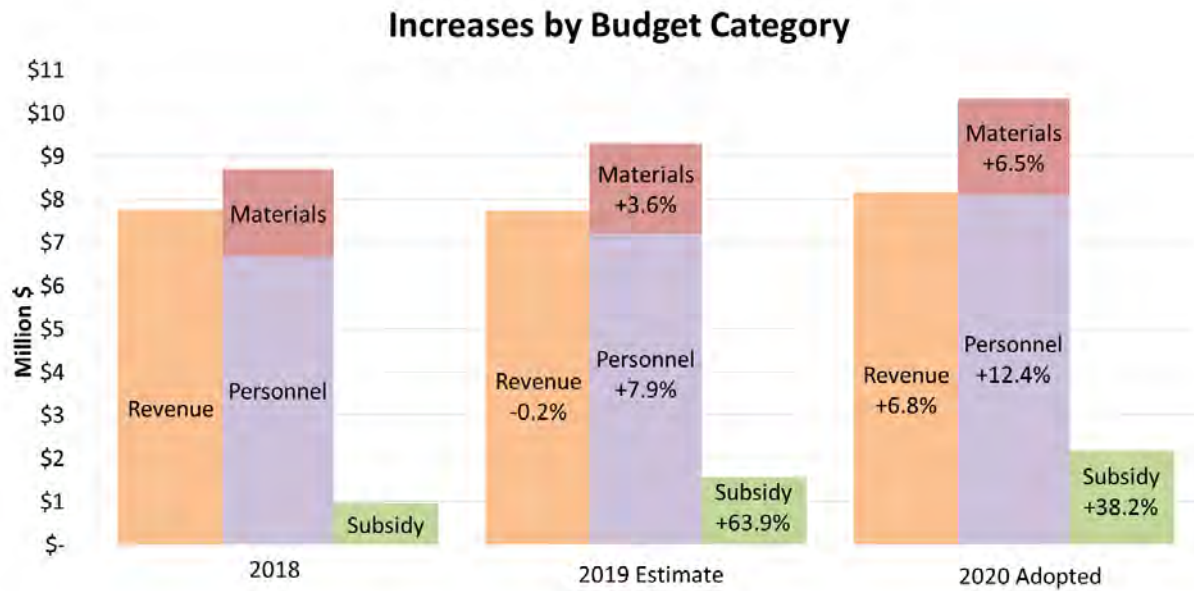
Cost Recovery trended up between 2014 -15 and 2017-18 as revenue gains outpaced increased expenses. Cost Recovery is now trending down for the reasons mentioned above. Cost recovery for the 2019-20 budget is anticipated to be near the level it was in 2014-15. It is important to note that while the cost recovery percentage in



2014-15 and 2019-20 are both 79 percent, the budgeted tax subsidy amount required in 2019-20 is nearly \$800,000 more than in 2014-15. This is because the overall Recreation Services budget has grown from \$6.75 million to \$10.4 million over this same time period.

Increases by Budget Category

This chart shows the increase in revenue and expense categories between 2017-18 and the 2019-20 adopted budget. This demonstrates the challenge caused by revenue growth not been able to keep pace with increases in expenses, and particularly personnel costs. In 2017-18, revenue supported 100 percent of personnel costs and half of the material costs, while in the adopted 2019-20 Budget revenue is supporting personnel costs but with nothing left to help cover materials and services.



Fiscal Year 2019-20
Summary of Financial Sources and Uses
Total District Adopted Budget and Actual for Three Prior Years

	2016-17 Actual	2017-18 Actual	2018-19 Estimate	2019-20 Current Level of Service	2019-20 New Programs	2019-20 Total Adopted
Funding Resources:						
Property Taxes	\$ 16,960,464	\$ 18,154,301	\$ 19,126,857	\$ 19,727,811	\$ -	\$ 19,727,811
Grants, Donations & Sponsorships	243,871	502,241	112,005	236,264	-	236,264
User Fees & Charges	7,325,343	7,980,385	7,977,093	8,446,294	58,900	8,505,194
System Development Charges	9,863,589	6,411,052	7,711,290	8,960,010	-	8,960,010
Interest	430,505	747,949	1,101,398	770,500	-	770,500
Miscellaneous Revenue	282,073	263,800	186,779	165,780	7,000	172,780
Total Funding Resources:	\$ 35,105,844	\$ 34,059,729	\$ 36,215,421	\$ 38,306,659	\$ 65,900	\$ 38,372,559
Requirements by Category						
Personnel	\$ 12,863,493	\$ 14,063,002	\$ 15,306,753	\$ 17,221,729	\$ 258,640	\$ 17,480,369
Materials and Services	5,153,164	5,291,275	5,843,632	6,149,665	139,342	6,289,007
Capital Outlay	9,027,401	8,524,273	12,801,479	30,746,037	161,951	30,907,988
Debt Service						
Principal payments	1,291,049	1,366,047	1,440,489	1,514,153	-	1,514,153
Interest payments	1,028,515	1,000,647	961,729	920,816	-	920,816
Total Requirements:	\$ 29,363,622	\$ 30,245,244	\$ 36,354,081	\$ 56,552,400	\$ 559,933	\$ 57,112,333
Other Funding Sources:						
Reimbursement for Services Provided	105,889	136,072	135,000	180,000	-	180,000
Total Other Funding Sources:	\$ 105,889	\$ 136,072	\$ 135,000	\$ 180,000	\$ -	\$ 180,000
Net Increase (Decrease) in Fund Balance	5,848,111	3,950,557	(3,660)	(18,065,741)	(494,033)	(18,559,774)
Beginning Fund Balance	32,864,757	38,712,866	42,663,422	42,659,762	-	42,659,762
Ending Fund Balance	\$ 38,712,868	\$ 42,663,423	\$ 42,659,762	\$ 24,594,021	\$ (494,033)	\$ 24,099,988
Other Budgeted Expenditures:						
Contingency	\$ -	\$ -	\$ -	\$ 12,318,815	\$ -	\$ 12,318,815
Reserves for Future Expenditure	-	-	-	9,281,172	-	9,281,172
Unappropriated Ending Fund Balance	-	-	-	2,500,000	-	2,500,000
	\$ -	\$ -	\$ -	\$ 24,099,987	\$ -	\$ 24,099,987

Fiscal Year 2019-20
Summary of Financial Sources and Uses
Total District Adopted Budget and Budget for Two Prior Years

	2017-18 Budget	2018-19 Budget	% Change Prior Year	2019-20 Total Adopted	% Change Prior Year
Funding Resources:					
Property Taxes	\$ 17,810,640	\$ 18,465,990	3.7%	\$ 19,727,811	6.8%
Grants, Donations & Sponsorships	1,214,839	917,047	-24.5%	236,264	-74.2%
User Fees & Charges	8,026,950	8,255,528	2.8%	8,505,194	3.0%
System Development Charges	7,527,500	7,123,535	-5.4%	8,960,010	25.8%
Interest	316,500	677,500	114.1%	770,500	13.7%
Miscellaneous Revenue	79,050	124,358	57.3%	172,780	38.9%
Total Funding Resources:	\$ 34,975,479	\$ 35,563,958	1.7%	\$ 38,372,559	7.9%
Requirements by Category					
Personnel	\$14,774,818	\$ 15,623,978	5.7%	\$ 17,480,369	11.9%
Materials and Services	6,180,899	6,362,564	2.9%	6,289,007	-1.2%
Capital Outlay	31,762,732	42,165,220	32.8%	30,907,988	-26.7%
Debt Service					
Principal payments	1,366,047	1,440,489	5.4%	1,514,153	5.1%
Interest payments	1,000,648	961,729	-3.9%	920,816	-4.3%
Total Requirements:	\$ 55,085,144	\$ 66,553,980	20.8%	\$ 57,112,333	-14.2%
Other Funding Sources:					
Reimbursement for Services Provided	160,000	150,000	-6.3%	180,000	20.0%
Total Other Funding Sources:	\$ 160,000	\$ 150,000	-6.3%	\$ 180,000	20.0%
Net Increase (Decrease) in Fund Balance	(19,949,665)	(30,840,022)	54.6%	(18,559,774)	-39.8%
Beginning Fund Balance	35,943,332	42,975,134	19.6%	42,659,762	-0.7%
Ending Fund Balance	\$ 15,993,667	\$ 12,135,112	-24.1%	\$ 24,099,988	98.6%
Other Budgeted Expenditures:					
Contingency	\$ 2,000,000	\$ 2,725,215	36.3%	\$ 12,318,815	352.0%
Reserves for Future Expenditure	11,993,667	7,809,897	-34.9%	9,281,172	18.8%
Unappropriated Ending Fund Balance	2,000,000	1,600,000	-20.0%	2,500,000	56.3%
	\$ 15,993,667	\$ 12,135,112	-24.1%	\$ 24,099,987	98.6%

Fiscal Year 2019-20
Summary of Financial Sources and Uses
General Fund Adopted Budget and Budget for Two Prior Years

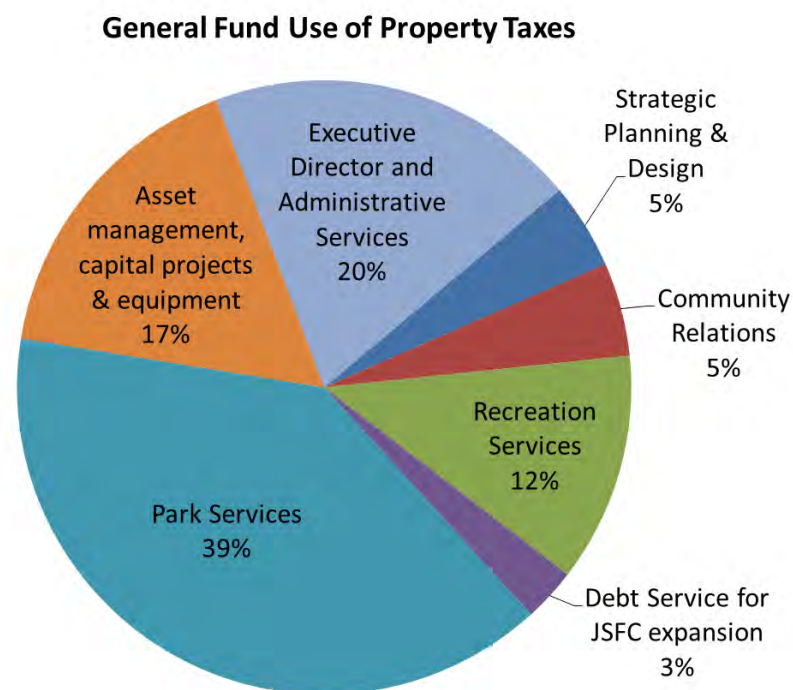
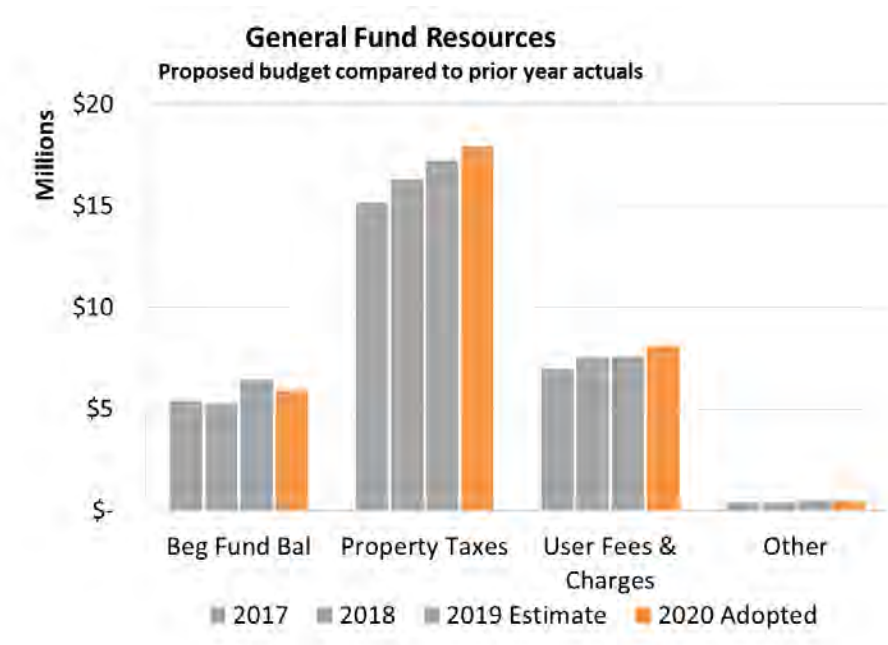
	2017-18 Budget	2018-19 Budget	% Change Prior Year	2019-20 Total Adopted	% Change Prior Year
Funding Resources:					
Property Taxes	\$ 16,061,000	\$ 16,717,010	4.1%	\$ 17,950,000	7.4%
Grants, Donations & Sponsorships	149,375	100,768	-32.5%	89,800	-10.9%
User Fees & Charges	7,617,950	7,867,828	3.3%	8,101,194	3.0%
Interest	45,000	175,000	288.9%	225,000	28.6%
Miscellaneous Revenue	66,750	119,358	78.8%	169,780	42.2%
Total Funding Resources:	\$ 23,940,075	\$ 24,979,964	4.3%	\$ 26,535,774	6.2%
Requirements by Category					
Personnel	\$ 14,597,194	\$ 15,480,939	6.1%	\$ 17,303,750	11.8%
Materials and Services	5,902,949	6,020,714	2.0%	6,094,557	1.2%
Capital Outlay	85,000	-	-100.0%	-	0.0%
Debt Service					
Principal payments	416,047	425,489	2.3%	434,153	2.0%
Interest payments	90,916	80,497	-11.5%	70,034	-13.0%
Total Requirements:	\$ 21,092,106	\$ 22,007,639	4.3%	\$ 23,902,494	8.6%
Other Funding Sources and Uses:					
Transfers in from SDC Fund	400,000	450,000	12.5%	560,000	24.4%
Reimbursement for Services Provided	160,000	150,000	-6.3%	180,000	20.0%
Transfer to Reserve Funds	(3,867,821)	(5,135,000)	32.8%	(3,925,000)	-23.6%
Total Other Funding Sources and Uses:	\$ (3,307,821)	\$ (4,535,000)	37.1%	\$ (3,185,000)	-29.8%
Net Increase (Decrease) in Fund Balance	3,407,969	(1,562,675)	-145.9%	(551,720)	-64.7%
Beginning Fund Balance	4,459,852	5,662,675	27.0%	5,901,720	4.2%
Ending Fund Balance	\$ 7,867,821	\$ 4,100,000	-47.9%	\$ 5,350,000	30.5%
Other Budgeted Expenditures:					
Contingency	\$ 2,000,000	\$ 2,500,000	25.0%	\$ 2,850,000	14.0%
Unappropriated Ending Fund Balance	2,000,000	1,600,000	-20.0%	2,500,000	56.3%
	\$ 4,000,000	\$ 4,100,000	2.5%	\$ 5,350,000	30.5%

(this page intentionally left blank)

Summary of the 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: Executive Director’s office and 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. Recreation user fees and charges cover 79 percent of the budgeted 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.



Fiscal Year 2019-20 Summary of the General Fund

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Estimate	2019-20 Current LOS	2019-20 New Programs	2019-20 Adopted
<u>RESOURCES</u>							
Beginning Working Capital	\$ 5,506,461	\$ 5,249,534	\$ 5,662,675	\$ 6,441,781	\$ 5,901,720	\$ -	\$ 5,901,720
Current Taxes	14,914,654	16,020,238	16,517,010	17,079,000	17,775,000	-	17,775,000
Delinquent Taxes	238,597	277,216	200,000	181,007	175,000	-	175,000
User Fees & Charges	6,995,712	7,563,029	7,867,828	7,594,896	8,042,294	58,900	8,101,194
Interest	102,947	158,511	175,000	216,000	225,000	-	225,000
Miscellaneous	174,971	90,356	68,408	98,517	89,780	7,000	96,780
Grants & Donations	25,593	25,002	38,000	31,922	25,000	-	25,000
Fundraising & Sponsorships	60,725	56,873	62,768	60,335	64,800	-	64,800
Interfund Transfers	707,000	350,000	450,000	450,000	560,000	-	560,000
Reimbursement for Services	105,889	136,072	150,000	135,000	180,000	-	180,000
Intergovernmental Reimbursements	5,371	44,499	50,950	62,484	73,000	-	73,000
TOTAL RESOURCES	\$ 28,837,919	\$ 29,971,329	\$ 31,242,639	\$ 32,350,943	\$ 33,111,594	\$ 65,900	\$ 33,177,494

REQUIREMENTS

By Organizational Unit

Exec Director & Admin Services	\$ 2,280,410	\$ 2,514,593	\$ 2,839,269	\$ 2,817,507	\$ 3,348,328	\$ 166,854	\$ 3,515,182
Strategic Planning & Design	1,063,934	1,056,123	1,300,091	1,196,637	1,404,646	6,270	1,410,916
Park Services	5,581,276	6,142,240	6,868,891	6,712,379	7,112,423	49,470	7,161,893
Community Relations	684,639	742,403	830,260	793,097	861,379	21,788	883,167
Recreation Services	8,278,351	8,699,406	9,663,142	9,288,617	10,273,549	153,600	10,427,149
Interfund Transfers	5,192,641	3,867,821	5,135,000	5,135,000	3,925,000	-	3,925,000
Debt Service	507,133	506,962	505,986	505,986	504,187	-	504,187
Contingency	-	-	2,500,000	-	2,850,000	-	2,850,000
TOTAL REQUIREMENTS	\$ 23,588,383	\$ 23,529,548	\$ 29,642,639	\$ 26,449,222	\$ 30,279,512	\$ 397,982	\$ 30,677,494

By Category:

Full-Time Wages	\$ 6,087,460	\$ 6,588,791	\$ 7,302,733	\$ 7,244,192	\$ 7,577,415	\$ 110,740	\$ 7,688,155
Part-Time Wages	3,443,145	3,653,648	4,057,578	3,892,055	4,248,141	66,580	4,314,721
Related Payroll Expenses	3,217,472	3,692,816	4,120,628	4,045,401	5,219,554	81,320	5,300,874
Total Personnel Services	12,748,076	13,935,255	15,480,939	15,181,649	17,045,110	258,640	17,303,750
Materials & Services	5,065,431	5,166,750	6,020,714	5,626,587	5,955,215	139,342	6,094,557
Capital Outlay	75,102	52,759	-	-	-	-	-
Interfund Transfers	5,192,641	3,867,821	5,135,000	5,135,000	3,925,000	-	3,925,000
Debt Service							
Principal Payments	406,049	416,047	425,489	425,489	434,153	-	434,153
Interest Payments	101,084	90,915	80,497	80,497	70,034	-	70,034
Contingency	-	-	2,500,000	-	2,850,000	-	2,850,000
TOTAL REQUIREMENTS	\$ 23,588,383	\$ 23,529,548	\$ 29,642,639	\$ 26,449,222	\$ 30,279,512	\$ 397,982	\$ 30,677,494
Unappropriated Ending Fund Balance	-	-	1,600,000	-	2,500,000	-	2,500,000

RESOURCES less REQUIREMENTS

Resources	28,837,919	29,971,329	31,242,639	32,350,943	33,111,594	65,900	33,177,494
Requirements	23,588,383	23,529,548	29,642,639	26,449,222	30,279,512	397,982	30,677,494
Ending Fund Balance	\$ 5,249,536	\$ 6,441,781	\$ 1,600,000	\$ 5,901,720	\$ 2,832,082	\$ (332,082)	\$ 2,500,000

Personnel Summary

Full-Time Positions	104.85	111.65	120.08	117.72	120.02	2.00	122.02
Part-Time/Seasonal Positions	115.75	117.78	122.19	116.33	125.58	1.97	127.55
Total Staffing	220.60	229.43	242.27	234.05	245.60	3.97	249.57

General Fund

Executive Director's Office 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 resource management and planning.

The Executive Director's Office provides overall direction and management of the District through implementation of Board policy and sound management practices. The Administrative Services Department manages the technology, staff and financial functions of the District including, human resources, benefits, workers' compensation, staff training, risk management, safety; insurance, information technology, finance, payroll, accounts payable, accounts receivable, purchasing, and contracts.

2018-19 Key Successes

- The Board of Directors adopted resolutions: providing direction resultant to the Oregon Consensus Report on the South UGB bridge and contributing to the dredging of Mirror Pond.
- Coordinated joint meetings with City of Bend.
- Prepared for future financial impacts from PERS, minimum wage, and pay equity.
- Delivered Workplace Culture, team lead, and reasonable suspicion training to staff.
- Developed and implemented targeted employee recruitment campaigns and videos.
- Revised Board-adopted Fund Balance and Reserves policy to include risk-based approach.
- Strengthened park SDC assessment and collection relationship with City and County.
- Completed Pay Equity and Classification Study, Phase I.
- Successfully transitioned Payroll Specialist, and Finance and IT Manager positions.
- Fully implemented DocuWare workflow for Accounts Payable – saving 26,000 sheets of paper annually.
- Received a DocuWare innovation award.
- Archived all full-time employee records in secure electronic format.

- Started Office 365 pilot program to improve communication and collaboration.
- Improved internal budget planning, process and communication.

2019-20 Key Goals & Objectives

- Support CAPRA re-accreditation process.
- Provide training for new Board members.
- Implement Pay Equity and Classification Study Phase I findings; complete and implement Individual Employee Analysis Phase II.
- Complete development of New Employee Orientation video.
- Successfully transition Business Manager retirement; including a re-organization of some department functions and responsibilities.
- Streamline and improve consistency in procurement processes.
- Strengthen and streamline employee professional development and leadership transition programs.
- Archive part-time employee records in secure electronic format.
- Evaluate best option for reducing the impacts on the District's long-term financial health caused by the PERS unfunded liability.

- Develop communications plan to educate and inform staff on the “State of the District”, to include District finances.
- Develop a streamlined and efficient new hire and onboarding process, including using new module DocuWare Forms.
- Evaluate mandatory training content, purpose and delivery methods.
- Implement installment billing for customer service enhancement.

2019-20 Major Budget Items

New Program Requests: A total of \$191,067

- Full-time HR Specialist position.

- Pay Equity Study, Phase II contract services.
- Administrative Assistant reclassification to Accounting Technician.
- Manage software and hardware upgrades and implementation, budgeted in the Equipment Reserve Fund:
 - DocuWare Forms and Auto-Index
 - Credit card processing system update

Other Impacts: A total of \$1,793,000

- Payroll turnover and contingency (in Personnel Services).
- PERS contingency.

Fiscal Year 2019-20
General Fund
Executive Director's Office and Administrative Services

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Estimate	2019-20 Current LOS	2019-20 New Programs	2019-20 Adopted
RESOURCES							
Current Taxes	\$ 14,914,654	\$ 16,020,238	\$ 16,517,010	\$ 17,079,000	\$ 17,775,000	\$ -	\$ 17,775,000
Delinquent Taxes	238,597	277,216	200,000	181,007	175,000	-	175,000
Interest	102,947	158,511	175,000	216,000	225,000	-	225,000
Miscellaneous	96,060	26,299	2,500	30,591	17,000	-	17,000
Interfund Transfer from SDC Fund	532,000	150,000	200,000	200,000	130,000	-	130,000
TOTAL RESOURCES	\$ 15,884,258	\$ 16,632,264	\$ 17,094,510	\$ 17,706,598	\$ 18,322,000	\$ -	\$ 18,322,000
REQUIREMENTS							
Personnel Services							
Full-Time Wages	\$ 983,619	\$ 1,127,679	\$ 1,193,953	\$ 1,199,472	\$ 1,144,810	\$ 58,960	\$ 1,203,770
Part-Time Wages	84,265	43,020	37,190	36,209	39,700	-	39,700
Related Payroll Expenses	393,699	531,703	644,326	616,638	1,210,480	33,280	1,243,760
Total Personnel Services	1,461,582	1,702,401	1,875,469	1,852,319	2,394,990	92,240	2,487,230
Materials & Services							
Capital Outlay	748,781	759,432	963,800	965,188	953,338	74,614	1,027,952
	70,047	52,759	-	-	-	-	-
TOTAL REQUIREMENTS	\$ 2,280,410	\$ 2,514,593	\$ 2,839,269	\$ 2,817,507	\$ 3,348,328	\$ 166,854	\$ 3,515,182
RESOURCES less REQUIREMENTS							
Resources	15,884,258	16,632,264	17,094,510	17,706,598	18,322,000	-	18,322,000
Requirements	2,280,410	2,514,593	2,839,269	2,817,507	3,348,328	166,854	3,515,182
Resources less Requirements	\$ 13,603,848	\$ 14,117,671	\$ 14,255,241	\$ 14,889,091	\$ 14,973,672	\$ (166,854)	\$ 14,806,818
Personnel Summary							
Full-Time Positions	11.67	13.81	14.50	14.48	14.00	1.00	15.00
Part-Time/Seasonal Positions	1.80	0.71	0.60	0.60	0.60	-	0.60
Total Staffing	13.47	14.52	15.10	15.08	14.60	1.00	15.60

(this page intentionally left blank)

General Fund Strategic Planning and Design

Department Purpose

Department manages the District's comprehensive and strategic planning; CIP; 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.

2018-19 Key Successes

- Completed new Strategic Plan.
- Revised SDC methodology, ordinance and fees.
- Worked with Upper Deschutes Watershed Council on design for Deschutes River access and restoration between the Farewell Bend Bridge and Healy Bridge.
- Coordinated with the City of Bend on Empire Blvd Extension through Pine Nursery Park, the Plant Sewer line Upgrade, Drake Park Parking lot improvements, Murphy Road extension, Transportation System Plan, Southeast Area Planning, and Urban Renewal.
- Negotiated and executed an Intergovernmental Agreement with Bend-La Pine Schools for Pacific Crest athletic fields.
- Purchased Lot 70 in Hidden Hills to support Alpenglöw Park development.
- Purchased land at Bend Golf and Country Club for future neighborhood park.
- Purchased property in Northpointe for future neighborhood park development.
- Acquired easements for the future Pilot Butte Canal trail and missing links in the Deschutes River Trail downtown.
- Managed the planning, designing and/or constructing of parks, trails and facilities including:
 - Larkspur Community Center design
 - Pioneer Park ADA improvement construction
 - Goodrich Park design
 - Big Sky Park design
 - Deschutes River Trail planning
 - Juniper Park ADA improvements construction
 - Central Oregon Canal Trail – Brookwood undercrossing construction
 - Haul Road Trail planning and design
 - Shevlin Park wayfinding sign installation
 - Riverbend Park – Park & Float improvement construction
 - Rockridge Park annexation into the City and restroom design for the park
 - Drake Park Bank and Trail improvement design
 - Empire Crossing Park renovation design and permitting
 - Pacific Crest Middle School Fields design and permitting

2019-20 Key Goals & Objectives

- Complete Perception Survey.
- Begin the River Access Plan.

- Manage the planning, designing and/or constructing of parks, trails and facilities including:
 - Drake Park Bank and Trail improvements construction
 - Larkspur Community Center construction
 - Shevlin Park ADA improvements construction
 - Big Sky Park design and construction
 - Juniper Park upgrades
 - Central Oregon Canal Trail improvements -15th street and Farewell Bend connections
 - Haul Road Trail design and construction

- Pacific Crest Middle School Fields construction
- Empire Crossing Park construction
- Northpointe property planning
- Alpenglow Park design
- Rockridge Restroom construction
- Goodrich Park construction

2019-20 Major Budget Items

New Program Requests: A total of \$6,270

- Summer temporary position to support River Access Plan.

Other Impacts: A total of \$70,000

- Strategic Plan implementation.
- Conduct perception survey.

Fiscal Year 2019-20
General Fund
Strategic Planning and Design

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Estimate	2019-20 Current LOS	2019-20 New Programs	2019-20 Adopted
RESOURCES							
Interfund Transfer from SDC Fund	\$ 175,000	\$ 200,000	\$ 250,000	\$ 250,000	\$ 430,000	\$ -	\$ 430,000
Reimbursement for Services	100,811	127,328	125,000	125,000	160,000	-	160,000
TOTAL RESOURCES	\$ 275,811	\$ 327,328	\$ 375,000	\$ 375,000	\$ 590,000	\$ -	\$ 590,000
REQUIREMENTS							
Personnel Services							
Full-Time Wages	\$ 650,335	\$ 656,059	\$ 801,620	\$ 726,851	\$ 844,750	\$ -	\$ 844,750
Part-Time Wages	70,518	55,477	28,012	41,373	33,520	5,520	39,040
Related Payroll Expenses	262,795	258,041	318,702	297,611	404,440	650	405,090
Total Personnel Services	983,648	969,577	1,148,334	1,065,835	1,282,710	6,170	1,288,880
Materials & Services	80,286	86,546	151,757	130,802	121,936	100	122,036
TOTAL REQUIREMENTS	\$ 1,063,934	\$ 1,056,123	\$ 1,300,091	\$ 1,196,637	\$ 1,404,646	\$ 6,270	\$ 1,410,916
RESOURCES less REQUIREMENTS							
Resources	275,811	327,328	375,000	375,000	590,000	-	590,000
Requirements	1,063,934	1,056,123	1,300,091	1,196,637	1,404,646	6,270	1,410,916
Resources less Requirements	\$ (788,123)	\$ (728,795)	\$ (925,091)	\$ (821,637)	\$ (814,646)	\$ (6,270)	\$ (820,916)
Personnel Summary							
Full-Time Positions	8.58	9.17	10.88	9.49	11.00	-	11.00
Part-Time/Seasonal Positions	1.67	0.85	0.57	0.83	0.40	0.18	0.58
Total Staffing	10.25	10.02	11.45	10.32	11.40	0.18	11.58

(this page intentionally left blank)

General Fund 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 maintenance operations of parks, trails and facilities, and supports community residents 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.

2018-19 Key Successes

- Obtained federal permit from DEQ for Underground Injection Controls.
- Began the first river restoration project along the Deschutes River with Upper Deschutes Watershed Council.
- Partnered with Energy Trust of Oregon to reduce District energy use by completing: LED light conversions in the District Office and Juniper Swim & Fitness Center parking lots and in the 25- and 50-meter pools; and installed occupancy sensor light switches in all facilities.
- Revised the District's park rules ordinance.
- Reduced water usage by upgrading 12 parks to the new web-based irrigation control system.
- Improved playground surfaces at Orchard and Larkspur parks.
- Implemented ADA transition plan by upgrading park assets such as drinking fountains, dog stations, and companion seating in 13 parks.
- Spent 2,470 staff hours in snow removal.
- Strengthened communications with Bend Police Department through regular meetings; sharing relevant information resulting in better assistance in parks.

2019-20 Key Goals & Objectives

- Obtain the Safe Harbor Agreement from US Fish and Wildlife Services for the Endangered Species Act listed species, the Oregon spotted frog.
- Decommission two miles of old logging road/trail acquired with the Tree Farm property.
- Renovate Aspen Hall which includes replacing floors and counter tops and expanding the restrooms to meet ADA requirements.
- Continue working with the City of Bend in updating the trail information to finalize the new urban services Intergovernmental Agreement.
- Provide maintenance for all of the District's facilities and properties including the new Pacific Crest athletic fields, Empire Neighborhood Park and the Larkspur Community Center.
- Evaluate the new security contract to maximize efficiencies in security officer patrol times.
- Continue to seek out opportunities to provide professional development to staff.

2019-20 Major Budget Items

New Program Requests: A total of \$174,545

- Increased security patrols in parks as necessary.

- Add a seasonal Park Maintenance position to the Landscape Division, plus additional materials to maintain the new Pacific Crest athletic fields.
- Evaluate and maintain the District's art sculptures through an annual maintenance contract.
- Add weatherization and calendar functions to EnergyCap software for improved tracking of utility use for all facilities.
- Stormwater annual maintenance agreement.

- Manage the acquisition and maintenance of new vehicles and equipment which includes: mower, top dresser, asphalt crack sealer, and portable high lift (acquisition cost in the Equipment Reserve Fund).

Other Impacts: A total of \$261,500

- Manage asset management and ADA projects included in the Facility Reserve Fund – at parks, trails, District office, and park services shop.

Fiscal Year 2019-20
General Fund
Park Services

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Estimate	2019-20 Current LOS	2019-20 New Programs	2019-20 Adopted
RESOURCES							
Miscellaneous	\$ 1,306	\$ 1,733	\$ 2,000	\$ 4,219	\$ 9,000	\$ 7,000	\$ 16,000
Community Events	-	-	51,000	74,702	69,000	-	69,000
Reimbursement for Services	5,078	8,744	25,000	10,000	20,000	-	20,000
TOTAL RESOURCES	\$ 6,384	\$ 10,477	\$ 78,000	\$ 88,921	\$ 98,000	\$ 7,000	\$ 105,000
REQUIREMENTS							
Personnel Services							
Full-Time Wages	\$ 2,164,983	\$ 2,405,694	\$ 2,625,466	\$ 2,644,013	\$ 2,787,054	\$ -	\$ 2,787,054
Part-Time Wages	526,579	553,924	710,569	676,450	694,515	13,790	708,305
Related Payroll Expenses	1,026,744	1,182,579	1,282,486	1,275,394	1,411,893	1,530	1,413,423
Total Personnel Services	3,718,306	4,142,197	4,618,521	4,595,856	4,893,462	15,320	4,908,782
Materials & Services							
Capital Outlay	1,857,915	2,000,043	2,250,370	2,116,522	2,218,961	34,150	2,253,111
	5,055	-	-	-	-	-	-
TOTAL REQUIREMENTS	\$ 5,581,276	\$ 6,142,240	\$ 6,868,891	\$ 6,712,379	\$ 7,112,423	\$ 49,470	\$ 7,161,893
RESOURCES less REQUIREMENTS							
Resources	6,384	10,477	78,000	88,921	98,000	7,000	105,000
Requirements	5,581,276	6,142,240	6,868,891	6,712,379	7,112,423	49,470	7,161,893
Resources less Requirements	\$ (5,574,892)	\$ (6,131,763)	\$ (6,790,891)	\$ (6,623,457)	\$ (7,014,423)	\$ (42,470)	\$ (7,056,893)
Personnel Summary							
Full-Time Positions	45.67	47.44	51.35	50.67	51.60	-	51.60
Part-Time/Seasonal Positions	19.82	17.12	20.86	16.55	20.11	0.25	20.36
Total Staffing	65.49	64.56	72.21	67.22	71.71	0.25	71.96

(this page intentionally left blank)

General Fund 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; informing citizens of projects and major work; building relationships with organizations and individuals; supporting programs and services, special events, and rental facilities with marketing and sponsorship efforts; managing a District-wide volunteer program; and providing administrative support for the Bend Park and Recreation Foundation.

2018-19 Key Successes

- Launched website platform update and reorganization with more than 500 webpages of information, 50+ calendars, and 100+ Google maps.
- Developed communications plan and campaign to support outreach efforts to Latino community members.
- Developed communications campaign to support employee and sports coach recruitment.
- Facilitated new volunteer program at Riley Ranch Nature Reserve.
- Influenced river user behavior and led communications for Park & Float to reduce traffic and parking congestion.
- Supported communications for Larkspur Community Center and Bend Senior Center operations during construction project along with other recreation priorities.
- Inform community about upcoming amenities, including Larkspur Community Center, trail projects and parks.
- Research opportunities to integrate data sharing between registration system and Playbook recreation guide.
- Develop additional photography and video assets to support communications efforts.
- Provide communications support and quality control for CAPRA reaccreditation process and materials.

2019-20 Major Budget Items

New Program Requests: A total of \$22,788

- Community relations campaign to celebrate and mark centennial birthdays for Shevlin Park and Drake Park.
- Temporary position to document historical significance of items at Hollinshead house and tack shed.

2019-20 Key Goals & Objectives

- Redesign park and trail system map with cartography support and GIS data.
- Influence dog owner behavior with dogs in parks communications support materials.
- Celebrate partnerships and benefits to the community of collaborative efforts, projects.

Fiscal Year 2019-20
General Fund
Community Relations

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Estimate	2019-20 Current LOS	2019-20 New Programs	2019-20 Adopted
RESOURCES							
Playbook	\$ 3,900	\$ 8,525	\$ 7,200	\$ 7,200	\$ -	\$ -	\$ -
TOTAL RESOURCES	\$ 3,900	\$ 8,525	\$ 7,200	\$ 7,200	\$ -	\$ -	\$ -

REQUIREMENTS							
Personnel Services							
Full-Time Wages	\$ 268,087	\$ 309,876	\$ 341,078	\$ 342,599	\$ 361,560	\$ 3,720	\$ 365,280
Part-Time Wages	21,678	2,523	-	-	-	-	-
Related Payroll Expenses	101,901	131,848	133,567	131,340	156,680	440	157,120
Total Personnel Services	391,666	444,247	474,645	473,939	518,240	4,160	522,400
Materials & Services	292,973	298,156	355,615	319,158	343,139	17,628	360,767
TOTAL REQUIREMENTS	\$ 684,639	\$ 742,403	\$ 830,260	\$ 793,097	\$ 861,379	\$ 21,788	\$ 883,167

RESOURCES less REQUIREMENTS							
Resources	3,900	8,525	7,200	7,200	-	-	-
Requirements	684,639	742,403	830,260	793,097	861,379	21,788	883,167
Resources less Requirements	\$ (680,739)	\$ (733,878)	\$ (823,060)	\$ (785,897)	\$ (861,379)	\$ (21,788)	\$ (883,167)

Personnel Summary							
Full-Time Positions	3.82	4.63	5.00	5.00	5.00	-	5.00
Part-Time/Seasonal Positions	0.72	0.08	-	-	-	0.18	0.18
Total Staffing	4.54	4.71	5.00	5.00	5.00	0.18	5.18

General Fund Recreation

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 and 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, developing and implementing programs, responding to community issues and needs, and providing excellent customer service.

2018-19 Key Successes

- Maintained current services at a high level of quality despite continued challenges of a tight job market and capacity limitations.
- Adjusted expenses to respond to slowing revenues. Recreation subsidy estimate is \$80,700 (4.9 percent) below the adopted budget.
- Completed survey identifying community priorities and needs for recreation programs and services.
- Revised program classification and cost recovery methodology, and developed cost recovery methodology for facility rentals.
- Revised Fees and Charges policy, and integrated revised Needs-Based Assistance and Out-of-District Fee policies.
- Completed preliminary program planning and pro forma budget for Larkspur Community Center.
- Developed relocation plan for the temporary closure of the Senior Center.
- Implemented new participant evaluation and feedback process.
- Revised procedures for using Independent Contractors to deliver recreation programs.
- Implemented new athletic field policy guidelines including rental procedures.

- Developed new programs targeting underserved residents.
- Planned for program changes resulting from Bend-La Pine School's new schedule.

2019-20 Key Goals & Objectives

- Maintain current programs and services at a high level.
- Expand participation in programs and facilities where demand and capacity exists.
- Sustain Senior Center programs and services during construction, including summer relocation to Marshall High School.
- Plan and prepare for Larkspur Community Center operations, including purchasing equipment, developing programs and schedules, and hiring key staff.
- Implement new and expanded programs targeting low income residents.
- Increase outreach and promotion of the Recreation Scholarship program.
- Implement changes to Kids INC and other programs affected by Bend-La Pine School's schedule change.
- Develop new Recreation Programming Plan including service delivery plans.
- Lead the District's CAPRA reaccreditation process.

- Implement a customer loyalty program.

2019-20 Major Budget Items

New Program Requests: A total of \$99,363

- New and expanded positions to support new programs include:
 - 1.00 FTE (4 FT positions, starting in April 2020) to prepare for the Larkspur Community Center opening.
 - 0.25 FTE Office Specialist.
 - 0.25 FTE increase in Sports Assistant.
 - 0.13 FTE increase in Latino Outreach.
 - .70 FTE for additional new programs which have offsetting revenue.
- Senior Center asset management projects included in the Facility Reserve Fund:
 - Floor refinishing, interior lighting and other interior work, and HVAC Units.
- New trailer for storing Juniper Swim & Fitness Center tent panels offsite, included in the Equipment Reserve Fund.

Other Impacts:

- Overall tax subsidy of \$2.16 million is \$600,000 more than current year estimates and overall cost recovery is budgeted to decrease from 83.2 percent to 79.0 percent. (See performance measurements for additional discussion).
- Revenue is budgeted to increase 6.8 percent overall, due to a combination of participation gains, fee adjustments and new programs.
- Personnel services is budgeted to increase 12.5 percent overall. 8.1 percent is due to increases in wages and benefits for existing staff.
- 6.10 FTE increase for front line part-time positions to support program growth in existing services. This represents a 6.2 percent increase over current year estimates.
- Funding to replace recreation equipment at Juniper Swim & Fitness Center, included in the Equipment Reserve Fund.

Fiscal Year 2019-20
General Fund
Recreation Services

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Estimate	2019-20 Current LOS	2019-20 New Programs	2019-20 Adopted
RESOURCES							
User Fees & Charges	\$ 6,991,812	\$ 7,554,504	\$ 7,809,628	\$ 7,512,994	\$ 7,973,294	\$ 58,900	\$ 8,032,194
Grants & Donations	25,593	25,002	38,000	31,922	25,000	-	25,000
Fundraising & Sponsorships	60,725	56,873	62,768	60,335	64,800	-	64,800
Other & Miscellaneous	77,605	62,325	63,908	63,707	63,780	-	63,780
Intergovernmental Reimbursements	5,371	44,499	50,950	62,484	73,000	-	73,000
TOTAL RESOURCES	\$ 7,161,105	\$ 7,743,202	\$ 8,025,254	\$ 7,731,442	\$ 8,199,874	\$ 58,900	\$ 8,258,774
REQUIREMENTS							
Personnel Services							
Full-Time Wages	\$ 2,020,436	\$ 2,089,482	\$ 2,340,616	\$ 2,331,258	\$ 2,439,241	\$ 48,060	\$ 2,487,301
Part-Time Wages	2,740,105	2,998,704	3,281,807	3,138,024	3,480,406	47,270	3,527,676
Related Payroll Expenses	1,432,333	1,588,646	1,741,547	1,724,419	2,036,060	45,420	2,081,480
Total Personnel Services	6,192,874	6,676,833	7,363,970	7,193,700	7,955,708	140,750	8,096,458
Materials & Services							
	2,085,476	2,022,573	2,299,172	2,094,917	2,317,841	12,850	2,330,691
TOTAL REQUIREMENTS	\$ 8,278,351	\$ 8,699,406	\$ 9,663,142	\$ 9,288,617	\$ 10,273,549	\$ 153,600	\$ 10,427,149
RESOURCES less REQUIREMENTS							
Resources	7,161,105	7,743,202	8,025,254	7,731,442	8,199,874	58,900	8,258,774
Requirements	8,278,351	8,699,406	9,663,142	9,288,617	10,273,549	153,600	10,427,149
Resources less Requirements	\$ (1,117,245)	\$ (956,205)	\$ (1,637,888)	\$ (1,557,175)	\$ (2,073,675)	\$ (94,700)	\$ (2,168,375)
Personnel Summary							
Full-Time Positions	35.11	36.60	38.35	38.08	38.42	1.00	39.42
Part-Time/Seasonal Positions	91.74	99.02	100.16	98.35	104.47	1.36	105.83
Total Staffing	126.85	135.62	138.51	136.43	142.89	2.36	145.25

(this page intentionally left blank)

Fiscal Year 2019-20
Facility Rental Special Revenue Fund

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Estimate	2019-20 Current LOS	2019-20 New Programs	2019-20 Adopted
<u>RESOURCES</u>							
Beginning Working Capital	\$ 628,271	\$ 767,580	\$ 981,043	\$ 1,017,128	\$ 1,118,697	\$ -	\$ 1,118,697
Interest	7,919	16,675	22,500	26,805	32,000	-	32,000
Aspen Hall Rental	123,306	108,902	120,000	107,333	126,000	-	126,000
Hollinshead Barn Rental	47,225	51,563	55,000	51,025	57,000	-	57,000
Public Facility Rental	52,454	133,675	139,500	183,497	201,500	-	201,500
Building Leases	57,599	68,422	73,200	40,343	19,500	-	19,500
Community Events	49,047	54,794	-	-	-	-	-
TOTAL RESOURCES	\$ 965,821	\$ 1,201,611	\$ 1,391,243	\$ 1,426,130	\$ 1,554,697	\$ -	\$ 1,554,697

REQUIREMENTS

By Program:

Facility Rental Program	198,241	184,482	1,166,028	307,433	451,069	-	451,069
Contingency	-	-	225,215	-	1,103,627	-	1,103,627
TOTAL REQUIREMENTS	\$ 198,241	\$ 184,482	\$ 1,391,243	\$ 307,433	\$ 1,554,697	\$ -	\$ 1,554,697

By Category:

Full-Time Wages	\$ 53,445	\$ 80,004	\$ 94,763	\$ 82,752	\$ 76,295	\$ -	\$ 76,295
Part-Time Wages	21,432	8,007	-	-	10,570	-	10,570
Related Payroll Expenses	40,541	39,736	48,276	42,352	89,754	-	89,754
Total Personnel Services	115,418	127,747	143,039	125,104	176,619	-	176,619
Materials & Services	51,963	56,735	166,850	103,329	119,450	-	119,450
Capital Outlay	30,860	-	856,139	79,000	155,000	-	155,000
Contingency	-	-	225,215	-	1,103,627	-	1,103,627
TOTAL REQUIREMENTS	\$ 198,241	\$ 184,482	\$ 1,391,243	\$ 307,433	\$ 1,554,697	\$ -	\$ 1,554,697

RESOURCES less REQUIREMENTS

Resources	965,821	1,201,611	1,391,243	1,426,130	1,554,697	-	1,554,697
Requirements	198,241	184,482	1,391,243	307,433	1,554,697	-	1,554,697
Resources less Requirements	\$ 767,580	\$ 1,017,128	\$ -	\$ 1,118,697	\$ -	\$ -	\$ -

Personnel Summary

Full-Time Positions	1.20	2.19	2.05	2.05	1.98	-	1.98
Part-Time Positions	1.25	0.33	-	-	0.25	-	0.25
Total Staffing	2.45	2.52	2.05	2.05	2.23	-	2.23

Fiscal Year 2019-20
System Development Charges Special Revenue Fund

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Estimate	2019-20 Current LOS	2019-20 New Programs	2019-20 Adopted
<u>RESOURCES</u>							
Beginning Working Capital	\$ 16,248,715	\$ 20,026,754	\$ 22,022,910	\$ 20,043,666	\$ 22,293,905	\$ -	\$ 22,293,905
Interest	208,790	343,648	300,000	479,190	306,000	-	306,000
System Development Charges	9,863,589	6,411,052	7,123,535	7,711,290	8,960,010	-	8,960,010
TOTAL RESOURCES	\$ 26,321,094	\$ 26,781,454	\$ 29,446,445	\$ 28,234,147	\$ 31,559,915	\$ -	\$ 31,559,915
<u>REQUIREMENTS</u>							
<i>By Organizational Unit:</i>							
Strategic Planning & Design	5,587,341	6,387,788	28,996,445	5,490,242	23,623,373	-	23,623,373
Interfund Transfers	707,000	350,000	450,000	450,000	560,000	-	560,000
Contingency	-	-	-	-	7,376,542	-	7,376,542
TOTAL REQUIREMENTS	\$ 6,294,341	\$ 6,737,788	\$ 29,446,445	\$ 5,940,242	\$ 31,559,915	\$ -	\$ 31,559,915
<i>By Category:</i>							
Materials & Services	35,770	67,790	175,000	113,715	75,000	-	75,000
Capital Outlay	5,551,571	6,319,998	28,821,445	5,376,527	23,548,373	-	23,548,373
Interfund Transfers	707,000	350,000	450,000	450,000	560,000	-	560,000
Contingency	-	-	-	-	7,376,542	-	7,376,542
TOTAL REQUIREMENTS	\$ 6,294,341	\$ 6,737,788	\$ 29,446,445	\$ 5,940,242	\$ 31,559,915	\$ -	\$ 31,559,915
<u>RESOURCES less REQUIREMENTS</u>							
Resources	26,321,094	26,781,454	29,446,445	28,234,147	31,559,915	-	31,559,915
Requirements	6,294,341	6,737,788	29,446,445	5,940,242	31,559,915	-	31,559,915
Resources less Requirements	\$ 20,026,753	\$ 20,043,666	\$ -	\$ 22,293,905	\$ -	\$ -	\$ -

**Fiscal Year 2019-20
Facility Reserve Fund**

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Estimate	2019-20 Current LOS	2019-20 New Programs	2019-20 Adopted
<u>RESOURCES</u>							
Beginning Working Capital	\$ 9,418,683	\$ 12,050,988	\$ 13,930,073	\$ 14,718,144	\$ 12,669,446	\$ -	\$ 12,669,446
Interest	96,932	207,509	150,000	342,300	175,000	-	175,000
Grant Revenue	156,953	366,665	816,279	14,748	146,464	-	146,464
Contributions	57,982	-	-	4,815	-	-	-
Sales & Insurance Proceeds	33,470	135,400	-	18,462	-	-	-
Interfund Transfers	4,857,641	3,717,821	4,635,000	4,635,000	3,575,000	-	3,575,000
TOTAL RESOURCES	\$ 14,621,661	\$ 16,478,382	\$ 19,531,352	\$ 19,733,469	\$ 16,565,910	\$ -	\$ 16,565,910
<u>REQUIREMENTS</u>							
<i>By Program:</i>							
Strategic Planning & Design	2,570,673	1,760,238	12,013,860	7,064,023	6,577,264	-	6,577,264
Contingency	-	-	-	-	988,646	-	988,646
Reserves for Larkspur Center	-	-	4,882,492	-	3,000,000	-	3,000,000
Reserves for Park Maintenance Facility	-	-	635,000	-	4,000,000	-	4,000,000
Reserves for Asset Management	-	-	2,000,000	-	2,000,000	-	2,000,000
TOTAL REQUIREMENTS	\$ 2,570,673	\$ 1,760,238	\$ 19,531,352	\$ 7,064,023	\$ 16,565,910	\$ -	\$ 16,565,910
<i>By Category:</i>							
Capital Outlay	2,570,673	1,760,238	12,013,860	7,064,023	6,577,264	-	6,577,264
Contingency	-	-	-	-	988,646	-	988,646
Reserves for Larkspur Center	-	-	4,882,492	-	3,000,000	-	3,000,000
Reserves for Park Maintenance Facility	-	-	635,000	-	4,000,000	-	4,000,000
Reserves for Asset Management	-	-	2,000,000	-	2,000,000	-	2,000,000
TOTAL REQUIREMENTS	\$ 2,570,673	\$ 1,760,238	\$ 19,531,352	\$ 7,064,023	\$ 16,565,910	\$ -	\$ 16,565,910
<u>RESOURCES less REQUIREMENTS</u>							
Resources	14,621,661	16,478,382	19,531,352	19,733,469	16,565,910	-	16,565,910
Requirements	2,570,673	1,760,238	19,531,352	7,064,023	16,565,910	-	16,565,910
Resources less Requirements	\$ 12,050,988	\$ 14,718,144	\$ -	\$ 12,669,446	\$ -	\$ -	\$ -

Fiscal Year 2019-20
Equipment Reserve Fund

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Estimate	2019-20 Current LOS	2019-20 New Programs	2019-20 Adopted
<u>RESOURCES</u>							
Beginning Working Capital	\$ 306,376	\$ 504,756	\$ 251,181	\$ 315,830	\$ 548,023	\$ -	\$ 548,023
Interest	2,501	5,103	10,000	6,622	7,500	-	7,500
Grant Revenue	-	-	-	5,000	-	-	-
Sales & Insurance Proceeds	10,879	47,248	5,000	2,500	3,000	-	3,000
Interfund Transfers	335,000	150,000	500,000	500,000	350,000	-	350,000
TOTAL RESOURCES	\$ 654,756	\$ 707,107	\$ 766,181	\$ 829,953	\$ 908,523	\$ -	\$ 908,523

REQUIREMENTS

By Program:

Exec Office & Administrative Services	-	-	75,920	47,676	52,600	33,720	86,320
Park Services	128,523	336,093	221,106	115,489	161,500	123,568	285,068
Recreation Services	21,477	55,184	176,750	118,764	251,300	4,663	255,963
Reserves for Future Expenditures	-	-	292,405	-	281,172	-	281,172
TOTAL REQUIREMENTS	\$ 150,000	\$ 391,277	\$ 766,181	\$ 281,929	\$ 746,572	\$ 161,951	\$ 908,523

By Category:

Capital Outlay	150,000	391,277	473,776	281,929	465,400	161,951	627,351
Reserves for Future Expenditures	-	-	292,405	-	281,172	-	281,172
TOTAL REQUIREMENTS	\$ 150,000	\$ 391,277	\$ 766,181	\$ 281,929	\$ 746,572	\$ 161,951	\$ 908,523

RESOURCES less REQUIREMENTS

Resources	654,756	707,107	766,181	829,953	908,523	-	908,523
Requirements	150,000	391,277	766,181	281,929	746,572	161,951	908,523
Resources less Requirements	\$ 504,756	\$ 315,830	\$ -	\$ 548,023	\$ 161,951	\$ (161,951)	\$ -

Fiscal Year 2019-20
General Obligation Bond Debt Service Fund

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Estimate	2019-20 Current LOS	2019-20 New Programs	2019-20 Adopted
<u>RESOURCES</u>							
Beginning Working Capital	\$ 107,792	\$ 113,254	\$ 127,252	\$ 126,873	\$ 127,971	\$ -	\$ 127,971
Interest	10,680	16,504	20,000	30,480	25,000	-	25,000
Current Property Taxes	1,778,412	1,823,608	1,723,980	1,841,850	1,762,811	-	1,762,811
Delinquent Property Taxes	28,801	33,238	25,000	25,000	15,000	-	15,000
TOTAL RESOURCES	\$ 1,925,685	\$ 1,986,604	\$ 1,896,232	\$ 2,024,203	\$ 1,930,782	\$ -	\$ 1,930,782
<u>REQUIREMENTS</u>							
<i>By Organizational Unit:</i>							
Strategic Planning & Design	1,812,431	1,859,731	1,896,232	1,896,232	1,930,782	-	1,930,782
TOTAL REQUIREMENTS	\$ 1,812,431	\$ 1,859,731	\$ 1,896,232	\$ 1,896,232	\$ 1,930,782	\$ -	\$ 1,930,782
<i>By Category:</i>							
Debt Service							
Series 2013 GO Bond Principal Payments	885,000	950,000	1,015,000	1,015,000	1,080,000	-	1,080,000
Series 2013 GO Bond Interest Payments	927,431	909,731	881,232	881,232	850,782	-	850,782
TOTAL REQUIREMENTS	\$ 1,812,431	\$ 1,859,731	\$ 1,896,232	\$ 1,896,232	\$ 1,930,782	\$ -	\$ 1,930,782
<u>RESOURCES less REQUIREMENTS</u>							
Resources	1,925,685	1,986,604	1,896,232	2,024,203	1,930,782	-	1,930,782
Requirements	1,812,431	1,859,731	1,896,232	1,896,232	1,930,782	-	1,930,782
Resources less Requirements	\$ 113,254	\$ 126,873	\$ -	\$ 127,971	\$ -	\$ -	\$ -

Fiscal Year 2019-20
Bond Capital Projects Fund

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Estimate	2019-20 Current LOS	2019-20 New Programs	2019-20 Adopted
<u>RESOURCES</u>							
Beginning Working Capital	\$ 648,459	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest	736	-	-	-	-	-	-
TOTAL RESOURCES	\$ 649,195	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<u>REQUIREMENTS</u>							
<i>By Organizational Unit:</i>							
Strategic Planning & Design	649,195	-	-	-	-	-	-
TOTAL REQUIREMENTS	\$ 649,195	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>By Category:</i>							
Capital Outlay	649,195	-	-	-	-	-	-
TOTAL REQUIREMENTS	\$ 649,195	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<u>RESOURCES less REQUIREMENTS</u>							
Resources	649,195	-	-	-	-	-	-
Requirements	649,195	-	-	-	-	-	-
Resources less Requirements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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 Finance 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 Finance 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 Finance 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 Finance Director shall periodically provide General Fund financial status reports to the Board of Directors on the revenues and expenditures to date. The Finance 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 Finance 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 Proposed Board of Director Actions:

The Finance 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 Finance Director shall review Board of Director agenda fiscal impact statements for proposed 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 Finance 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. Proposed 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 Finance 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 Proposed 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 Proposed 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 Finance 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:

Security	Limitation
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 Finance 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 Finance 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 Finance 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 Finance 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 Finance Director, shall make such selections.
3. Commercial Banks - The Executive Director, in consultation with the Finance 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 proposed 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 Finance 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 Finance 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 Finance 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 proposed 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 Finance 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 Finance 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 Finance 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 Finance 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 Finance 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 Finance Director shall also be responsible for establishing and maintaining a process to guide continuing disclosure actions and responsibilities. Additionally, the Finance 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.

(this page intentionally left blank)

Glossary

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

ADA. Acronym for the Americans with Disabilities Act of 1990.

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 proposed 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.

Beginning working capital. The amount of cash resources that a fund has at the beginning of the 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 proposed 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.

CAPRA. Acronym for Commission for Accreditation of Park and Recreation Agencies.

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.

GIS. Acronym for geographic information system. GIS is a framework for gathering, managing, and analyzing data.

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 Community 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 proposed 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.

PERS. Abbreviation for the State of Oregon Public Employees Retirement System.

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

Proposed 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.

Systems Development Charges (SDCs). SDCs are fees charged to new development for their fair share of the cost of infrastructure built or needed to serve the new development.

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.

UGB. Urban Growth Boundary, an officially adopted and mapped line that separates an urban area from surrounding open lands. All cities in Oregon are required to have a 20-year supply of land for housing and employment in their Urban Growth Boundary.