



Bend Park & Recreation District

adopted

budget

For Fiscal Year Ending 2021 - 22

www.bendparksandrec.org



play for life

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Bend Park & Recreation DISTRICT

Budget Committee Fiscal Year 2021-22

Board Members

Term Expires

Nathan Hovekamp	June 30, 2021
Deb Schoen	June 30, 2021
Ted Schoenborn	June 30, 2021
Jason Kropf	June 30, 2023
Ariel Mendez	June 30, 2023

Citizen Members

Term Expires

Daryl Parrish	December 31, 2021
Larry Kimmel	December 31, 2022
Donna Owens	December 31, 2022
Thomas Fisher	December 31, 2023
Joanne Matthews	December 31, 2023

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

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**Bend Park & Recreation District
Oregon**

For the Fiscal Year Beginning

July 1, 2020

Christopher P. Morill

Executive Director



Bend Park & Recreation DISTRICT

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District Budget Message - Budget for Fiscal Year 2021-22

To Bend Park and Recreation Budget Committee Members and District Residents

I am pleased to present the 2021-22 Bend Park and Recreation District (district) Proposed Annual Budget for the fiscal year beginning July 1, 2021 and ending June 30, 2022. 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 of 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.

Budgeting in a time of continued crisis

I'm not sure any of us expected to find ourselves developing a budget during a pandemic for a second year in a row, and yet here we are. Budget development always has its share of unknown variables that we try to anticipate and prepare for, and in this regard, developing the 2021-22 budget is no different from any other year.

But first, let me recap the current fiscal year 2020-21 budget. This budget reflected the stark reality of the disruption COVID-19 caused and, at the same time, allowed for the most optimistic outcome we could imagine within reason. Departments other than recreation significantly reduced their budgeted expenditures, eliminating nearly all new program requests, and lowered levels of service in some areas.

In contrast, the recreation budget reflected relatively normal operations, even though we recognized that this was an unlikely scenario. We wanted to keep the property tax subsidy amount as low as feasible, while also appropriating enough expenditures for us to operate. In addition, we set aside contingency in the event revenues decreased at a higher rate than we could cut costs. This successful strategy gave us a budget that provided the most considerable amount of flexibility, allowing us to nimbly respond to all that was unknown.

One of the challenges the reader will face when reviewing the proposed 2021-22 budget, is the ability to easily compare the proposed budget with the current year estimates, something we may have taken for granted in the prior years. When reviewing the budget summaries, keep in mind that 2019-



District Office | Don Horton, Executive Director

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20 and 2020-21 reflect the district's response to the pandemic, largely seen in the recreation department revenues and expenditures.

We are now in the second year of the worldwide COVID-19 pandemic and we continue to respond by shifting and balancing priorities to ensure district financial stability in an ever-changing environment. As I write this, positive cases in Deschutes County are surging and we are moving again into tighter restrictions that will impact the services we can provide at least for the near term. The following influences were critical factors in our budget development.

Short-term district-wide factors influencing decisions

While much is still unknown as our community battles increasing COVID cases, and guidelines issued from the state continue to require us to respond with agility, we have learned a few things. We know that the pandemic has not yet had an impact on property tax revenue, recreation has the ability to work within a budgeted subsidy despite declining revenues by quickly adjusting programming, park operations continue to face increased demand for services, staff recruitment efforts are extremely challenging, and housing continues to be built, generating system development charges (SDCs) revenue dedicated to capital projects that support the demand created by growth.

Taking care of what we have

The district recognizes the importance of balancing the priority of operations of the facilities and services we provide community residents, with taking care of our assets, all of which are supported by general fund property taxes. The 2021-22 budget adds an additional \$1.5 million to the asset management reserves, in anticipation of the Juniper Swim & Fitness Center's 2006-07 expansion and renovation project turning 20 years old in fiscal year 2026-2027, and also increases the park maintenance facility reserve by another \$2.2 million.

Preparing for future impacts

Our capital project list continues to grow as we remain committed to providing the same level of service current residents experience to our newest residents. The majority of the projects on the Capital Improvement Plan (CIP) are funded with revenue from SDCs. However, as our community looks for ways to address the growing affordable housing crisis, waiving SDCs has been identified as a potentially effective solution. To date, the board has approved approximately \$3-3.5 million in revenue be waived. This does not impact the proposed budget, but will likely reduce our ability to maintain the same level of service with SDC revenue in the future as population increases and to assure the benefit of having parks that past generations have enjoyed. It may also require that we consider property tax revenue or debt as a supplemental source of funding for SDC-eligible capital projects.

Investing in our staff

In the 2021-22 budget, we propose a COLA, merit and an additional wage increase to recognize the key role our staff have played during this difficult time. The 2021-22 budget also includes a full year of new wage rates based on the compensation and pay equity study completed in 2020-21, a PERS rate increase, and half a year of a new state-mandated family/medical leave insurance tax. Finally, the district joins thousands of other Oregon employers who received an unemployment insurance rate increase because of the number of employees laid off due to the pandemic. However, our rate hike was higher than most, at 4,000 percent of the prior year's rate. We do not believe this to be a permanent rate increase, and expect the rate to drop after a few years. However, many employers cannot afford this rate increase and so the matter is currently with state legislators as they determine how to provide both short-term and long-term relief to employers, while preserving the solvency of the unemployment trust fund.

Financial stability

In an ordinary budget year, we speak to costs, such as wages, PERS, health insurance, and construction escalating at rates faster than property tax revenues and testing the ability of the district to continue to expand facilities and services for the growing community with property tax revenues. This year, we will keep pandemic at the top of the list of challenges we face.

The district's 2020-21 general fund revenues are not estimated to exceed the 2020-21 budget. With the onset of COVID-19 and the resulting closures and changes to recreation services, we end 2020-21 with revenues of \$2.5 million less than budget. This shortfall would have been more severe if it wasn't for recreation's ability to quickly modify and eliminate program expenses (\$4.6 million decrease), a 2020-21 beginning fund balance that was larger than expected (\$700,000), and an increase in property tax revenue (\$1 million).

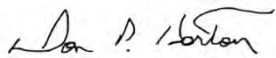
In a moment of significant historic instability, the district continues to offer quality services, maintain positive staff morale, and develop a financially sustainable budget set to serve the district and its community well into the future. We maintain our commitment to fiscal prudence in all business decisions, including those related to staffing, employee benefits, developing and renovating parks, trails, and facilities, limiting or reducing future maintenance costs, and balancing tax support and fees in operating recreation programs and facilities. This balanced proposed budget reflects the district's continued commitment to long-term financial stability, no matter the circumstance.

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 aims and contributions of district staff. It is through the dedication and commitment of all that we can 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

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Introductory Section

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2021-22 Budget Development Calendar

2020

December Publish ad seeking new Budget Committee members

2021

January 5 Board of Directors appoint new Budget Committee members

January 27 Budget Committee orientation

February 2 Board Annual Workshop

April 14 Budget Committee and board budget tour

May 4 Budget Committee meeting notice published

May 11 Proposed budget available on district website to public and Budget Committee

May 18 Budget Committee meeting to hear budget message, receive public input, review proposed budget, approve proposed budget, property tax rate, and property tax levy for debt service

May 20-21 Continuation of Budget Committee meeting, if necessary

May 21 Notice of budget public hearing published

June 1 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

Annual Budget Process

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. The budget is a detailed operating plan that identifies estimated costs in relation to estimated revenues. The district adopts an annual budget for all funds using a modified accrual basis of accounting, the same basis of accounting also used in the annual audited financial statements.

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.

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 265 full-time equivalent employees (FTE).

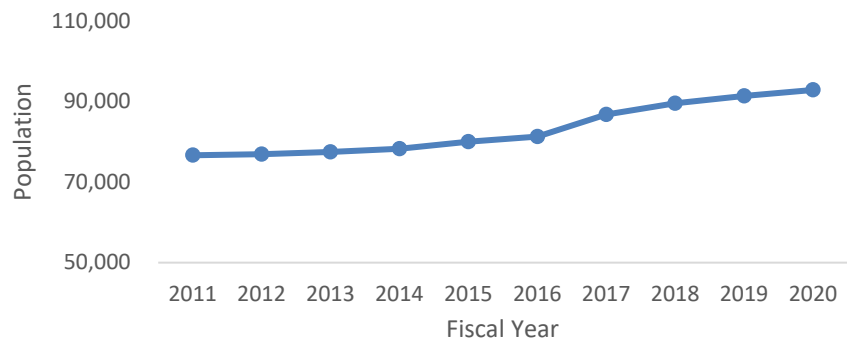
The district boundaries and population are slightly larger than those of the city of Bend. The city of Bend is located in Central Oregon, just east of the Cascade mountain range, and encompasses an area of 32.5 square miles. Bend receives an average of only 8 – 15 inches of precipitation per year and enjoys lots of sunny, blue skies. Bend is the largest city in Central Oregon with a July 2020 population estimate of 92,840. 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 3.0 percent since 2016. The employment and economic bases have expanded and include government, education, healthcare, recreation, utilities, technology, research, microbreweries, and a variety of businesses serving tourism.

Demographics and Economic Statistics for the City of Bend

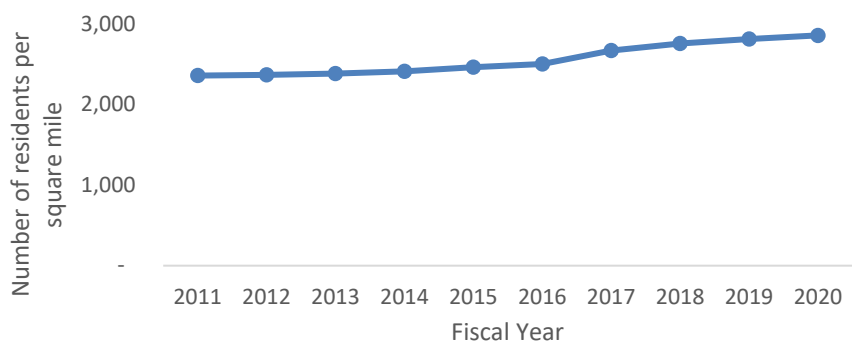
Total Population >

Source: Population Research Center, Portland State University



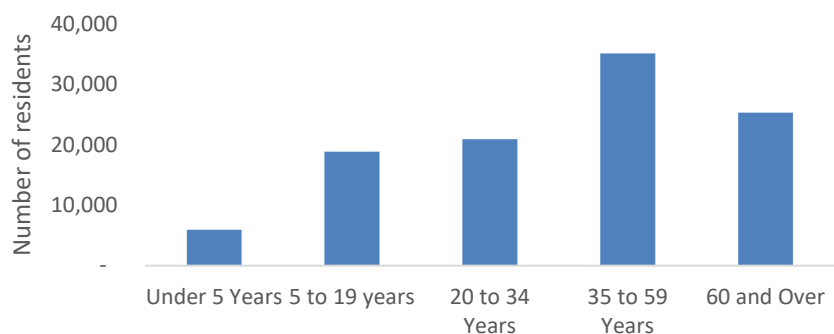
Population Density >

Source: Population Research Center, Portland State University

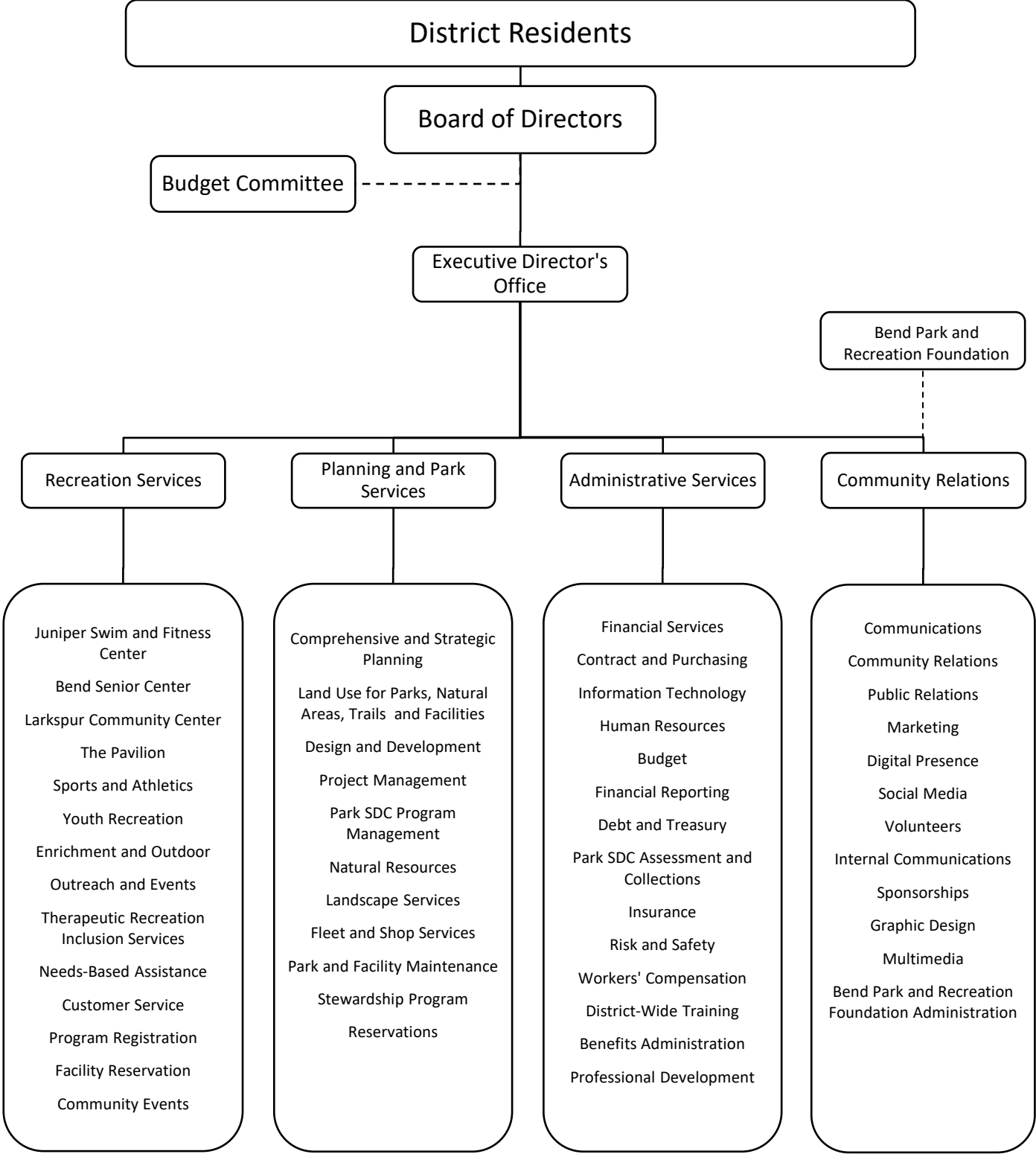


Population by Age >

Source: U.S. Census Bureau, 2015-2019 American Community Survey 5-Year Estimates



Organizational Chart



Fund Structure

A fund is a budgetary and accounting mechanism for designating money or other resources for a particular purpose. Funds are established in accordance with state and local laws, regulations, and other limitations. Each fund constitutes an independent budgetary, fiscal, and accounting entity. All of the funds of the district can be classified into the governmental fund category. Any fund whose revenues or expenditures, excluding other financing sources and uses, constitute more than 10% of the revenues or expenditures of the appropriated budget should be considered a major fund. The general fund, system development charges fund and the facility reserve fund are considered major funds. Fund summaries, which provide revenue and expenditure detail, can be found starting on page 37 of this 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 a capital projects fund 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 a capital projects fund 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.

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	✓		✓	✓		
Community Relations	✓	✓		✓	✓	
Park Services	✓	✓				
Recreation Services	✓	✓		✓	✓	

Long-Range Operating Financial Plans

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, the Larkspur Community Center, completed in 2020-21. 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.

The following projects identified in the comprehensive plan are included in the 2021-22 budget: Drake Park DRT Trail and Bank improvements, Northpointe Park, Petrosa, Alpenglöw Park, Big Sky Park expansion, Shevlin West, and \$440,000 in additional trail development.

Our Strategic Plan

The 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 focuses on addressing key issues like access and affordability, communication, growth impacts, sustainability and stability, and trust.

The current plan was adopted in June of 2019 and provides strategic direction for the district through the end of fiscal year 2021-22. The process was internally-focused, as opposed to the Comprehensive Plan process which was externally-focused, and the Strategic Plan process included significant input from over 100 employees. This plan provides staff direction for a three-year period and outlines our outcomes, strategies, actions, and performance measures.

A total of 61 actions were identified as directly in alignment with the plans, desired outcomes and guiding pillars. It's important to note that these actions do not represent all of the work that district staff completes, rather, they are key actions that help support the achievement of the strategic plan's goals. These actions are

to be implemented over the three-year lifetime of the plan, and many of the current fiscal year's completed actions are already highlighted within the budget narratives.

What follows are a few key highlights from the fiscal year 2020-21 plan implementation:

Overall Action Item Status - The majority of action items are either complete or in progress. A number of in progress action items will continue throughout the duration of the Strategic Plan.

New Action Items - As a result of COVID-19, 19 additional action items were added to address new tasks and changing priorities. The addition of these actions represents the district staff's agility and ability to continue serving the community effectively and efficiently during a pandemic. With these additional action items, the total number of action items within the plan increased to 80.

Performance Measures - The district team continues to evaluate and implement new performance measures. At this time the district has developed a total of 11 performance measures that will be updated annually.

Projects completed - A few Strategic Plan accomplishments this fiscal year to highlight include CAPRA accreditation with 100% of available points achieved, and completion of the Classification and Pay Equity Study.

For fiscal year 2021-22 there are a total of 52 planned action items that district staff will be working on. What follows are a few key highlights for the coming fiscal year:

Overall Action Item Status - Of the 52 action items for this fiscal year, one was completed early, 30 are already in progress, ten are on hold or delayed largely as a result of COVID-19, and 11 will be started this year.

Performance Measures - The district team will continue to evaluate and add additional performance measures this fiscal year with a goal of having a total of 15 active performance measures by the end of the fiscal year.

Next Strategic Plan - The district team will begin work on evaluation of the process for and development of the next Strategic Plan.

Performance Measures

Performance measures are a valuable tool to help track progress towards achieving desired outcomes. The current Strategic Plan is the first time the district has formally employed the use of performance measures, and the plan includes suggested measures for consideration. Staff used those measures as a starting point and developed 11 draft performance measures in fiscal year 2019-20. In fiscal year 2020-21, six of the 11 performance measures were updated and are shown in the supplemental data section of this document. The remaining five were not updated as they are tied to the perception survey and can only be updated every three years.

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 CIP 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 2022-2026 located in the supplemental data section of this document.

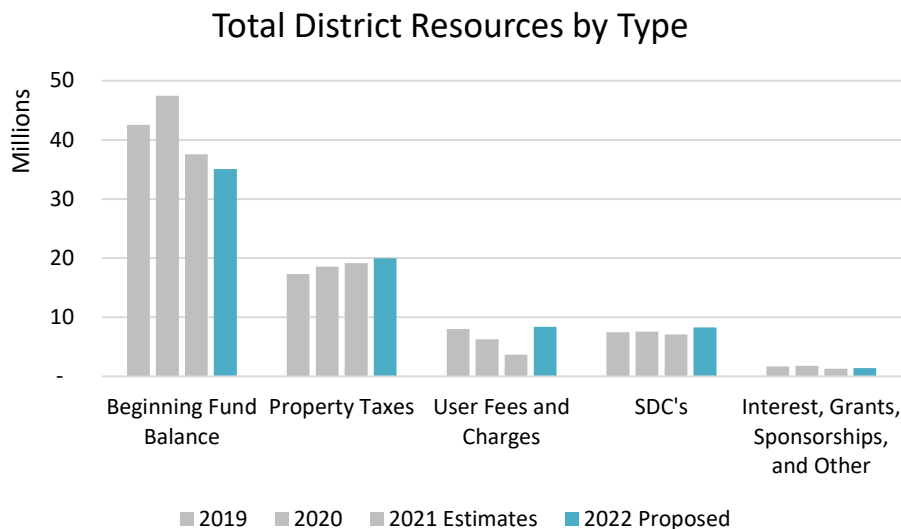
The comprehensive adopted CIP document includes additional detailed information for each project in the CIP, including projected operating and maintenance costs. This comprehensive CIP document is available for download on the district's website at: <http://www.bendparksandrec.org/CIP>.

Financial Section

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Resources Overview

The total budgeted resources (excluding inter-fund transfers) for fiscal year 2022 are \$73,099,322, an increase of \$3.15 million or 4.5 percent from last year's budget. The major contributing factors to this net increase in resources are \$1.8 million more in property tax revenues, \$1.4 million more in SDCs, and \$706,000 more in the beginning fund balance. User fees and charges are budgeted to decrease by \$386,000 in response to COVID-19 closures. In addition, grants, donations and sponsorships, interest, and miscellaneous budgets decrease by \$473,000.



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 2018-19 (2019) and 2019-20 (2020), the estimated results for fiscal year 2020-21 (2021) and the adopted budget for fiscal year 2021-22 (2022).

These graphs do not include the General Obligation Debt

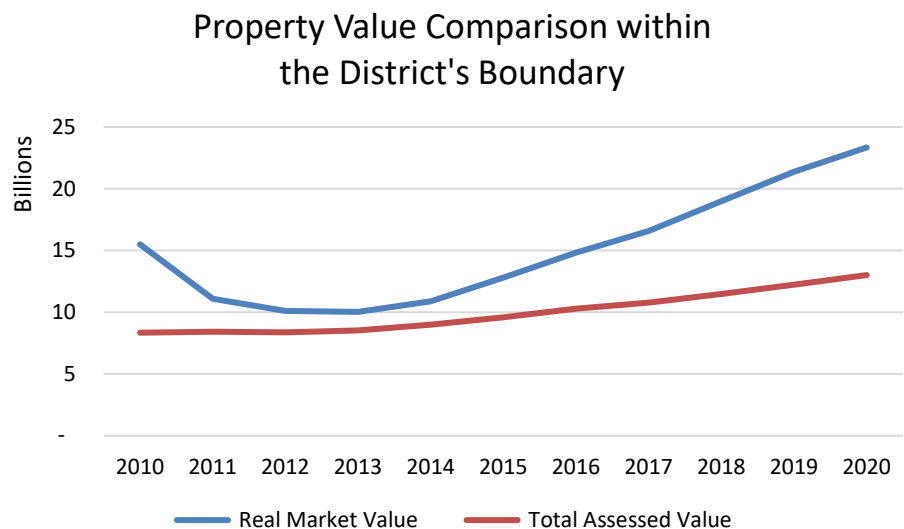
Service Fund (GO Debt Fund). This fund does not affect, nor fund, the general operations of the district. As such, it is excluded from our revenue and expenditure discussion.

Property Tax Revenue

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 the total assessed value of approximately 5.5 percent 2022. The district's 2022 budgeted property taxes assume a 5 percent increase in assessed value. The increase in total assessed value for 2022 equates to a 10.3 percent increase in the property tax revenue over the current year budgeted amount and a 4.1 percent (\$791,000)

increase over the current year estimate of \$19.2 million.

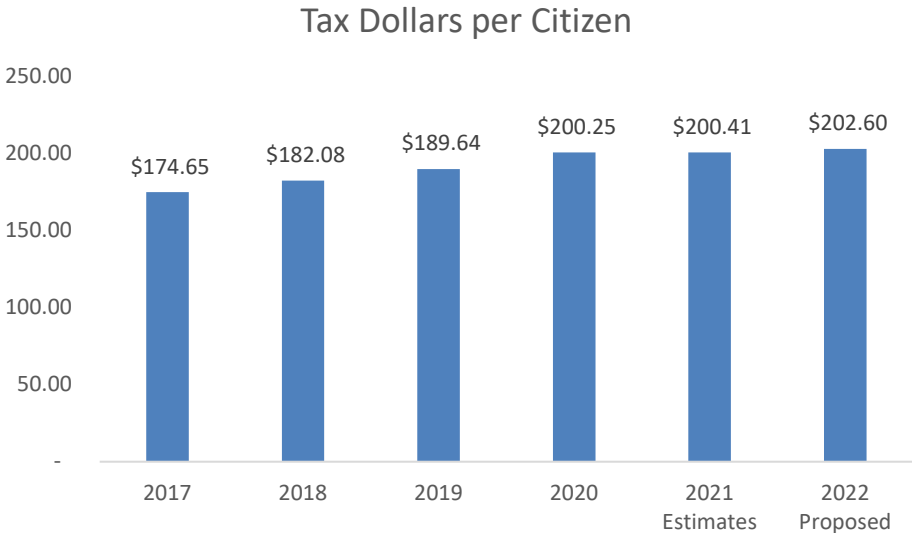
The property value comparison chart shows the relationship between real market value and the total assessed value of the property within the district's boundary over the last ten fiscal years. During the Great Recession, the market value decreased



significantly, bringing 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 rise in the total assessed value is lagging significantly.

Tax Dollars per Citizen

Since 2016, the population has increased at an average of 3 percent a year. The cost per citizen amount reflects the annual cost to the taxpayer for the district’s parks, trails, facilities, recreation programs, and services. Between 2016 and 2021 estimates, the average increase to the individual citizen has been approximately \$4.99 per year or just under 2.8 percent. The 2022 property tax revenues reflect a \$2.19 increase from the 2021 estimates.



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.

User Fees

In general, recreation user fees increase annually to keep pace with operational costs; however, in fiscal years 2020 and 2021, revenue decreases directly related to the COVID-19 pandemic program changes and facility closures. Recreation revenue is budgeted to decline again in the 2021-22 budget year by 2.7 percent under the current year budget, recognizing the continued challenges the pandemic continues to present the district with.

The district’s other significant user fees are in the Facility Rental Fund and are from charges for park and building rentals. Revenues have also been significantly impacted in 2020 and 2021 related to the pandemic. Now that we have a better understanding of how to recreate outdoors during a pandemic, the district anticipates seeing an increase in revenue from current year estimates. Total user fees in this fund are expected to be \$406,000, a 30 percent decrease under the current year budget.

System Development Charges

The 2022 budget for System Development Charges (SDC) revenues proposes a 20.9 percent increase from the current year budget, or \$1.4 million. The demand for housing in Central Oregon is very high and a large portion of the projected increase is related to two master plan development projects that have already begun construction, and will increase the housing stock by 1,750 new single-family homes, townhouses, cottages, and apartments or condominiums. In addition, the need for deed-restricted affordable housing units is urgent and during the recent update to the SDC methodology in 2019, the board of directors opted to contribute to housing affordability by waiving park SDCs for specific types of affordable housing and implementing a tiered fee structure by dwelling size. The tiered fee structure will be implemented in the new fiscal year. This change is likely to impact SDC revenue in the coming years, although it is unknown at this time by how much.

Grants, Donations, and Sponsorships

Grants, donations, and sponsorships continue to be a district priority and play an essential 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. These revenues are expected to decrease 12.6 percent from the 2021 budget while increasing 15 percent from 2021 estimates. For 2022, we anticipate approximately \$807,000 in capital grants and various contributions and sponsorships of \$32,000 to support recreation services' Needs-Based Assistance program.

Fund Balances

The district's budgeted resources also include fund balances, the portion of the unspent budget rolled over from the prior year. The budgeted beginning fund balances for the General Fund and Facility Reserve Fund have decreased from current year actuals by \$872,000 and \$3,055,000, respectively, whereas the SDC Fund has increased by \$1,381,000.

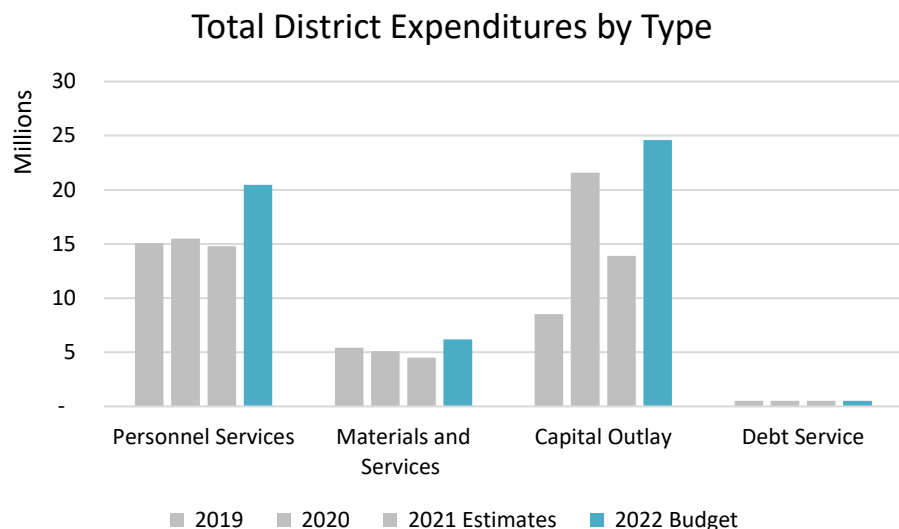
The decrease seen in the General Fund is related to the reduced recreation revenue from pandemic-related program changes and building closures. The decline seen in the Facility Reserve Fund results from completing two large projects in the current fiscal year: Larkspur Community Center and the Juniper Swim and Fitness Center pool renovation. The majority of the SDC balance is projected to be spent in 2022 as we undertake several large capital projects funded with SDCs.

The Board of Directors adopted the Fund Balance and Reserves Policy in November 2014. The policy provides 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, the district will develop a plan to restore reserves to the targeted level.

Requirements Overview

The total budgeted expenditure requirements (less interfund transfers) for fiscal year 2022 are \$61,454,912, a decrease of 1.3 percent from last year's budget. The major contributing factor to this change in requirements is an increase to personnel services by \$1,653,000, contingency by \$869,000, and a reduction in capital outlay of \$3,356,000.

The information presented graphically in this section includes the actual audited results of the district operations for fiscal years 2018-19 (2019) and 2019-20 (2020), the estimated results for fiscal year 2020-21 (2021), and the adopted budget for fiscal year 2021-22 (2022). Significant changes from fiscal year



2021 budgeted amounts are discussed in the text.

These graphs do not include the General Obligation Debt Service Fund (GO Debt Fund). This fund does not affect, nor fund, the general operations of the district. As such, it is excluded from our revenue and expenditure 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.

Personnel Expenses

Personnel costs have a significant impact on the district's budget. 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 and 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.

The large majority of the district's personnel costs are funded in the General Fund. Overall budgeted personnel costs are expected to increase by \$1,653,000 – or by 8.8 percent over the current year budget. This increase is a combination of several factors: increased wages due to the Compensation and Pay Equity study implemented January 2021, PERS, and tax rate increases, as explained in more detail below.

Full-Time Equivalent Total by Department	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Estimate	2021-22 Budget
Executive Director's Office and Administrative Services	15.08	15.60	15.60	15.60	15.60
Strategic Planning and Design	10.32	11.53	11.84	11.42	11.75
Community Resources	5.00	5.00	5.00	5.00	5.00
Park Services	67.22	63.24	70.13	63.13	69.04
Recreation	136.43	123.09	155.31	109.28	161.26
Facility Rental Fund	2.05	1.98	3.90	1.92	3.55
Total Full-Time Equivalents	236.10	220.44	261.78	206.35	266.20

The district's total staffing full-time equivalents (FTEs) for 2022 is budgeted at 266.20, an increase of 4.42 FTE, or 1.7 percent over the current year budget. Recreation proposes to eliminate a full-time manager two and full-time recreation supervisor two as part of division restructuring, increase the existing Latino community outreach specialist position from a part-time to full-time position, and add 5.42 part-time FTE to support a full year of Larkspur Community Center being open. This change also reflects reductions in part-time FTE in other divisions: strategic planning and design, park services and the facility rental fund.

Wages and Health 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 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 balance maintaining costs and offering an employee compensation plan that remains competitive. The 2022 budget includes a Cost of Living Adjustment (COLA) increase of 1.6 percent and a merit increase of 0 to 3 percent for all employees, and in addition, what we are calling an appreciation wage increase of 1.2 percent for employees that

served the district in the current fiscal year during the pandemic. 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 district elected to retain our current insurance provider, Pacific Source, and our monthly medical premium costs will increase 2.0 percent from the current year premiums. Health insurance costs include the Medical Expense Reimbursement Plan (MERP) costs and continue to be the district's most expensive benefit, budgeted at \$2,119,000 and projected to increase by \$225,000 (12 percent) from the current year budget. The district's MERP is the self-insured portion of a high-deductible health care plan that has resulted in significant savings since the district implemented it.

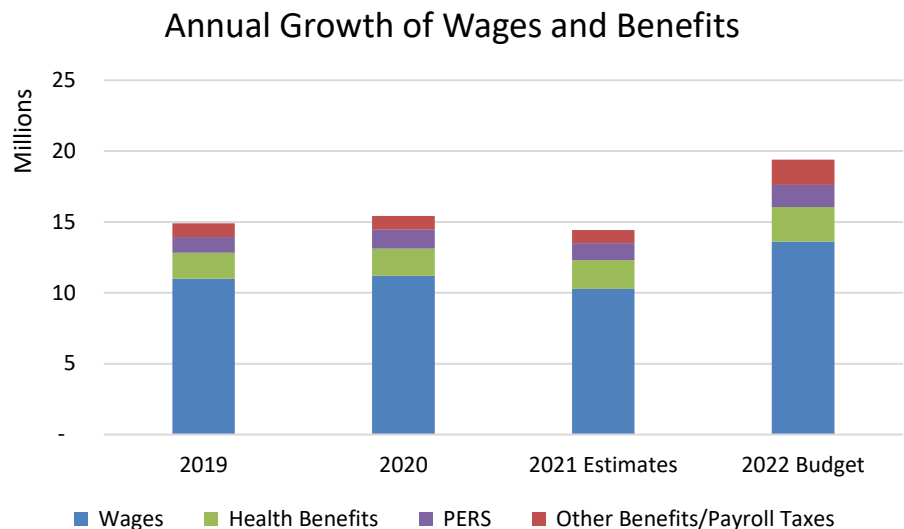
The district has been self-insured for dental and vision benefits for full-time employees since 1996. This option has proven to be slightly less than fully insured premiums, with better coverage for our employees. These costs increase as the district adds full-time staff, although, with a self-insured plan, the district only pays when employees use the benefit.

PERS Retirement

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, 2021, will be in effect through the end of fiscal year 2022-23. The rates are charged against eligible payroll and are as follows: 16.68 percent for Tier One/Tier Two employees (down from 17.40 percent) and 13.50 percent for employees covered under OPSRP (up from 12.33 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 \$1,598,000, increasing 3.9 percent. This increase is more modest than usual due to a one-time \$1.875 million payment made in 2019-20 to reduce our unfunded liability. 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.

Unemployment Insurance

The district participates in the Local Government Employer Benefit Trust Fund for unemployment insurance. Unemployment claims are paid directly from the employer's account. The unemployment tax rate is based on an employer's experience rating, which increases when an employer lays off workers. As a result of the



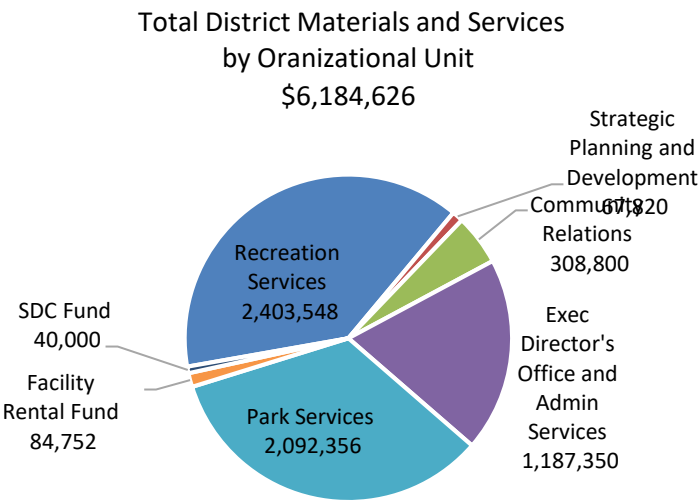
pandemic-related layoffs, the district’s rate increased from 0.001 percent to 4.1 percent, increasing \$538,000 from the 2021 budget. The rate is a percentage of wages, and the total dollar amounts paid will increase as total wages increase. The district, and other employers, are awaiting potential relief from the state which would reduce or eliminate this rate increase.

Oregon Paid Family and Medical Leave Insurance

Oregon recently introduced a new program to provide easily accessible benefits designed to help employees by providing paid leave for medical conditions similar to what is covered by the Oregon Family Leave act: birth or adoption of a child, a serious illness or domestic violence, sexual assault or harassment. This program will provide eligible employees with a weekly benefit payment, up to 100 percent of their wages. Both the employer and the employee are responsible for contributing to this program, and payroll-based contributions will begin in January 2022. The program benefits will become available in January 2023. Rates have not yet been released; however, the employer portion will not exceed 40 percent of one percent of wages, and this is the amount reflected in the budget.

Materials and Services

The 2020 budget proposes \$6,184,626 in material and services. This is a \$45,000 (0.7 percent) increase over the current budget and a \$1,671,000 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 \$124,000 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 district-wide functions, such as technology, legal, insurance, recruitment, HR training, audit, committees, and the board of directors.



Capital Outlay

Capital outlay increases significantly in the budget for 2022, as budgeted capital outlay is always much higher than actuals. The graph below includes the total district capital outlay.

See the Five-Year Capital Improvement Plan (CIP) Summary in this document for a detailed list of the fiscal year 2022 through 2026 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 \$4.5 million in funding will support the following major capital projects: Drake Park Deschutes River Trail and bank improvement project, Big Sky Park Expansion, and asset management and access improvement projects. Grant funding will support the Drake Park and COHCT Crossing projects for \$807,000. This fund includes an additional \$8.97 million in reserves for future projects: a Park Maintenance facility and asset major repair and renovation reserve.

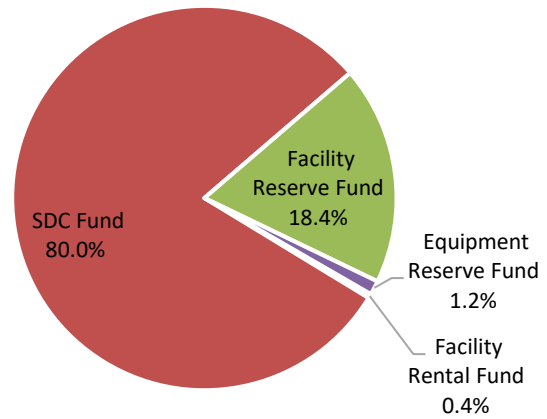
Budgeted in the SDC Fund

A total of over \$19.6 million in the SDC Fund includes the following major capital projects: completion of Alpenglow Community Park, Deschutes River Trail and bank improvement project, expansion of Big Sky community park, neighborhood park land acquisition and development projects, and significant trail access acquisition and development. It also includes an undesignated amount of \$3 million to allow for projects occurring on a faster timeline than anticipated.

Budgeted in the Equipment Reserve Fund

A total of nearly \$293,000 in capital outlay is budgeted in the Equipment Reserve Fund. This capital outlay consists of technology, vehicle, and equipment replacements and new programs to support the maintenance and operation services for the community.

2021-22 Total Capital Outlay



Debt

The entire district's outstanding long-term debt as of June 30, 2021, includes the General Obligation Debt Service Fund and is summarized in the table below:

Description	Interest Rates on Outstanding Bonds	Original Amount	Maturity Date	Outstanding Principal as of 6/30/21	Remaining Interest to Maturity as of 6/30/21
Loan Payable	2.47%	\$ 4,439,611	6/1/2025	\$ 1,907,096	\$ 120,822
General Obligation Bonds, Series 2013	2% - 4.5%	\$ 29,000,000	6/1/2033	\$ 21,550,000	\$ 5,415,070
Total Long Term Debt				\$ 23,457,096	\$ 5,535,892

Debt service appropriations provide for the payment of principal and interest on bonds and loans payable. The district has issued debt to support 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 Columbia State Bank issued new debt (loan payable) for \$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 \$507,000. As of June 30, 2021, the principal outstanding will be \$1,907,096. 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 open-air covered facility that 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, 2021, the principal outstanding will be \$21,550,000. 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 \$2 million.

Debt Service Budget – All Funds

The chart below details the principal and interest payments on all district debt, excluding issuance costs, for fiscal years 2019-2022.

Debt Payments	2019	2020	2021	2022
General Fund Loan Payable Payments				
Principal	425,489	434,153	447,579	460,083
Interest	80,497	70,037	58,969	47,760
Total	505,986	504,187	506,548	507,813
General Obligation Debt Service Payments				
Principal	1,015,000	1,080,000	1,155,000	1,225,000
Interest	881,232	850,782	818,382	783,732
Total	1,896,232	1,930,782	1,973,382	2,008,732
Total Debt Payments	\$ 2,402,218	\$ 2,434,969	\$ 2,479,930	\$ 2,516,575

Legal Debt Limits

Under Oregon statutes, the district is limited in its amount of issued general obligation debt to 2.5 percent of the real market value of property. Full faith and credit obligations are not limited by statute. At June 30, 2020, the district's unused debt margin was \$560 million.

2021-22 Total District Budget Summary

The total district budget for fiscal year 2021-22 is summarized below. The district's total financial sources and uses (less transfers between funds) of \$75,108,054 will fund this fiscal year's expenditures and reserves for future years.

Consolidated Schedule of Financial Sources and Uses

Source of Funds	2021-22 Budget
Prior Year Fund Balance	9,351,747
Prior Year Reserves	25,988,442
Regular Revenues	39,767,865
Total Source of Funds	\$ 75,108,054
Use of Funds	2021-22 Budget
Regular Expenditures	26,640,296
Capital Projects	24,606,831
Debt Service	2,516,575
Contingency	9,699,942
Reserve for Future Expenditures	9,644,410
Unappropriated Ending Fund Balance	2,000,000
Total Use of Funds	\$ 75,108,054

Schedule of Financial Sources and Uses by Category and Fund

Interfund transfers between funds are included in the schedule below.

Source of Funds	2021-22 Budget	General Fund	System Development Charges Fund	Reserve Funds	Facility Rental Fund	Debt Service Fund
Beginning Fund Balance	9,351,747	7,859,045	-	-	1,202,411	290,290
Committed Capital Project						
Reserves	25,988,442	-	15,466,084	10,522,358	-	-
Property Taxes	21,668,442	19,955,000	-	-	-	1,713,442
User Fees and Charges	8,405,204	7,999,066	-	-	406,138	-
System Development Charges	8,256,611	-	8,256,611	-	-	-
Grants, Donations and Sponsorships	839,300	32,000	-	807,300	-	-
Interest and Other	598,309	392,984	96,500	89,000	14,825	5,000
Interfund Transfer	6,125,000	625,000	-	5,500,000	-	-
Total Source of Funds	\$ 81,233,054	\$ 36,863,095	\$ 23,819,195	\$ 16,918,658	\$ 1,623,374	\$ 2,008,732

Use of Funds	2021-22 Budget	General Fund	System Development Charges Fund	Reserve Funds	Facility Rental Fund	Debt Service Fund
Personnel	20,455,670	20,149,210	-	-	306,460	-
Materials and Services	6,184,626	6,059,874	40,000	-	84,752	-
Capital Outlay	24,606,831	-	19,687,328	4,829,503	90,000	-
Debt Service	2,516,575	507,843	-	-	-	2,008,732
Interfund Transfer	6,125,000	5,500,000	625,000	-	-	-
Operating Contingency	9,699,942	2,646,168	3,466,867	2,444,744	1,142,162	-
Reserved for Future Expenditures	9,644,410	-	-	9,644,410	-	-
Unappropriated Ending Fund Balance	2,000,000	2,000,000	-	-	-	-
Total Use of Funds	\$ 81,233,054	\$ 36,863,095	\$ 23,819,195	\$ 16,918,658	\$ 1,623,374	\$ 2,008,732

Fiscal Year 2021-22
Summary of Financial Sources and Uses
Total District Adopted Budget and Actual for Three Prior Years

	2018-19 Actual	2019-20 Actual	2020-21 Estimate	2021-22 Adopted
Funding Resources:				
Property Taxes	\$ 19,211,320	\$ 20,536,747	\$ 21,215,409	\$ 21,668,442
Grants, Donations & Sponsorships	141,279	147,966	729,556	839,300
User Fees & Charges	8,019,156	6,284,422	3,656,417	8,405,204
System Development Charges	7,465,749	7,600,115	7,092,800	8,256,611
Interest	1,290,910	1,016,617	297,916	295,325
Miscellaneous Revenue	223,676	522,553	105,230	132,984
Total Funding Resources:	\$ 36,352,089	\$ 36,108,419	\$ 33,097,327	\$ 39,597,866
Requirements by Category				
Personnel	\$ 15,077,428	\$ 15,495,034	\$ 14,793,190	\$ 20,455,670
Materials and Services	5,424,372	5,088,065	4,512,782	6,184,626
Capital Outlay	8,532,243	21,592,782	13,907,103	24,606,831
Debt Service				
Principal payments	1,440,489	1,514,153	1,602,579	1,685,083
Interest payments	961,728	920,813	877,351	831,492
Special Payments	-	1,500,000	-	-
Total Requirements:	\$ 31,436,260	\$ 46,110,847	\$ 35,693,005	\$ 53,763,702
Other Funding Sources:				
Reimbursement for Services Provided	44,542	154,501	160,000	170,000
Total Other Funding Sources:	\$ 44,542	\$ 154,501	\$ 160,000	\$ 170,000
Net Increase (Decrease) in Fund Balance	4,960,372	(9,847,927)	(2,435,678)	(13,995,836)
Beginning Fund Balance	42,663,422	47,623,794	37,775,867	35,340,189
Ending Fund Balance	\$ 47,623,794	\$ 37,775,867	\$ 35,340,189	\$ 21,344,353
Other Budgeted Requirements:				
Contingency	\$ -	\$ -	\$ -	\$ 9,699,943
Reserves for Future Expenditure	-	-	-	9,644,410
Unappropriated Ending Fund Balance	-	-	-	2,000,000
	\$ -	\$ -	\$ -	\$ 21,344,353

Fiscal Year 2021-22
Summary of Financial Sources and Uses
Total District Adopted Budget and Budget for Two Prior Years

	2019-20 Budget	2020-21 Budget	Change Prior	2021-22 Adopted	Change Prior
Funding Resources:					
Property Taxes	\$ 19,727,811	\$ 19,830,091	0.5%	\$ 21,668,442	9.3%
Grants, Donations & Sponsorships	236,264	960,450	306.5%	839,300	-12.6%
User Fees & Charges	8,505,194	8,791,533	3.4%	8,405,204	-4.4%
System Development Charges	8,960,010	6,832,000	-23.8%	8,256,611	20.9%
Interest	770,500	616,000	-20.1%	295,325	-52.1%
Miscellaneous Revenue	172,780	164,140	-5.0%	132,984	-19.0%
Total Funding Resources:	\$ 38,372,559	\$ 37,194,214	-3.1%	\$ 39,597,866	6.5%
Requirements by Category					
Personnel	\$ 17,480,370	\$ 18,802,570	7.6%	\$ 20,455,670	8.8%
Materials and Services	6,289,007	6,139,666	-2.4%	6,184,626	0.7%
Capital Outlay	30,907,988	27,963,550	-9.5%	24,606,831	-12.0%
Debt Service					
Principal payments	1,514,153	1,602,579	5.8%	1,685,083	5.1%
Interest payments	920,816	877,351	-4.7%	831,492	-5.2%
Special Payments	1,500,000	-	-100.0%	-	-
Total Requirements:	\$ 58,612,334	\$ 55,385,716	-5.5%	\$ 53,763,702	-2.9%
Other Funding Sources:					
Reimbursement for Services Provided	180,000	95,000	-47.2%	170,000	78.9%
Total Other Funding Sources:	\$ 180,000	\$ 95,000	-47.2%	\$ 170,000	78.9%
Net Increase (Decrease) in Fund Balance	(20,059,775)	(18,096,502)	-9.8%	(13,995,836)	-22.7%
Beginning Fund Balance	42,659,762	34,633,676	-18.8%	35,340,189	2.0%
Ending Fund Balance	\$ 22,599,987	\$ 16,537,174	-26.8%	\$ 21,344,353	29.1%
Other Budgeted Requirements:					
Contingency	\$ 10,818,815	\$ 8,830,130	-18.4%	\$ 9,699,943	9.9%
Reserves for Future Expenditure	9,281,172	5,707,043	-38.5%	9,644,410	69.0%
Unappropriated Ending Fund Balance	2,500,000	2,000,000	-20.0%	2,000,000	0.0%
	\$ 22,599,987	\$ 16,537,174	-26.8%	\$ 21,344,353	29.1%

Fiscal Year 2021-22
Summary of Financial Sources and Uses
General Fund Adopted Budget and Budget for Two Prior Years

	2019-20 Budget	2020-21 Budget	Change Prior	2021-22 Adopted	Change Prior
Funding Resources:					
Property Taxes	\$ 17,950,000	\$ 18,085,000	0.8%	\$ 19,955,000	10.3%
Grants, Donations & Sponsorships	89,800	43,000	-52.1%	32,000	-25.6%
User Fees & Charges	8,101,194	8,223,348	1.5%	7,999,066	-2.7%
Interest	225,000	175,000	-22.2%	100,000	-42.9%
Miscellaneous Revenue	169,780	150,640	-11.3%	122,984	-18.4%
Total Funding Resources:	\$ 26,535,774	\$ 26,676,988	0.5%	\$ 28,209,050	5.7%
Requirements by Category					
Personnel	\$ 17,303,750	\$ 18,466,820	6.7%	\$ 20,149,210	9.1%
Materials and Services	6,094,557	5,976,466	-1.9%	6,059,874	1.4%
Debt Service					
Principal payments	434,153	447,579	3.1%	460,083	2.8%
Interest payments	70,034	58,969	-15.8%	47,760	-19.0%
Special Payments	1,500,000	-	-	-	NA
Total Requirements:	\$ 25,402,494	\$ 24,949,834	-1.8%	\$ 26,716,927	7.1%
Other Funding Sources and Uses:					
Transfers in from SDC Fund	560,000	575,000	2.7%	625,000	8.7%
Reimbursement for Services Provided	180,000	95,000	-47.2%	170,000	78.9%
Transfer to Reserve Funds	(3,925,000)	(5,220,000)	33.0%	(5,500,000)	5.4%
Total Other Funding Sources and Uses:	\$ (3,185,000)	\$ (4,550,000)	42.9%	\$ (4,705,000)	3.4%
Net Increase (Decrease) in Fund Balance	(2,051,720)	(2,822,846)	37.6%	(3,212,877)	13.8%
Beginning Fund Balance	5,901,720	8,025,892	36.0%	7,859,045	-2.1%
Ending Fund Balance	\$ 3,850,000	\$ 5,203,046	35.1%	\$ 4,646,168	-10.7%
Other Budgeted Requirements:					
Contingency	\$ 1,350,000	\$ 3,203,046	137.3%	\$ 2,646,168	-17.4%
Unappropriated Ending Fund Balance	2,500,000	2,000,000	-20.0%	2,000,000	0.0%
	\$ 3,850,000	\$ 5,203,046	35.1%	\$ 4,646,168	-10.7%

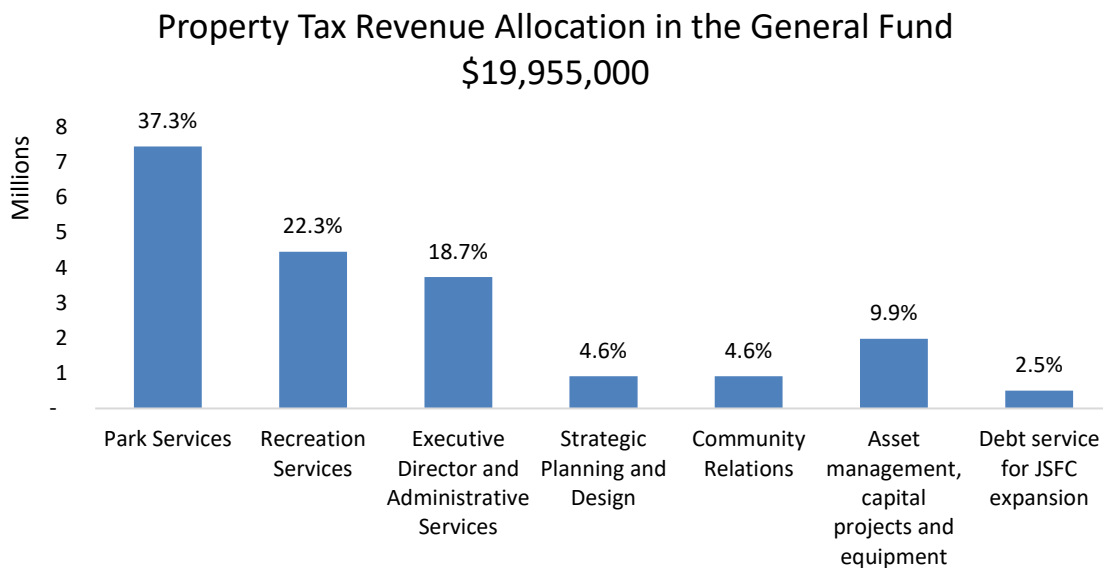
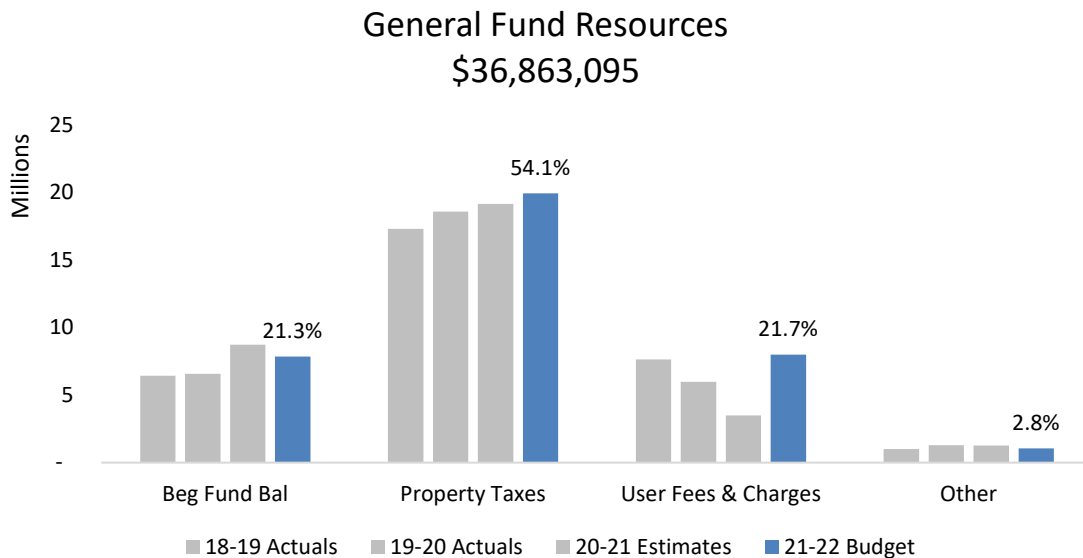
2021-22 Adopted Budget

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Fiscal Year 2021-22 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 primary revenue sources of the General Fund are property taxes and user fees and charges. Recreation user fees and charges cover 64.6 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 2021-22
Summary of the General Fund**

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Estimate	2021-22 Adopted
<u>RESOURCES</u>					
Beginning Working Capital	\$ 6,441,781	\$ 6,591,108	\$ 8,025,892	\$ 8,731,949	\$ 7,859,045
Current Taxes	17,096,995	18,029,101	17,935,000	18,880,500	19,680,000
Delinquent Taxes	232,993	561,765	150,000	283,500	275,000
User Fees & Charges	7,647,969	5,991,111	8,223,348	3,499,873	7,999,066
Interest	278,964	205,998	175,000	85,000	100,000
Miscellaneous	116,772	128,768	84,340	78,764	85,984
Grants & Donations	37,326	23,905	28,000	470,276	25,000
Fundraising & Sponsorships	60,460	15,000	15,000	6,600	7,000
Interfund Transfers	400,000	404,616	575,000	460,000	625,000
Reimbursement for Services	44,542	154,501	95,000	160,000	170,000
Federal Reimbursement	-	320,802	-	-	-
Intergovernmental Reimbursement	64,273	47,952	66,300	-	37,000
TOTAL RESOURCES	\$ 32,422,075	\$ 32,474,628	\$ 35,372,880	\$ 32,656,460	\$ 36,863,095
<u>REQUIREMENTS</u>					
<i>By Organizational Unit</i>					
Exec Director & Admin Services	\$ 2,690,964	\$ 2,616,049	\$ 3,155,050	\$ 2,935,340	\$ 3,733,330
Strategic Planning & Design	1,152,434	1,268,746	1,410,388	1,317,630	1,495,000
Park Services	6,419,769	6,542,215	6,867,088	6,621,538	7,470,336
Community Relations	728,391	745,628	852,300	678,424	913,030
Recreation Services	9,198,424	9,215,857	12,158,461	7,517,935	12,597,388
Interfund Transfers	5,135,000	1,350,000	5,220,000	5,220,000	5,500,000
Debt Service	505,985	504,185	506,548	506,548	507,843
Special Payments	-	1,500,000	-	-	-
Contingency	-	-	3,203,046	-	2,646,168
TOTAL REQUIREMENTS	\$ 25,830,967	\$ 23,742,679	\$ 33,372,880	\$ 24,797,414	\$ 34,863,095
<i>By Category:</i>					
Full-Time Wages	\$ 7,163,899	\$ 7,545,975	\$ 8,101,700	\$ 7,505,664	\$ 8,462,960
Part-Time Wages	3,836,329	3,660,557	4,840,600	2,776,397	5,159,350
Related Payroll Expenses	3,964,838	4,187,658	5,524,520	4,343,435	6,526,900
Total Personnel Services	14,965,066	15,394,190	18,466,820	14,625,497	20,149,210
Materials & Services	5,224,915	4,994,305	5,976,466	4,445,370	6,059,874
Interfund Transfers	5,135,000	1,350,000	5,220,000	5,220,000	5,500,000
Debt Service					
Principal Payments	425,489	434,153	447,579	447,579	460,083
Interest Payments	80,496	70,032	58,969	58,969	47,760
Special Payments	-	1,500,000	-	-	-
Contingency	-	-	3,203,046	-	2,646,168
TOTAL REQUIREMENTS	\$ 25,830,967	\$ 23,742,679	\$ 33,372,880	\$ 24,797,414	\$ 34,863,095
Unappropriated Ending Fund Balance	-	-	2,000,000	-	2,000,000
<u>RESOURCES less REQUIREMENTS</u>					
Resources	32,422,075	32,474,628	35,372,880	32,656,460	36,863,095
Requirements	25,830,967	23,742,679	33,372,880	24,797,414	34,863,095
Ending Fund Balance	\$ 6,591,108	\$ 8,731,949	\$ 2,000,000	\$ 7,859,045	\$ 2,000,000
<u>Personnel Summary</u>					
Full-Time Positions	117.72	119.82	124.58	115.95	123.57
Part-Time/Seasonal Positions	116.33	98.64	133.30	88.48	139.08
Total Staffing	234.05	218.46	257.88	204.43	262.65

General Fund

Executive Director's Office and Administrative Services

Department Purpose

Provide strategic direction and 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.

2020-21 Key Successes

- Pivoted and adjusted regularly to ever-changing needs with positive attitudes and a collaborative culture.
- Increased communications with all employees (two virtual Town Halls, regular emails).
- Monitored and responded to plethora of legislative bills.
- Improved public board meeting virtual processes and access for patrons.
- Aligned all district-wide employee committee charters and expectations of committee members.
- Completed and implemented the pay equity and compensation/classification study.
- Collaborated, brainstormed and developed strategies with Community Relations and hiring supervisors to improve recruitment success.
- Implemented and supported staff on new COVID-related paid leave programs; developed new and amended current personnel policies.
- Developed and improved electronic workflow processes for administrative functions (job application, hiring and onboarding processes, mail delivery, approval processes).
- Planned, purchased and prepared technology for a successful opening of the Larkspur Community Center.
- Upgraded software, network and server systems (Springbrook finance software transition to the cloud, RecTrac recreation and rental registration and reservation software, VPN system for remote working, state of the art security firewalls, site-to-site network speed increases of 20 times).
- Ensured teleworking capability and equipment for eligible positions; provided training and support.
- Completed procurement process and planned for transition to new credit card processor.
- Received GFOA Distinguished Budget Presentation Award and GFOA Certificate of Achievement for Excellence in Financial Reporting.
- Increased and improved support and services through business analyst responsibility expansion.

2020-21 Key Challenges

- Employee recruitment has been challenging, especially for part-time and seasonal front-line workers.
- Employee morale has been a challenge with layoffs, furloughs and constant change in our ability to serve the community.
- Interpreting and maintaining compliance with COVID rules and guidance.
- Keeping up with IT demands (remote workers, electronic processes, adjusting nearly daily to recreation's ever-changing needs in RecTrac due to COVID impacts).

- Responding timely and accurately to an extremely high volume of unemployment insurance claims.
- Non-responsive vendors, unavailability of product, increasing prices, unanticipated costs.

2021-22 Key Goals & Objectives

- Implement patron installment billing (automated recurring payments).
- Implement payroll debit cards, eliminating the need for paper paychecks.
- Conduct employee engagement survey and use results to better inform employee-related strategic plan initiatives.
- Successfully hire and transition to new Administrative Services Director.
- Improve BPRD financial information education and communication with staff.
- Add digital signature system for improved electronic workflow and secure approvals.
- Take on Bend Park and Recreation Foundation accounting responsibilities.
- Work with DEI workgroup to develop an action plan.

2021-22 Major Budget Items

- Unemployment insurance tax rate increase - \$560,000 in district-wide projected expenses.
- Potential IRS penalty - \$260,000 in payroll contingency.
- Diversity, Equity and Inclusion employee training (wages, contracted services) and consultant services - \$50,000.
- New state Paid Family Medical Leave Insurance tax - \$27,500 for half the fiscal year in district-wide projected expenses.
- Increased reserves in Facility Reserve Fund:
 - Park Maintenance Facility increased by \$2,200,000
 - Asset Management increased by \$1,500,000

Fiscal Year 2021-22
General Fund
Executive Director's Office and Administrative Services

	2018-19	2019-20	2020-21	2020-21	2021-22
	Actual	Actual	Budget	Estimate	Adopted
RESOURCES					
Current Taxes	\$ 17,096,995	\$ 18,029,101	\$ 17,935,000	\$ 18,880,500	\$ 19,680,000
Delinquent Taxes	232,993	561,765	150,000	283,500	275,000
Interest	278,964	205,998	175,000	85,000	100,000
Federal Reimbursement	-	54,697	-	-	-
Miscellaneous	51,146	60,494	15,000	10,171	10,000
Transfer-In from SDC Fund	200,000	161,468	150,000	160,000	200,000
TOTAL RESOURCES	\$ 17,860,097	\$ 19,073,522	\$ 18,425,000	\$ 19,419,171	\$ 20,265,000

REQUIREMENTS					
Personnel Services					
Full-Time Wages	\$ 1,188,478	\$ 1,189,845	\$ 1,288,300	\$ 1,285,215	\$ 1,368,160
Part-Time Wages	38,083	50,120	42,500	43,340	60,340
Related Payroll Expenses	554,845	458,414	777,550	704,228	1,117,480
Total Personnel Services	1,781,405	1,698,379	2,108,350	2,032,783	2,545,980
Materials & Services	909,559	917,670	1,046,700	902,557	1,187,350
TOTAL REQUIREMENTS	\$ 2,690,964	\$ 2,616,049	\$ 3,155,050	\$ 2,935,340	\$ 3,733,330

RESOURCES less REQUIREMENTS					
Resources	17,860,097	19,073,522	18,425,000	19,419,171	20,265,000
Requirements	2,690,964	2,616,049	3,155,050	2,935,340	3,733,330
Resources less Requirements	\$ 15,169,133	\$ 16,457,473	\$ 15,269,950	\$ 16,483,831	\$ 16,531,670

Personnel Summary					
Full-Time Positions	14.48	15.00	15.00	15.00	15.00
Part-Time/Seasonal Positions	0.60	0.60	0.60	0.60	0.60
Total Staffing	15.08	15.60	15.60	15.60	15.60

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General Fund Strategic Planning and Design

Department Purpose

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

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

2020-21 Key Successes

- Completed construction of Larkspur Community Center, Juniper Swim and Fitness Indoor Pool Tank Replacement and Renovation, Goodrich Park, 15th Street COHCT (Central Oregon Historic Canal Trail) Pedestrian Bridge, trail connections, and road crossing.
- Partnered with Discovery West LLC on the construction of the Discovery West Skyline Ranch Rd trail underpass and Outback Trail extension to Shevlin Park.
- Coordinated with the city of Bend on the North Unit Irrigation District trail underpass and trail connections as part of the Empire Road extension at Pine Nursery Park.
- Collaborated with the city of Bend and OSU-Cascades on the construction of the Simpson/Columbia roundabout project.
- Acquired 1.4 miles of new trail easements.
- Approval of Resolutions No. 2021-01 and 03 providing 165 additional System Development Charge waivers to support Affordable Housing projects, bringing the total number of potential waivers to 565 through December 30, 2022.
- Began Diversity, Equity and Inclusion Initiative, including convening a staff working group and hiring a consultant to conduct an organizational assessment.
- Completed extensive outreach and planning for the development of the Deschutes River Access and Habitat Restoration Plan, including participation by nearly 1,000 community members in a survey to inform the draft project list.
- Obtained \$64,000 grant from the Metropolitan Planning Organization Surface Transportation Block Grant (MPO STBG) program for three trail crossings along the COHCT (at Brosterhous, Blakely, and Ferguson).
- Completed design of Canal Row Park connector trail, Northpointe Park, Haul Road Trail, and COHCT crossings.
- Coordinated partnership with North Pacific Juniors Volleyball Club to construct five sand volleyball courts at Pine Nursery, which were funded almost entirely by the club.
- Engaged with 12 citizens and organizations on 12 potential Community Sponsored projects and worked to extend the agreements of Kayak Slalom at both First Street Rapids and Farewell Bend parks.
- Partnered with Upper Deschutes Watershed Council on the Riverbend South Access and Restoration project design and supported UDWC's successful effort to obtain \$124,046 of Oregon Watershed Enhancement Board grant funding for construction (grant funds will fund 50% of this project).
- Completed design of the Haul Road Trail in coordination with Western Federal Lands, Northpointe Neighborhood Park, Canal Row Trail connection, and COHCT crossings.

- Negotiated and approved Purchase and Sale agreements to acquire future neighborhood parks in Shevlin West and Petrosa neighborhoods.
- Provided comments and land use coordination letters for 49 future private developments to assure district park and trail needs are addressed.
- Coordinated extensively on larger private developments with complex park and trail needs, including Steven's Ranch development at 370 acres, Easton development at 75 acres, and Shevlin Sand and Gravel development at 75 acres.
- Processed one annexation petition adding 22 acres to the district boundary.
- Managed the current strategic plan. With two of the three years of the Strategic Plan complete, the majority of action items are either done or in progress – plus, 19 additional action items were identified and completed this fiscal year due to COVID-19.

2020-21 Key Challenges

- Keeping up with the rapid pace of population growth and residential development.
- Escalating land and construction costs; challenges with hiring subcontractors; permitting and legal delays.
- Delays and resistance related to negotiating and obtaining easements for essential trail connections with private property owners.
- Adapting public engagement and outreach to virtual methods due to COVID-19.

2021-22 Key Goals & Objectives

- Complete construction of Alpenglow Community Park, Northpointe Park, Canal Row Trail Connection, three COCHT Trail crossings, Hollygrape Park ADA upgrade, Haul Road Trail, Drake Park Bank and Trail Improvements, Big Sky Park infrastructure improvements, Skyline Park Parking lot lighting, and Park Search Area 4 (Petrosa) neighborhood park.
- Begin planning and design for Country Club neighborhood park site and Sawyer Park improvements.
- Create preliminary plans for the North Unit Canal Trail between Canal Row Park and Pine Nursery Park.
- Begin the process to enter into a managing partner agreement with the Bureau of Recreation/North Unit Irrigation District to develop the North Unit Canal Trail.
- Finalize new trail maintenance agreement between the district and the city of Bend.
- Work with city and county on successful implementation of tiered SDC rates.
- Complete the Deschutes River Access and Habitat Restoration Plan and begin implementation.
- Complete DEI action plan and begin implementation and tracking.
- Prepare a strategic trail plan that outlines important trail development priorities.
- Continue to explore equity mapping to help develop new metrics for park and trail level of service analysis.
- Update Park Naming and Easements on District Property policies.

2021-22 Major Budget Items

- \$25K for continued DEI implementation.

Fiscal Year 2021-22
General Fund
Strategic Planning and Design

	2018-19	2019-20	2020-21	2020-21	2021-22
	Actual	Actual	Budget	Estimate	Adopted
RESOURCES					
Transfer-In From SDC Fund	\$ 200,000	\$ 243,149	\$ 425,000	\$ 300,000	\$ 425,000
Reimbursement for Services	40,786	142,670	75,000	150,000	150,000
Federal Reimbursement	-	12,838	-	-	-
TOTAL RESOURCES	\$ 240,786	\$ 398,656	\$ 500,000	\$ 450,000	\$ 575,000

REQUIREMENTS					
Personnel Services					
Full-Time Wages	\$ 710,016	\$ 811,627	\$ 871,400	\$ 860,634	\$ 909,270
Part-Time Wages	41,390	42,746	63,000	40,504	63,700
Related Payroll Expenses	290,269	348,505	418,600	371,937	454,210
Total Personnel Services	1,041,675	1,202,877	1,353,000	1,273,075	1,427,180
Materials & Services	110,758	65,869	57,388	44,555	67,820
TOTAL REQUIREMENTS	\$ 1,152,434	\$ 1,268,746	\$ 1,410,388	\$ 1,317,630	\$ 1,495,000

RESOURCES less REQUIREMENTS					
Resources	240,786	398,656	500,000	450,000	575,000
Requirements	1,152,434	1,268,746	1,410,388	1,317,630	1,495,000
Resources less Requirements	\$ (911,648)	\$ (870,090)	\$ (910,388)	\$ (867,630)	\$ (920,000)

Personnel Summary					
Full-Time Positions	9.49	11.00	11.00	11.00	11.00
Part-Time/Seasonal Positions	0.83	0.53	0.84	0.42	0.75
Total Staffing	10.32	11.53	11.84	11.42	11.75

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General Fund Community Relations

Department Purpose

Communicate the 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 residents of projects and major work; building relationships with organizations and individuals; supporting programs and services, 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.

2020-21 Key Successes

- Facilitated communications and marketing of Larkspur Community Center opening, including public tour program, grand opening event, digital communications, social media, signage, media relations, volunteer engagement, and on-site greeter support.
- Completed grant-funded project partnership with Deschutes County Historical Society to curate collection and develop interpretative display in the Hollinshead-Matson Homestead House at Hollinshead Park.
- Drafted and submitted Gold Medal application to the National Recreation and Parks Association. BPRD is a past two-time winner, most recently in 2006.
- Instituted twice-monthly release of registration for recreation programs to meet community and staff needs and responded to state-mandated restrictions and limits.
- Launched Spanish language Facebook account.

2020-21 Key Challenges

- Pandemic conditions and ever-changing operational challenges created time-sensitive needs for ongoing communications support, including signage, messaging, media requests, and responding to community concerns and questions.
- Centennial celebration plans to honor Shevlin Park and Drake Park were scaled down significantly due to the public health situation and competing priorities.
- Swift cancellations and closures forced a year-long hiatus of the printed Playbook recreation guide.

2021-22 Key Goals & Objectives

- Showcase return to recreation programming and facility participation as the public health situation improves and encourage indoor recreation for lifelong wellness.
- Revise the Adventure Planner trail and park map and enhance communications support for trail experiences, including accessible trails, for community members.
- Support outreach to underserved communities with translation services, print materials, Spanish language marketing, and advertising.

2021-22 Major Budget Items

- Increased advertising funds to support recreation efforts
- Increase in volunteer screening for new Shevlin Park greeter program
- Park opening celebrations (Goodrich, Northpointe, and Alpenglow)

**Fiscal Year 2021-22
General Fund
Community Relations**

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Estimate	2021-22 Adopted
RESOURCES					
Playbook	\$ 990	\$ -	\$ -	\$ -	\$ -
Federal Reimbursement	-	41,868	-	-	-
TOTAL RESOURCES	\$ 990	\$ 41,868	\$ -	\$ -	\$ -

REQUIREMENTS					
Personnel Services					
Full-Time Wages	\$ 341,063	\$ 360,168	\$ 380,300	\$ 383,636	\$ 418,260
Part-Time Wages	-	-	-	-	-
Related Payroll Expenses	136,688	148,558	173,000	153,974	185,970
Total Personnel Services	477,751	508,727	553,300	537,610	604,230
Materials & Services	250,640	236,901	299,000	140,814	308,800
TOTAL REQUIREMENTS	\$ 728,391	\$ 745,628	\$ 852,300	\$ 678,424	\$ 913,030

RESOURCES less REQUIREMENTS					
Resources	990	41,868	-	-	-
Requirements	728,391	745,628	852,300	678,424	913,030
Resources less Requirements	\$ (727,401)	\$ (703,760)	\$ (852,300)	\$ (678,424)	\$ (913,030)

Personnel Summary					
Full-Time Positions	5.00	5.00	5.00	5.00	5.00
Part-Time/Seasonal Positions	-	-	-	-	-
Total Staffing	5.00	5.00	5.00	5.00	5.00

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 and trail use, asset replacement and ADA transition plan implementation, promotion of safety and rule education for parks, trails and facility users, district-wide fleet and equipment services, and support for special events and recreation programs.

2020-21 Key Successes

- Adapted all operations to promote safety and comply with COVID-19 protocols and poor air quality conditions due to wildfire smoke.
- Managed the district's Strategic Energy Management program participation saving 29,208 kilowatts of electricity and 5,024 therms of natural gas; while also earning \$5,789 in incentives.
- Supported temporarily reassigned recreation staff in landscape and park stewardship divisions during programs and facilities shut down.
- Managed PPE ordering and district-wide distribution to support all programs and services.
- Continued to provide a high level of service for parks and trails with a reduction in staffing. For example, this year, the athletic field crew employed only five staff members when typically the team has 13. Plus, due to social distancing requirements, several additional fields had to be prepped and painted.
- Monitored COVID -19 guidance for outdoor recreation and implemented use restrictions as required in all parks and trails – this included producing, installing and reinstalling hundreds of signs across the district and educating users on the most up-to-date restrictions.
- Constructed 2.01 miles of new trails and trail connections and completed 46 acres of vegetation fuels reduction at eight different parks.
- Implemented ADA transition plan by upgrading park assets such as restrooms, drinking fountains, dog stations, and companion seating in nine parks - Hollinshead Barn, Big Sky, Farewell Bend, Juniper, Al Moody, Gardenside, Harmon, Providence, and Wildflower parks.
- Advertised a request for proposal and awarded a new district-wide portable restroom contract.
- Assumed maintenance of two newly constructed parks – Goodrich Pasture Park and the expanded Larkspur Community Center Park.

2020-21 Key Challenges

- Continuing to provide a high level of service maintaining the parks and trails with a reduction in staffing.
- Difficulty recruiting, hiring and retaining part-time and seasonal positions.
- Running the daily shop operations in and around an active construction site (the OSU - Cascades campus development).
- Adapting to changing COVID - 19 guidance for Outdoor Recreation and obtaining compliance from park and trail users on restrictions.
- Managing the community's weed control expectations with increased concerns about herbicide use.

- Increased graffiti and vandalism in parks and along trails.
- Ongoing lack of compliance with leash laws in parks and on trails.
- Keeping staff and patrons safe while addressing the needs of people experiencing a mental health or other crisis in parks and along trails.

2021-22 Key Goals & Objectives

- Provide maintenance for all of the district's facilities and properties, including the new Alpenglow Park, Northpointe Park, and several new trail segments.
- Replace the Hollinshead Barn roof, three pieces of mechanical equipment at JSFC and Bend Senior Center, paint and stain the exterior of the District Office, realign and resurface the asphalt ADA trail at Shevlin Park and complete asphalt work at Pine Nursery Park.
- Continue to further the Diversity, Equity and Inclusion initiative and sustainability initiatives.
- Assist in training the new recreation facility employees as part of onboarding.
- Continue to explore alternate weed management strategies or products to reduce the use of herbicides (i.e., Glyphosate) in parks.
- Explore options for continuing to address off-leash dogs in parks and on trails.
- Manage the Park and Float concession operations and river recreation activities safely and in compliance with COVID-19 restrictions.

Fiscal Year 2021-22
General Fund
Park Services

	2018-19	2019-20	2020-21	2020-21	2021-22
	Actual	Actual	Budget	Estimate	Adopted
RESOURCES					
Community Events	\$ 78,412	\$ 44,760	\$ -	\$ -	\$ -
Miscellaneous	2,607	6,758	3,000	3,667	5,000
Reimbursement for Services	3,756	11,831	20,000	10,000	20,000
Federal Reimbursement	-	79,181	-	-	-
TOTAL RESOURCES	\$ 84,775	\$ 142,530	\$ 23,000	\$ 13,667	\$ 25,000

REQUIREMENTS

Personnel Services					
Full-Time Wages	\$ 2,621,496	\$ 2,813,075	\$ 2,894,175	\$ 2,914,525	\$ 3,064,730
Part-Time Wages	583,409	437,792	387,400	327,228	633,260
Related Payroll Expenses	1,262,260	1,363,097	1,518,507	1,430,432	1,679,990
Total Personnel Services	4,467,165	4,613,964	4,800,082	4,672,185	5,377,980
Materials & Services	1,952,605	1,928,251	2,067,005	1,949,353	2,092,356
TOTAL REQUIREMENTS	\$ 6,419,769	\$ 6,542,215	\$ 6,867,088	\$ 6,621,538	\$ 7,470,336

RESOURCES less REQUIREMENTS

Resources	84,775	142,530	23,000	13,667	25,000
Requirements	6,419,769	6,542,215	6,867,088	6,621,538	7,470,336
Resources less Requirements	\$ (6,334,994)	\$ (6,399,685)	\$ (6,844,088)	\$ (6,607,871)	\$ (7,445,336)

Personnel Summary

Full-Time Positions	50.67	50.40	51.85	50.84	51.87
Part-Time/Seasonal Positions	16.55	12.84	18.28	12.29	17.17
Total Staffing	67.22	63.24	70.13	63.13	69.04

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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, Larkspur Community Center – Home of 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.

2020-21 Key Successes

- Constantly adapted facility operations, programs, schedules and procedures to provide safe and meaningful recreation activities to the community during a pandemic.
- Responded to the need for all-day care for elementary school-age youth during Bend-La Pine school district's comprehensive distance and hybrid learning by providing the Team Up program at 15 elementary schools. Served 724 youth with over half qualifying for financial assistance. Received \$450,000 in CARES Funds and other assistance to help support the \$1 million in fee waivers and financial assistance provided.
- Opened Larkspur Community Center on April 5 after a seven-month delay due to COVID. Completed program and operation planning, staff training, FFE purchases and much more to prepare for a successful opening.
- Managed budget and staff resources to remain within subsidy allocation despite an estimated 52% decrease in revenue from the budget. The tax subsidy estimate of \$3.5 million is \$250,000 less than budgeted.

2020-21 Key Challenges

- COVID, COVID and more COVID. The constantly changing COVID situation resulted in periodic closure of facilities and programs, substantial reductions in capacity, and constantly changing requirements and guidance.
- Disruptions in employment opportunities resulting from COVID, including temporary layoffs and reduced work hours, combined with very challenging labor market conditions, have made it very difficult to meet part-time, front line staffing needs essential to operating recreation facilities and programs.

2021-22 Key Goals & Objectives

- Restore and rebuild recreation programs incrementally and intentionally as COVID conditions allow and demand for services grows.
- Increase capacity and develop program balance at JSFC and Larkspur Community Center with both facilities fully operational.
- Build on outreach successes with updated outreach plan and expanded resources.
- Develop sustainable strategies to meet front-line staffing needs.

2021-22 Major Budget Items

The major items below compare the 2021-22 proposed budget to the 2020-21 adopted budget (which was done without consideration of COVID) and the 2018-19 actuals, the last completed fiscal year that COVID did not impact.

- Revenues are budgeted to rebound as facility and program capacity return to normal levels. Budgeted user fees and charges are 2.5% lower than 2020-21 budget and 8.2% higher than 2018-19 actuals. Revenue growth over prior years is due primarily to the addition of Larkspur Community Center; however, overall growth is lower than what would have been expected due to the lingering effects of COVID.
- Expenses are budgeted to increase 3.6% over the 2020-21 budget and 37% over the 2018-19 actuals due to the addition of Larkspur Community Center and the many factors contributing to increasing personnel costs district-wide.
- A payroll contingency expense of \$250,000 is included in the budget if demand for services rebounds more quickly than anticipated and/or additional measures are deployed to recruit and retain front-line staff.
- The resulting tax subsidy of \$4.46 million is \$698,886 more than the 2020-21 budget and \$3.05 million more than 2018-19 actuals. This is due to personnel costs increasing at a greater rate than revenue, the addition of Larkspur Community Center and the continuing impacts of COVID. Much of this increase was anticipated in the 2020 Financial Forecast, which projected a recreation subsidy of \$3.7 million for 2021-22.

Fiscal Year 2021-22
General Fund
Recreation

	2018-19	2019-20	2020-21	2020-21	2021-22
	Actual	Actual	Budget	Estimate	Adopted
RESOURCES					
User Fees & Charges	\$ 7,782,148	\$ 6,207,682	\$ 8,635,338	\$ 3,665,040	\$ 8,423,095
Needs-Based Assistance	(213,581)	(261,331)	(411,990)	(165,168)	(424,029)
Grants & Donations	37,326	23,905	28,000	470,276	25,000
Fundraising & Sponsorships	60,460	15,000	15,000	6,600	7,000
Other & Miscellaneous	63,019	61,517	66,340	64,926	70,984
Federal Reimbursement	-	132,220	-	-	-
Intergovernmental Reimbursement	64,273	47,952	66,300	-	37,000
TOTAL RESOURCES	\$ 7,793,646	\$ 6,226,944	\$ 8,398,988	\$ 4,041,674	\$ 8,139,050

REQUIREMENTS

Personnel Services					
Full-Time Wages	\$ 2,302,846	\$ 2,371,260	\$ 2,667,525	\$ 2,061,653	\$ 2,702,540
Part-Time Wages	3,173,448	3,129,898	4,347,700	2,365,326	4,402,050
Related Payroll Expenses	1,720,776	1,869,084	2,636,863	1,682,864	3,089,250
Total Personnel Services	7,197,070	7,370,243	9,652,088	6,109,844	10,193,840
Materials & Services					
	2,001,354	1,845,614	2,506,373	1,408,091	2,403,548
TOTAL REQUIREMENTS	\$ 9,198,424	\$ 9,215,857	\$ 12,158,461	\$ 7,517,935	\$ 12,597,388

RESOURCES less REQUIREMENTS

Resources	7,793,646	6,226,944	8,398,988	4,041,674	8,139,050
Requirements	9,198,424	9,215,857	12,158,461	7,517,935	12,597,388
Resources less Requirements	\$ (1,404,778)	\$ (2,988,913)	\$ (3,759,473)	\$ (3,476,261)	\$ (4,458,338)

Personnel Summary

Full-Time Positions	38.08	38.42	41.73	34.11	40.70
Part-Time/Seasonal Positions	98.35	84.67	113.58	75.17	120.56
Total Staffing	136.43	123.09	155.31	109.28	161.26

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**Fiscal Year 2021-22
Special Revenue Fund
Facility Rental**

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Estimate	2021-22 Adopted
<u>RESOURCES</u>					
Beginning Working Capital	\$ 1,017,128	\$ 1,167,560	\$ 1,259,209	\$ 1,271,499	\$ 1,202,411
Interest	31,182	28,385	33,000	10,322	14,825
Aspen Hall Rental	105,421	79,730	131,000	48,520	119,132
Hollinshead Barn Rental	44,709	37,872	61,000	5,318	43,331
Public Facility Rental	182,070	165,684	209,000	31,250	110,667
Building Leases	38,987	10,025	9,600	9,228	9,600
Community Events	-	-	65,000	4,980	41,562
Athletic Field Rentals	-	-	92,585	57,248	81,847
Federal Reimbursement	-	680	-	-	-
TOTAL RESOURCES	\$ 1,419,497	\$ 1,489,936	\$ 1,860,394	\$ 1,438,365	\$ 1,623,375

REQUIREMENTS

By Category:

Personnel Services					
Full-Time Wages	\$ 73,183	\$ 65,186	\$ 205,100	\$ 109,461	\$ 188,620
Part-Time Wages	24	-	20,000	6,612	11,010
Related Payroll Expenses	39,155	35,659	110,650	51,620	106,830
Total Personnel Services	112,362	100,844	335,750	167,693	306,460
Materials & Services	85,456	77,049	113,200	54,622	84,752
Capital Outlay	54,119	40,543	151,500	13,638	90,000
Contingency	-	-	1,259,944	-	1,142,163
TOTAL REQUIREMENTS	\$ 251,937	\$ 218,437	\$ 1,860,394	\$ 235,954	\$ 1,623,375

RESOURCES less REQUIREMENTS

Resources	1,419,497	1,489,936	1,860,394	1,438,365	1,623,375
Requirements	251,937	218,437	1,860,394	235,954	1,623,375
Resources less Requirements	\$ 1,167,560	\$ 1,271,499	\$ -	\$ 1,202,411	\$ -

Personnel Summary

Full-Time Positions	2.05	1.98	3.42	1.60	3.43
Part-Time Positions	-	-	0.48	0.32	0.12
Total Staffing	2.05	1.98	3.90	1.92	3.55

Fiscal Year 2021-22
Special Revenue Fund
System Development Charges

	2018-19	2019-20	2020-21	2020-21	2021-22
	Actual	Actual	Budget	Estimate	Adopted
<u>RESOURCES</u>					
Beginning Working Capital	\$ 20,043,666	\$ 24,264,961	\$ 12,593,134	\$ 14,084,912	\$ 15,466,084
Interest	579,217	423,661	126,000	119,170	96,500
System Development Charges	7,465,749	7,600,115	6,832,000	7,092,800	8,256,611
TOTAL RESOURCES	\$ 28,088,632	\$ 32,288,738	\$ 19,551,134	\$ 21,296,882	\$ 23,819,195

REQUIREMENTS

By Category:

Materials & Services	114,001	16,712	50,000	12,790	40,000
Capital Outlay	3,309,670	17,782,498	16,274,600	5,358,007	19,687,328
Interfund Transfers	400,000	404,616	575,000	460,000	625,000
Contingency	-	-	2,637,254	-	3,466,867
TOTAL REQUIREMENTS	\$ 3,823,670	\$ 18,203,826	\$ 19,536,854	\$ 5,830,798	\$ 23,819,195

RESOURCES less REQUIREMENTS

Resources	28,088,632	32,288,738	19,551,134	21,296,882	23,819,195
Requirements	3,823,670	18,203,826	19,551,134	5,830,798	23,819,195
Resources less Requirements	\$ 24,264,961	\$ 14,084,912	\$ -	\$ 15,466,084	\$ -

**Fiscal Year 2021-22
Facility Reserve Fund**

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Estimate	2021-22 Adopted
<u>RESOURCES</u>					
Beginning Working Capital	\$ 14,718,144	\$ 14,865,720	\$ 11,961,387	\$ 12,874,180	\$ 9,818,947
Interest	358,803	306,894	250,000	75,000	75,000
Grant Revenue	38,492	107,972	750,000	85,230	807,300
Contributions	-	-	167,450	167,450	-
Sales & Insurance Proceeds	30,481	-	-	6,766	-
Interfund Transfers	4,635,000	1,000,000	4,970,000	4,970,000	5,250,000
TOTAL RESOURCES	\$ 19,780,919	\$ 16,280,586	\$ 18,098,837	\$ 18,178,626	\$ 15,951,247

REQUIREMENTS

By Category:

Capital Outlay	4,915,199	3,406,406	11,098,950	8,359,678	4,536,503
Contingency	-	-	1,729,887	-	2,444,744
Reserves for Park Maintenance Facility	-	-	4,000,000	-	6,200,000
Reserves for Asset Management	-	-	1,270,000	-	2,770,000
TOTAL REQUIREMENTS	\$ 4,915,199	\$ 3,406,406	\$ 18,098,837	\$ 8,359,678	\$ 15,951,247

RESOURCES less REQUIREMENTS

Resources	19,780,919	16,280,586	18,098,837	18,178,626	15,951,247
Requirements	4,915,199	3,406,406	18,098,837	8,359,678	15,951,247
Resources less Requirements	\$ 14,865,720	\$ 12,874,180	\$ -	\$ 9,818,947	\$ -

The Facility Reserve Fund was established to enable the District to set aside funds, through transfers, for acquiring, constructing, and maintaining real property and/or building facilities. The annual transfer amount will be determined on a yearly basis, depending upon General Fund resources. Guidelines are to maintain a minimum balance of \$150,000 for unanticipated facility needs.

**Fiscal Year 2021-22
Equipment Reserve Fund**

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Estimate	2021-22 Adopted
<u>RESOURCES</u>					
Beginning Working Capital	\$ 315,830	\$ 585,423	\$ 590,043	\$ 605,039	\$ 703,410
Interest	5,698	7,510	7,000	4,450	4,000
Grant Revenue	5,000	1,090	-	-	-
Sales & Insurance Proceeds	12,150	24,350	13,500	19,700	10,000
Interfund Transfers	500,000	350,000	250,000	250,000	250,000
TOTAL RESOURCES	\$ 838,678	\$ 968,374	\$ 860,543	\$ 879,189	\$ 967,410
<u>REQUIREMENTS</u>					
<i>By Category:</i>					
Capital Outlay	253,255	363,334	423,500	175,779	293,000
Reserves for Future Expenditures	-	-	437,043	-	674,410
TOTAL REQUIREMENTS	\$ 253,255	\$ 363,334	\$ 860,543	\$ 175,779	\$ 967,410
<u>RESOURCES less REQUIREMENTS</u>					
Resources	838,678	968,374	860,543	879,189	967,410
Requirements	253,255	363,334	860,543	175,779	967,410
Resources less Requirements	\$ 585,423	\$ 605,039	\$ -	\$ 703,410	\$ -

The Equipment Reserve Fund was established to enable the District to set aside funds, through transfers, for purchasing vehicles, equipment, furniture, fixtures, and technology. Staff has developed a long-term replacement schedule that reflects all vehicles and equipment currently owned, through FY24/25. Guidelines are to maintain a minimum balance of \$750,000 for unanticipated emergency purchases.

Fiscal Year 2021-22
General Obligation Bond Debt Service Fund

	2018-19	2019-20	2020-21	2020-21	2021-22
	Actual	Actual	Budget	Estimate	Adopted
<u>RESOURCES</u>					
Beginning Working Capital	\$ 126,873	\$ 149,021	\$ 203,291	\$ 208,288	\$ 290,290
Interest	37,046	44,168	25,000	3,974	5,000
Current Property Taxes	1,854,737	1,884,452	1,725,091	2,016,410	1,693,442
Delinquent Property Taxes	26,596	61,429	20,000	35,000	20,000
TOTAL RESOURCES	\$ 2,045,252	\$ 2,139,070	\$ 1,973,382	\$ 2,263,672	\$ 2,008,732

REQUIREMENTS

By Category:

Debt Service

Series 2013 GO Bond Principal Payments	1,015,000	1,080,000	1,155,000	1,155,000	1,225,000
Series 2013 GO Bond Interest Payments	881,231	850,781	818,382	818,382	783,732
TOTAL REQUIREMENTS	\$ 1,896,231	\$ 1,930,781	\$ 1,973,382	\$ 1,973,382	\$ 2,008,732

RESOURCES less REQUIREMENTS

Resources	2,045,252	2,139,070	1,973,382	2,263,672	2,008,732
Requirements	1,896,231	1,930,781	1,973,382	1,973,382	2,008,732
Resources less Requirements	\$ 149,021	\$ 208,288	\$ -	\$ 290,290	\$ -

The General Obligation Bond Debt Service Fund is a Debt Service Fund that was established for the issuance of the June 5, 2013 General Obligation bonds (Series 2013 GO Bonds) to receive the property taxes related to the Series 2013 GO Bonds issuance, and to pay the annual debt service on these bonds. Any funds remaining after all debt responsibilities related to the Series 2013 GO Bonds have been fulfilled, and at the time of the dissolution of the General Obligation Bond Debt Service Fund, will transfer to the General Fund.

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Supplemental Data

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**Bend Park Recreation District Five-Year Capital Improvement Plan (CIP)
for Fiscal Years Ending 2022-2026**

Project Type	Project Map	Project Stage	Approved Funding Allocation	Prior and Current Fiscal Years	Total FY2022-2026	FY 2022-26 Funding Allocation by Source								
						Property Tax Revenue	SDC	Alternative	Alt. Type	FY 21-22 Total	FY 22-23 Total	FY 23-24 Total	FY 24-25 Total	FY 25-26 Total
Community Parks														
Pine Nursery Park Ph. 4 (Pending Partnership)	1	Order of Magnitude	78,504	28,504	50,000	-	50,000	-		-	-	-	-	50,000
Pine Nursery Park Ph. 5	2	Order of Magnitude	5,000,000	-	5,000,000	-	5,000,000	-		-	400,000	2,300,000	2,300,000	-
Park Search Area 25 (Alpenglow Park)	3	Award/Bid	9,525,000	3,230,630	6,294,370	-	6,294,370	-		6,294,370	-	-	-	-
Big Sky Park Expansion	4	Construction Documents	4,260,000	518,074	3,741,926	473,226	3,268,700	-		1,705,226	-	2,036,700	-	-
Total Community Parks			18,863,504	3,777,208	15,086,296	473,226	14,613,070	-		7,999,596	400,000	4,336,700	2,300,000	50,000
Neighborhood Parks														
Land Acquisitions	N/A	SDC Methodology	4,269,555	-	4,269,555	-	4,269,555	-		997,761	-	1,058,525	1,090,280	1,122,989
Neighborhood Parks Design & Development	N/A	SDC Methodology	4,229,424	-	4,229,424	-	4,229,424	-		-	1,341,130	-	1,422,805	1,465,489
Golf and Country Club Site	5	Order of Magnitude	2,088,271	747,141	1,341,130	-	1,341,130	-		200,000	1,141,130	-	-	-
Park Search Area 1 (Northpointe Park)	6	Construction Documents	2,549,716	1,674,716	875,000	-	875,000	-		875,000	-	-	-	-
Park Search Area 4 (Petrosa - DA)	7	Order of Magnitude	2,906,800	18,500	2,888,300	-	2,888,300	-		1,928,300	960,000	-	-	-
Park Search Area 9 (Shevlin West)	8	Order of Magnitude	1,415,700	150,000	1,265,700	-	1,265,700	-		-	200,000	1,065,700	-	-
Park Search Area 11 (Discovery West Park/TH)	9	Order of Magnitude	660,000	-	660,000	-	660,000	-		-	-	-	-	660,000
Park Search Area 14 (Bear Creek)	10	Order of Magnitude	2,171,400	-	2,171,400	-	2,171,400	-		-	-	-	1,000,000	1,171,400
Park Search Area 24 (DSL Land)	11	Order of Magnitude	1,448,500	-	1,448,500	-	1,448,500	-		-	-	200,000	1,248,500	-
Park Search Area 28 (SE Area Plan)	12	Order of Magnitude	2,412,763	-	2,412,763	-	2,412,763	-		-	997,761	-	-	1,415,002
Total Neighborhood Parks			24,152,129	2,590,357	21,561,772	-	21,561,772	-		4,001,061	4,640,021	2,324,225	4,761,585	5,834,880
Regional Parks														
Riley Ranch Nature Reserve Bridge	13	Design Development	1,200,000	-	1,200,000	-	1,200,000	-		-	-	1,200,000	-	-
Total Regional Parks			1,200,000	-	1,200,000	-	1,200,000	-		-	-	1,200,000	-	-
Trails														
Galveston to Millers Landing	14	Order of Magnitude	800,000	96,396	703,604	-	703,604	-		-	703,604	-	-	-
Putnam to Riley Ranch Bridge	15	Order of Magnitude	155,000	440	154,560	-	154,560	-		-	154,560	-	-	-
Kirkaldy to Putnam	16	Order of Magnitude	63,100	3,662	59,438	-	59,438	-		-	42,203	17,235	-	-
Deschutes River Trail North Parking	17	Order of Magnitude	320,000	-	320,000	-	320,000	-		-	20,000	300,000	-	-
Miscellaneous Trails	N/A	Order of Magnitude	750,000	-	750,000	-	750,000	-		150,000	150,000	150,000	150,000	150,000
COHCT Crossings	18	Construction Documents	92,300	35,000	57,300	-	-	57,300	1	57,300	-	-	-	-
Haul Road Trail	19	Construction Documents	755,352	681,852	73,500	-	73,500	-		73,500	-	-	-	-
North Unit Irrigation Canal Trail (NUID)	20	Order of Magnitude	178,505	18,505	160,000	-	160,000	-		60,000	100,000	-	-	-
Canal Row Trail Connection	21	Construction Documents	130,000	30,000	100,000	-	100,000	-		100,000	-	-	-	-
Total Trails			3,244,257	865,855	2,378,402	-	2,321,102	57,300		440,800	1,170,367	467,235	150,000	150,000

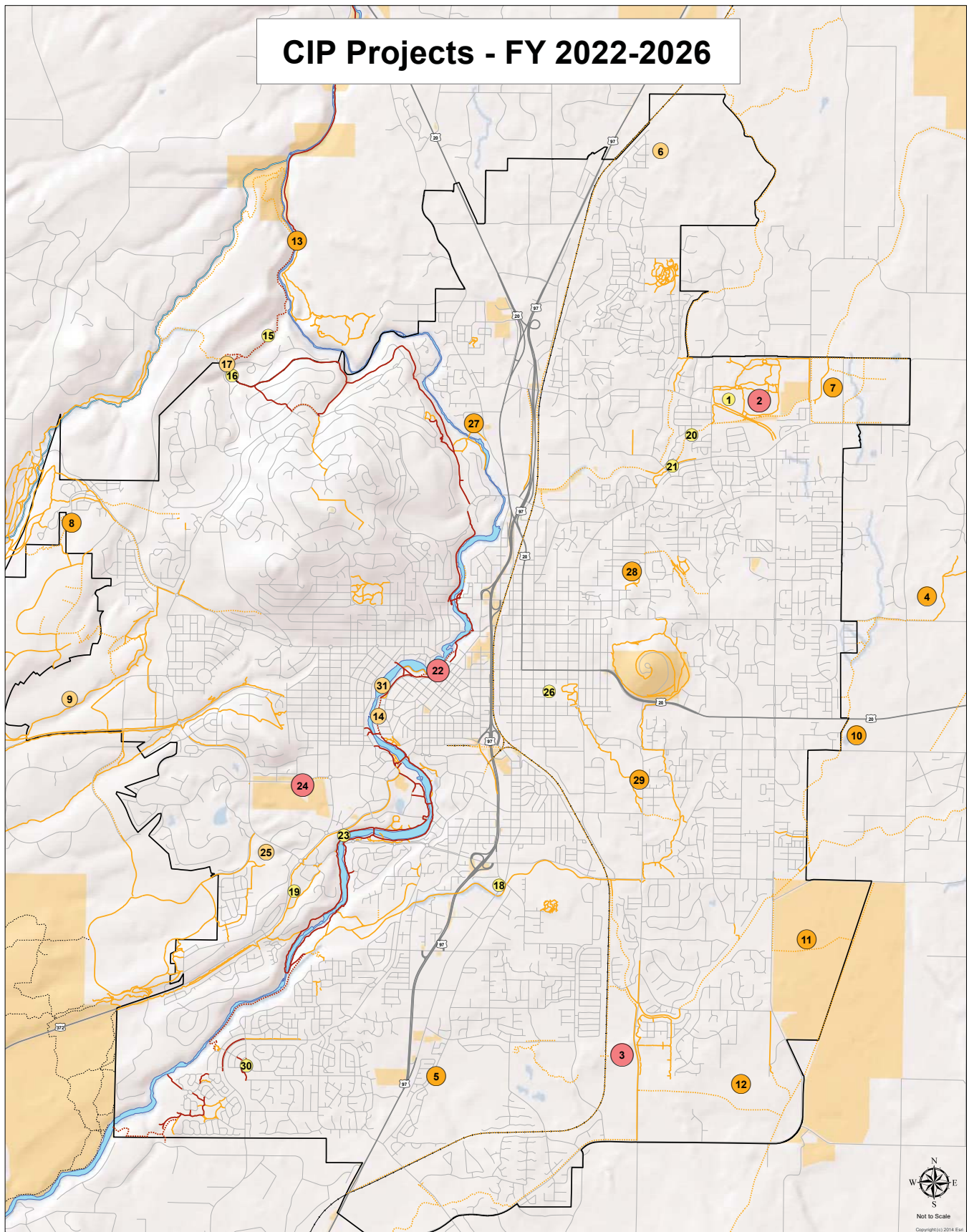
**Bend Park Recreation District Five-Year Capital Improvement Plan (CIP)
for Fiscal Years Ending 2022-2026**

Project Type	Project Map	Project Stage	Approved Funding Allocation	Prior and Current Fiscal Years	Total FY2022-2026	FY 2022-26 Funding Allocation by Source				FY 21-22 Total	FY 22-23 Total	FY 23-24 Total	FY 24-25 Total	FY 25-26 Total
						Property Tax Revenue	SDC	Alternative	Alt. Type					
Community Wide														
Drake Park DRT Trail & Bank Improvements	22	Award/Bid	7,380,000	1,263,626	6,116,374	1,559,977	3,806,397	750,000	1	6,116,374	-	-	-	-
Riverbend South River Restoration & Access Pro	23	Design Development	264,000	64,000	200,000	200,000	-	-		200,000	-	-	-	-
Total Community Wide			7,644,000	1,327,626	6,316,374	1,759,977	3,806,397	750,000		6,316,374	-	-	-	-
Asset Management Projects														
Accessibility Improvements	N/A	Order of Magnitude	500,000	-	500,000	500,000	-	-		50,000	75,000	125,000	125,000	125,000
Asset Management Projects (\$5,000-\$50,000)	N/A	Order of Magnitude	1,250,000	-	1,250,000	1,250,000	-	-		250,000	250,000	250,000	250,000	250,000
Park Services Complex	24	Order of Magnitude	8,500,000	-	8,500,000	6,500,000	-	2,000,000	3	-	-	-	6,500,000	2,000,000
Skyline Field Renovations + Parking Lot Lights	25	Order of Magnitude	665,000	267,300	397,700	397,700	-	-		100,000	-	297,700	-	-
JSFC Flooring Replacement	26	Order of Magnitude	175,000	-	175,000	175,000	-	-		-	175,000	-	-	-
Natural Resource River Stewardship	N/A	Order of Magnitude	381,000	30,000	351,000	151,000	-	200,000	1	31,000	320,000	-	-	-
Sawyer Park	27	Order of Magnitude	1,100,000	-	1,100,000	850,000	-	250,000	1	100,000	1,000,000	-	-	-
Hollinshead Park ADA & Master Plan	28	Order of Magnitude	1,000,000	-	1,000,000	650,000	250,000	100,000	4	-	100,000	900,000	-	-
Ponderosa Park (North)	29	Order of Magnitude	1,200,000	-	1,200,000	850,000	350,000	-		-	-	150,000	1,050,000	-
Hollygrape Park ADA Renovation	30	Construction Documents	150,000	35,000	115,000	115,000	-	-		115,000	-	-	-	-
Mirror Pond Dredge Commitment	31	Construction Documents	300,000	-	300,000	300,000	-	-		300,000	-	-	-	-
Total Asset Management Projects			15,221,000	332,300	14,888,700	11,738,700	600,000	2,550,000		946,000	1,920,000	1,722,700	7,925,000	2,375,000
Total CIP Funding Allocations			70,324,890	8,893,346	61,431,544	13,971,903	44,102,341	3,357,300		19,703,831	8,130,388	10,050,860	15,136,585	8,409,880

Alternative Funding Type Key

- 1 - Grant Funding
- 2 - Contributions, Collaborations, Fundraising
- 3 - Debt Financing
- 4 - Facility Rental Special Revenue Funding

CIP Projects - FY 2022-2026



Capital Improvement Plan (CIP) Projects - FY 2022-2026

- Existing Deschutes River Trail
- - - Planned Deschutes River Trail
- Existing Trail
- - - Planned Trail
- - - USFS Trails
- State Highway
- Public Land
- + Park District Boundary
- Urban Growth Boundary

- X Total Cost Estimate by Location > \$5M
- X Total Cost Estimate by Location \$1M - \$5M
- X Total Cost Estimate by Location \$250K - \$1M
- X Total Cost Estimate by Location < \$250K

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Fiscal Year 2021-22
Summary of Total District Full-Time Equivalents

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Estimate	2021-22 Proposed
Executive Director's Office and Administrative Services					
Full-Time Positions	14.48	15.00	15.00	15.00	15.00
Part-Time/Seasonal Positions	0.60	0.60	0.60	0.60	0.60
	15.08	15.60	15.60	15.60	15.60
Strategic Planning and Design					
Full-Time Positions	9.49	11.00	11.00	11.00	11.00
Part-Time/Seasonal Positions	0.83	0.53	0.84	0.42	0.75
	10.32	11.53	11.84	11.42	11.75
Community Relations					
Full-Time Positions	5.00	5.00	5.00	5.00	5.00
Part-Time/Seasonal Positions	-	-	-	-	-
	5.00	5.00	5.00	5.00	5.00
Park Services					
Full-Time Positions	50.67	50.40	51.85	50.84	51.87
Part-Time/Seasonal Positions	16.55	12.84	18.28	12.29	17.17
	67.22	63.24	70.13	63.13	69.04
Recreation					
Full-Time Positions	38.08	38.42	41.73	34.11	40.70
Part-Time/Seasonal Positions	98.35	84.67	113.58	75.17	120.56
	136.43	123.09	155.31	109.28	161.26
Facility Rental Special Fund					
Full-Time Positions	2.05	1.98	3.42	1.60	3.43
Part-Time/Seasonal Positions	-	-	0.48	0.32	0.12
	2.05	1.98	3.90	1.92	3.55
Total Staffing					
Full-Time Positions	119.77	121.80	128.00	117.55	127.00
Part-Time/Seasonal Positions	116.33	98.64	133.78	88.80	139.20
	236.10	220.44	261.78	206.35	266.20

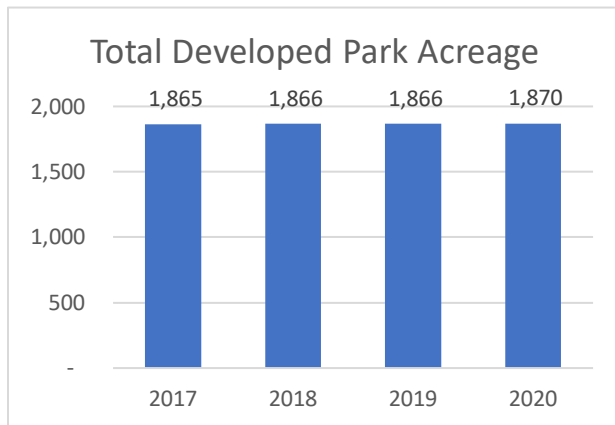
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Levels of Service (LOS) in Comprehensive Plan are met or exceeded

Pillar: Operations and Management Practices

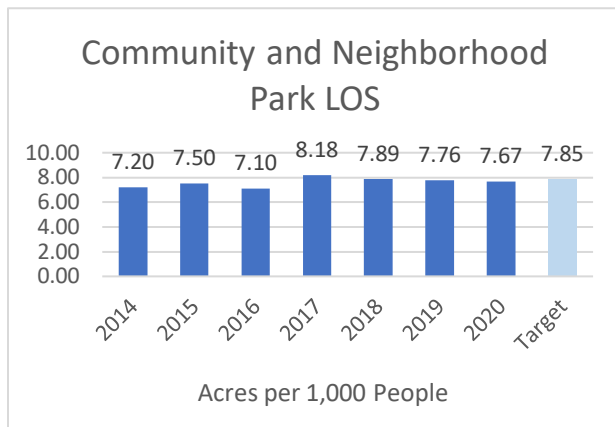
Desired Outcome 2: A balance between caring for existing infrastructure and new development

Performance Metric: Total developed park acreage (inclusive of regional, community and neighborhood parks) provided by BPRD.



Key Performance Indicators (KPI) and Target: LOS for parks is measured annually and has the following targets, which were established in the 2018 comprehensive plan.

- Neighborhood and Community Parks – 7.85 acres/1,000 people
- Regional Parks – 10.0 acres/1,000 people

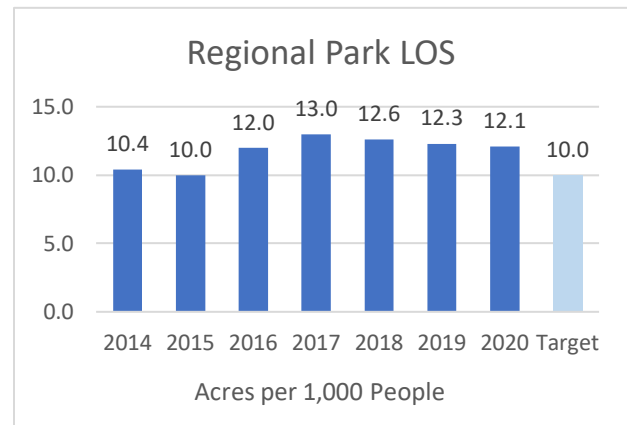


Though the metric for community and neighborhood parks differed prior to 2018, previous years data is included for comparison purposes.

Current Status: BPRD is currently meeting the established LOS target for regional parks, but falling short for neighborhood/community parks. This is a result of rapid population growth and is one of the reasons that BPRD is evaluating proximity to neighborhood or community parks as an additional metric to track to evaluate performance. Specific LOS for 2020:

Neighborhood and Community Parks – 7.67 acres/1,000 people

- Regional Parks – 12.1 acres/1,000 people

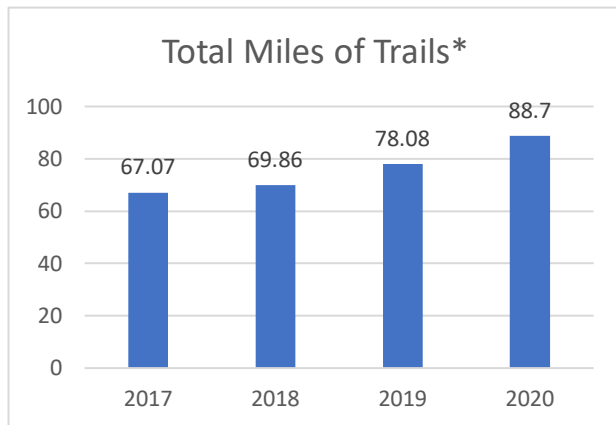


Levels of Service (LOS) in Comprehensive Plan are met or exceeded

Pillar: Operations and Management Practices

Desired Outcome 2: A balance between caring for existing infrastructure and new development

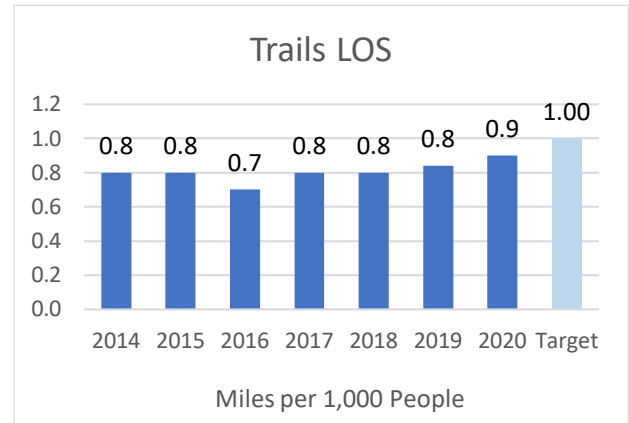
Performance Metric: Total miles of trails provided by BPRD.



*Total trail miles include primary and primary interior trails and do not include connector trails. Increases in 2018 are attributed to a new counting method. Increases in 2019 are partially attributed to digitization of trails/improved mapping. Finally, increases in 2020 are primarily attributed to construction/mapping of multi-use trails through the Tree Farm and Westgate Developments, reclassification of Discovery Park Trails & Alpine Park Trails to Primary Interior Park Trails, and continued field mapping/refinement of the trail database.

Key Performance Indicators (KPI) and Target: LOS for trails is measured annually and has the following target which was reaffirmed in the 2018 comprehensive plan.

- Trails – 1.0 miles/1,000 people



Current Status: BPRD is currently falling short for trail miles. This is a result of rapid population growth and increased densities, and BPRD is actively working to increase trail mileage and improve trail connections to parks. In addition, as with parks, BPRD is evaluating proximity to trails as an additional metric to track to evaluate performance. Specific LOS for 2020:

- Trails – 0.9 miles/1,000 people

Residents Served by Drop-in Activities at Recreation Facilities

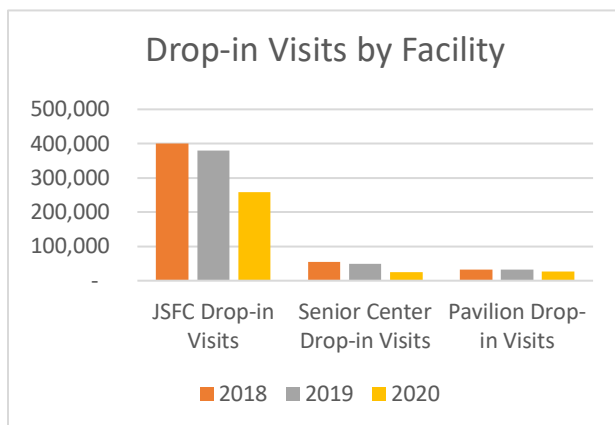
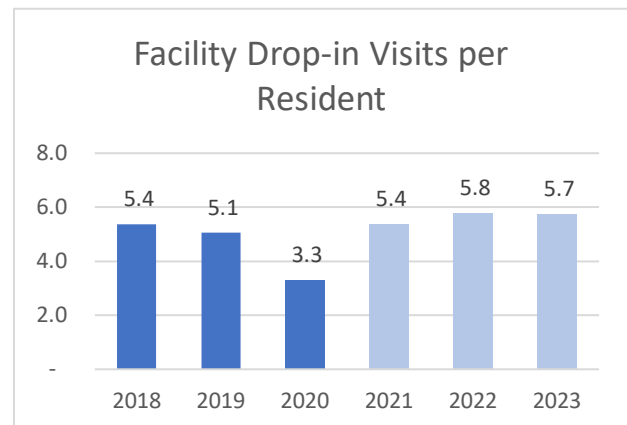
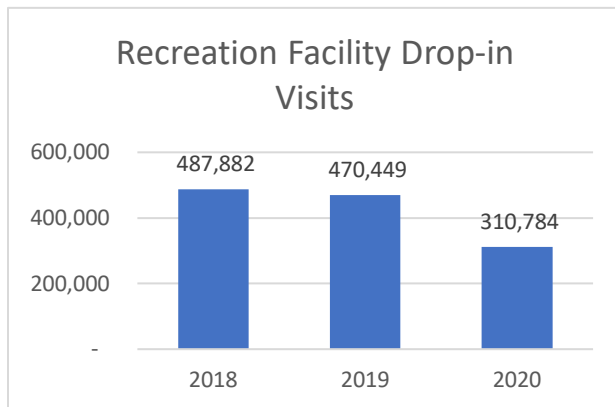
Pillar: Community Relationships

Desired Outcome 3: District Services that are accessible to all

Performance Metric: The number of drop-in visits to district recreation facilities. This includes pass check-ins and single visit admissions for all drop-in activities including swimming, ice skating, roller skating, fitness center and group exercise classes. This does not include visits generated by registered programs and most facility rental groups. Measurement period: Annually from September 1-August 31.

Key Performance Indicator: The number of drop-in visits per resident at district recreation facilities. The baseline has eroded slowly over the past 3 years as population has grown and current facilities are operating near capacity.

Target: With the additional capacity provided by the anticipated opening of Larkspur Community Center, the district's goal is to increase drop-in facility use to 5.5 visits per resident or higher.



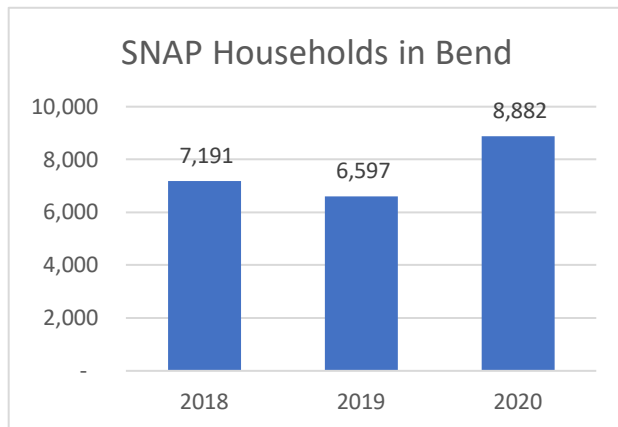
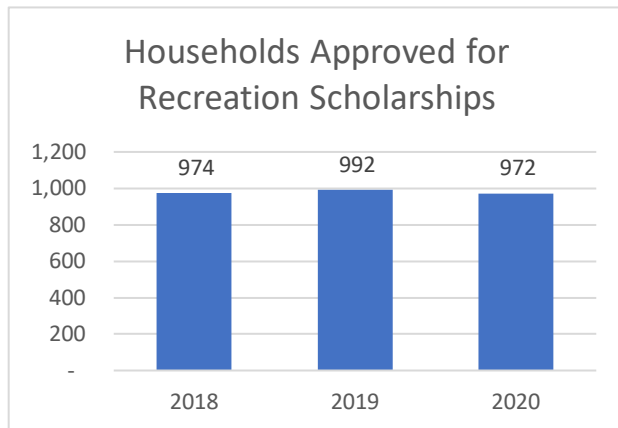
Status: Visits per resident dropped substantially in 2020 to 3.3 visits per resident due to facility closures and capacity limitations resulting from the COVID-19 pandemic from April-August. The 2021 reporting period will also be severely impacted due to continuing facility closures, capacity limitations and the delay of the opening of Larkspur Community Center. It will likely be 2022 before we can begin to recover to pre-pandemic levels.

Scholarship Program Access

Pillar: Community Relationships

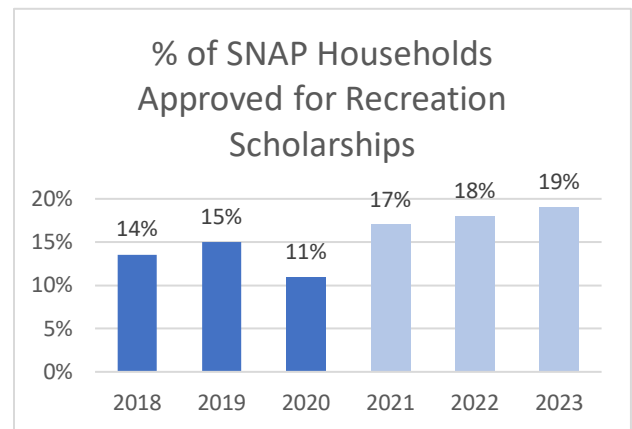
Desired Outcome 3: District Services that are accessible to all

Performance Metric: The number of households that have access to the Recreation Scholarship program. Measurement period: Annually from September 1-August 31.



Key Performance Indicator: The percentage of households qualifying for the recreation scholarship program as a percentage of households qualifying for the Supplemental Nutrition Assistance Program (SNAP). The district uses the same income qualifications as SNAP and the both programs are available to all ages.

Target: The district's goal is to increase 1% annually.



Status: The number of households approved for scholarship is nearly the same as the previous 2-years despite recreation programs being limited greatly the second half of the measurement period due the COVID-19 pandemic. At the same time, the number of households qualifying for SNAP due to the pandemic increased greatly resulting in a drop in percentage of SNAP recipients served from 15% to 11%.

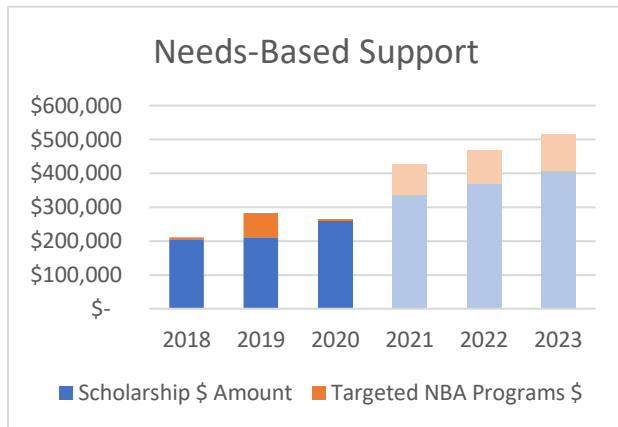
Needs-Based Assistance (NBA) Provided

Pillar: Community Relationships

Desired Outcome 3: District Services that are accessible to all

Performance Metric: Amount of needs-based financial support provided including recreation scholarships and programs that exclusively serve low income populations. Measurement period: Annually from September 1-August 31.

Key Performance Indicator: The year over year increase in the amount of need's based financial support provided.



Target: The district's goal is to increase the amount of financial assistance to low income populations by a minimum 10% annually through continued scholarship program outreach efforts and targeted programming efforts.

Status: The district provided nearly 25% more scholarship assistance this year than the previous two years despite offering substantially less program opportunities due to the pandemic restrictions. The increase in scholarships can be attributed to continued outreach efforts, strong partnerships, improved application process and a new communication plan.

While scholarship use increased, overall needs-based assistance was down 7% since the district was unable to offer summer programs that target low-income populations due to the pandemic. This resulted in most of those funds going unused. Needs-based assistance funding will continue to be impacted in the 2021 measurement period due to less program offerings, the Team- Up all day care program for school age children, and CARES funding supporting the Team-Up program.

Latino Outreach and Support

Pillar: Community Relationships

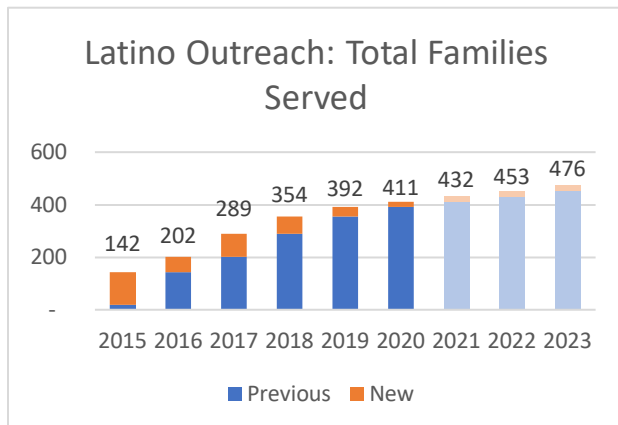
Desired Outcome 3: District Services that are accessible to all

Performance Metric: The number of Latino households or families directly served through the district Latino outreach efforts and support. Measurement period: Annually September 1-August 31.

Key Performance Indicator: The cumulative number of Latino families served by district outreach efforts. Since its inception in 2015, the district has tracked the number of families served. The number of new families reached each year has diminished as the cumulative number of families has grown.

Target: The district's target is to increase the cumulative number served by at least 5% annually.

Status: The district nearly met the 5% target, increasing the cumulative number of Latino households served by 4.8% despite in person outreach being severely limited since the start of the COVID-19 pandemic. What this does not measure is the amount of contact our Latino Outreach specialist had with existing families to help them navigate the many changes and challenges the pandemic created for recreation programs and facilities and park use in general.



Bend Park and Recreation Financial Policies

Financial Planning Policy

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

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

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

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

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

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

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

Financial Forecast

The five year financial forecast shall be prepared at least annually prior to the start of the annual budget and capital improvement prioritization processes. The forecast shall be based on current service levels and funding sources, as well as anticipated changes to service levels and funding. If

appropriate, the forecast shall identify additional resources necessary to continue the provision of current service levels or projected changes in service levels.

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

Responsibilities

The Administrative Services Director shall develop the District's five-year financial forecast, including defining the required elements for the plan and the establishment and use of a common set of economic assumptions. The Finance Department shall constantly test both its financial planning methodology and use of planning tools in order to ensure the provision of timely and accurate information. The Board of Directors shall receive and review a presentation of the forecast, at least annually at the beginning of the budget process.

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 Strategic Plan and departmental annual action plans; by the District's Five-Year Financial Forecast; and by the District's Five-Year Capital Improvement Plan. These plans shall be updated and presented to the Board of Directors prior to the start of the then-current annual budget process.

The Executive Director shall develop and present an Operating Budget to the Board of Directors for consideration and adoption. The Operating Budget shall identify significant financial and service

issues, identify funding requirements and sources of funds, provide supplemental information on programs and service areas, include budget and performance details for all District departments, and relate recommendations to the District's vision and goals.

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

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

Budget Monitoring

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

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

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

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

Review of Proposed Board of Director Actions

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

conduct an annual review to assess if each fund is needed. Each fund in the District shall have a statement of purpose, adopted by resolution of the Board of Directors, which contains several required elements.

Responsibilities

The Executive Director shall present a balanced proposed Operating Budget to the Board of Directors and the Budget Committee on an annual basis. The Budget Committee shall annually consider and approve the Operating Budget, and the Board of Directors shall annually consider and formally adopt the Operating Budget.

Through direction and oversight from the Executive Director, the Administrative Services Director shall coordinate the overall preparation and administration of the District's budget including the process for budget adjustments requiring Board of Director approval; and the department heads shall ensure that their departments comply with budget-related policies and procedures, and shall issue department-specific procedures, as needed, that are consistent with these policies and procedures.

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 models are included in the User Fees and Charges Policy, which is periodically reviewed and approved by the Board of Directors no less than every four years. 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 User Fees philosophy guides the District in setting 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. 12 – 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.

Responsibilities

The SDC Program shall be contained in ordinance and resolutions adopted by the Board of Directors at such times that changes are deemed necessary. The SDC fee shall be adjusted annually based on the rate of change in construction and land costs, and shall be adopted by the Board of Directors.

The Administrative Services Director will oversee compliance of this policy with the participation of all revenue-producing departments and will maintain and monitor roles and responsibilities for the departments. Fee setting will be based on the Board of Director approved User Fees and Charges Policy, and individual fees will be established by the Department Directors and Managers.

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 17% 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 17% 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 revenue source 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.

Responsibilities

The Board of Directors shall commit fund balances and proceeds of specific revenue sources, or remove prior commitments, through adoption of a resolution. The Executive Director shall assign amounts to be used for specific purposes. The Administrative Services Director is responsible for implementation of this policy.

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 (GFOA). Guidelines for these accounting practices shall include, but shall not be limited to, the following:

1. The District shall use fund accounting procedures and practices for accounting, financial reporting and budgeting. The District shall use a fund-based accounting and general ledger system, with all necessary additional modules and/or applications. The District shall use the modified accrual basis of accounting.
2. A system of internal controls and procedures will be maintained to provide reasonable assurance of the safeguarding of assets and proper recording of financial transactions and compliance with applicable laws and regulations.
3. All revenues will be recorded by the Finance Department and be audited annually.
4. Full disclosure of all significant events and financial and related matters will be provided in the financial statements and bond representations. Significant events include delinquencies and defaults related to the District's bonds, adverse tax opinions or events affecting the tax-exempt status of bonds, and other events having a significant impact on the District's finances and outstanding bonds. The Administrative Services Director will notify all the Municipal Securities Rulemaking Board of these significant events.

5. Monthly financial reports summarizing financial activity by fund will be provided to each department (and the Board of Directors if requested) for assisting with informed decisions.
6. The District defines capital assets as assets with an initial individual cost of more than \$5,000 and an estimated useful life in excess of two years. Typical examples are land, improvements to land, easements, buildings, building improvements, vehicles, machinery, equipment, works of art and historical treasures, infrastructure, and various intangible assets. The cost of normal maintenance and repairs that do not add to the value of the asset or materially extend assets' lives are not capitalized.

Financial Reporting

1. Comprehensive Annual Financial Report (CAFR) and Audit - The District shall prepare a CAFR 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 CAFR.
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 CAFR.
3. Availability of Reports to the Public - The District's CAFR and other financial reports will be made available for public inspection and, to the extent practicable, be posted on the District's web site.

Responsibilities

The Board of Directors shall ensure a qualified and competent external auditor is selected and hired to annually perform the District's financial statement audits. The Board of Directors shall also annually receive a review of the District's audited financial statements from the external auditor. The Finance Department shall implement this policy and report to the Executive Director on compliance issues. The Finance Department shall also develop, maintain and monitor accounting and financial management procedures that comply with this policy.

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

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.

The District maintains 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.

Responsibilities

The Board of Directors approves and prioritizes projects that are included on the CIP. The Executive Director and department heads shall annually prepare the five-year Capital Improvement Plan for the Board of Directors to adopt. The Finance Department will prepare the CIP, the financial forecast, the proposed budget, and any other related documents or tools with significant input from the Executive Director and department heads. The Executive Director and department directors will be responsible for planning, assessing, prioritizing, and communicating potential capital improvement needs and projects.

Investment Policy

This policy defines the parameters within which funds are to be invested by the District. The District is a special district whose purpose is to provide park and recreation services. This policy also

formalizes the framework, pursuant to ORS 294.135, for the District's investment activities to ensure effective and judicious management of funds within the scope of this policy.

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

Governing Authority

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

Scope

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

General Objectives

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

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

return (gains and losses due to market value fluctuations) and income return (yield), this policy discourages active trading and turnover of investments. Investments should generally be held to maturity.

Standards of Care

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

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

2. Ethics and Conflicts of Interest - Officers and employees involved in the investment process shall refrain from personal activity that could conflict with the proper execution and management of the investment program, or that could impair their ability to make impartial decisions. Employees and investment officials shall disclose any material interests in financial institutions with which they conduct business. Disclosure shall be made to the governing body. They shall further disclose any personal financial/investment positions that could be related to the performance of the investment portfolio. Employees and officers shall refrain from undertaking personal investment transactions with the same individual with whom business is conducted on behalf of the District. Officers and employees shall, at all times, comply with the State of Oregon Government Standards and Practices code of ethics set forth in ORS Chapter 244.
3. Delegation of Authority and Responsibilities
 - a. The Executive Director will retain ultimate fiduciary responsibility for invested funds.
 - b. Delegation of Authority - Authority to manage investments within the scope of this policy and operate the investment program in accordance with established written procedures and internal controls is granted to the Administrative Services Director, hereinafter referred to as Investment Officer, and derived from the following: ORS 294.035 to 294.048, 294.052, 294.125 to 294.145, and 294.810.

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

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

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

Administration and Operations

- 1. Delivery vs. Payment- All security transactions entered into by the District will be conducted on a delivery vs. payment (DVP) basis.
- 2. Safekeeping - Securities may be held in safekeeping by a third-party custodian designated by the Investment Officer.
- 3. Internal Controls - The Investment Officer and Executive Director are jointly responsible for establishing and maintaining an adequate internal control structure designed to reasonably assure that invested funds are invested within the parameters of this investment policy and, protected from loss, theft or misuse.

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

- 4. Pooling of Funds – Except for cash in certain restricted and special funds, the District will consolidate cash balances from all funds to maximize investment earnings. Investment income will be allocated to the various funds based on their respective participation and in accordance with GAAP.
- 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 18 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).

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 18 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 18 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).

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.

Responsibilities

The authority to adopt and amend this policy lies with the Board of Directors. The Executive Director and the Administrative Services Director shall be responsible for implementing and complying with this policy. The Executive Director and the Administrative Services Director shall review this policy at least every five years.

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 periodically perform a financial analysis and present it to the Board of Directors.

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.

Responsibilities

The authority to elect to fund accrued pension liabilities rather than on a pay-as-you-go basis, and which method is used, lies solely with the Board of Directors. The Executive Director and the Administrative Services Director shall be responsible for implementing and complying with this pension funding policy.

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

Short-term Debt and Interim Financing

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

the Board of Directors, the Executive Director may enter into the following short-term debt and/or interim financing agreements:

1. Lines and Letters of Credit - The District may enter into agreements with commercial banks or other financial entities for purposes of acquiring lines or letters of credit that shall provide the District with access to credit under terms and conditions as specified in such agreements. Before entering into any such agreements, takeout financing or intended amortization for such lines or letters of credit must be planned for and determined to be feasible by the Executive Director and subject to authorization and approval by the Board of Directors.
2. Bond Anticipation Notes - Where their use is determined by the Executive Director to be prudent and advantageous to the District, and subject to authorization and approval by the Board of Directors, the District may choose to issue Bond Anticipation Notes as a source of interim construction financing. Before issuing such notes, takeout financing for such notes must be planned for and determined to be feasible by the Executive Director. Bond Anticipation Notes may be sold in either a competitive or negotiated sale.
3. Tax and Revenue Anticipation Notes - Where their use is determined by the Executive Director to be prudent and advantageous to the District, and subject to authorization and approval by the Board of Directors, the District may choose to issue Tax and Revenue Anticipation Notes to fund internal working capital cash flow needs. Before issuing such notes, cash flow projections will be prepared by the Administrative Services Director and determined to be feasible by the Executive Director. Tax and Revenue Anticipation Notes may be sold in either a competitive or negotiated sale.
4. Other Short-Term Debt may be used when such instruments provide an interest rate advantage or as interim financing.

Long-term Debt

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

1. General Obligation Bonds – The District may issue general obligation debt for capital projects and/or acquisitions, which commits the general obligation of the District. The full faith and credit of the District are pledged to the successive owners of the bonds for the punctual payment of such obligations, when due. General obligation (G.O.) bonds provide the investor with its most secure District transaction, because the District pledges its unlimited authority to levy property taxes for debt service. The District covenants to annually levy a direct ad valorem tax upon all of the taxable property within the District in an amount without limitation as to rate or amount. The taxes, when collected, are required to be applied solely for the purpose of payment of principal and interest on the bonds and for no other purpose until the bonds have been fully paid and discharged.

2. Full Faith and Credit Obligations – The District may issue full faith and credit obligations, for capital projects and/or acquisitions, which benefit the District as a whole, which commit the general obligation of the District. However, unlike GO bonds, the District commits to paying the principal and interest from the District’s current permanent tax levy, and does not covenant to annually levy an additional direct ad valorem tax.
3. Revenue Bonds – The District may issue revenue bonds to fund capital projects and/or acquisitions that generate adequate revenues from user fees to support operations and debt service requirements if doing so will yield clearly identifiable advantages. The bonds shall include written legal covenants which require that revenue sources are adequate to fund annual operating expenses and annual debt service requirements.
4. Capital Leases – The District may enter into capital leases for the purpose of the purchase of buildings, equipment, furniture and/or fixtures. The term of any capital lease shall not exceed the useful life of the asset leased.

Selection of Finance Consultants and Service Providers

The District’s Administrative Services Director shall be responsible for establishing a solicitation and selection process for securing professional services that are required to develop and implement the District’s debt program. Goals of the solicitation and selection process shall include encouraging participation from qualified service providers, both local and national, and securing services at competitive prices. The solicitation and selection process for such services will comply with District requirements for such services, if appropriate.

1. Bond Counsel - As part of the responsibility to oversee and coordinate all District indebtedness, the Administrative Services Director shall make recommendations to the Executive Director regarding the selection of one or more Bond Counsel firms to be engaged and the duration of the engagement. Bond Counsel may be selected for an individual financing, for a series of financings or for a specified period of time. The Executive Director shall make such selection, taking into consideration these recommendations.
2. Underwriters - The Executive Director shall either solicit proposals for underwriting services for all long-term debt, or may select such services by direct-appointment, if in compliance with the District’s purchasing policies and Oregon state statutes. If a solicitation process is used, the process shall include formation of a review committee selected by the Administrative Services Director to evaluate written proposals and, if deemed necessary, conduct oral interviews. The selection of underwriters may be for an individual or series of financings or for a specified period of time. The Executive Director, in consultation with the Administrative Services Director, shall make such selections.
3. Commercial Banks - The Executive Director, in consultation with the Administrative Services Director, may solicit proposals from commercial banks to provide lines of credit, letters of credit, direct loans and direct bank placements as needed. Selection of such providers will be based

upon the 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 Administrative Services Director to evaluate written proposals and, if deemed necessary, conduct oral interviews. The time period for engagement may relate to an individual or a series of financings, or for a specified period of time. The Executive Director, in consultation with the Administrative Services Director, shall make such selections. Any firm acting as financial advisor to the District regarding debt issuance must be a registered Municipal Advisor (as defined by the Municipal Securities Rulemaking Board) and must remain in compliance with all securities regulations.
5. Other Service Providers - The Executive Director, in consultation with the Administrative Services Director, shall periodically solicit for providers of other services necessary to carry out the debt issuance activities of the District (paying agents, escrow agents, verification agents, feasibility consultants, rebate consultants, trustees, etc.). The Executive Director, in selecting such additional service providers, shall evaluate the cost and perceived quality of service of the 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 Administrative Services Director shall be responsible for monitoring the interest rates and optional redemption provisions of the District's outstanding debt in order to identify potential current or advance refunding opportunities.
2. Debt Service Savings-Advance Refundings - The District may issue advance refunding bonds (as defined for federal tax law purposes) when advantageous, legally permissible and prudent, and when net present value savings equals or exceeds 5 percent, calculated in accordance with Oregon Administrative Rules on Advance Refundings. In addition, issuance of advance refunding bonds that generate at least 3 percent, but less than 5 percent, net present value debt service savings may be allowed with the approval of the Executive Director, in consultation with the Administrative Services Director. Such approval, if given, shall be based upon an opportunity cost analysis of the savings benefits of executing the advance refunding versus waiting for a possible future decline in interest rates.
3. Debt Service Savings-Current Refundings - The District may issue current refunding bonds (as defined for federal tax law purposes) when advantageous, legally permissible and prudent.
4. Restructuring of Debt - The District may choose to refund outstanding indebtedness when existing bond covenants or other financial structures impinge on prudent and sound financial management. Savings requirements for current or advance refundings undertaken to restructure debt may be waived by the Executive Director upon a finding that such a restructuring is in the District's overall best financial interests.
5. Open Market Purchase of District Securities - The District may choose to defease its outstanding indebtedness through purchases of its securities on the open market when market conditions make such an option financially feasible.

Rebate Compliance and Other Post-Issuance Responsibilities

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

Disclosure

1. Primary Market Disclosure - The Administrative Services Director shall be responsible for establishing a process for the review, approval and publication of official primary market disclosure information. Such process shall be periodically reviewed to ensure that the District is complying with legal requirements and following accepted best practices with respect to primary market disclosure.

2. Continuing Disclosure - The Administrative Services Director shall be responsible for preparing and providing required continuing disclosure information to the Electronic Municipal Market Access (“EMMA”) or any such successor organization designed to assist Districts in maintaining compliance with disclosure standards promulgated by state and national regulatory bodies. The Administrative Services Director shall also be responsible for establishing and maintaining a process to guide continuing disclosure actions and responsibilities. Additionally, the Administrative Services Director may determine that it is in the District’s best interest to prepare and provide information beyond the minimum continuing disclosure requirements, and may prepare and provide such information from time-to-time.

Responsibilities

The Executive Director and the Administrative Services Director shall be responsible for implementing and complying with this policy. All short-term or long-term debt financings shall be authorized by a resolution of the Board of Directors.

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.

BMPRD RESOLUTION NO. 2021-06**A RESOLUTION OF THE BEND METRO PARK AND RECREATION DISTRICT BOARD OF
DIRECTORS ADOPTING THE BUDGET AND MAKING APPROPRIATIONS****ADOPTING THE BUDGET**

BE IT RESOLVED that the Board of Directors of the Bend Metro Park and Recreation District hereby adopts the budget for fiscal year 2021-22 in the total amount of \$81,233,054.

MAKING APPROPRIATIONS

BE IT RESOLVED that the amounts for the fiscal year beginning July 1, 2021 and for the purposes shown below are hereby appropriated:

General Fund:

Director's Office and Administrative Services	\$	3,733,330
Strategic Planning and Design		1,495,000
Community Relations		913,030
Park Services		7,470,336
Recreation Services		12,597,388
Interfund Transfers		5,500,000
Debt Service		507,843
Operating Contingency		2,646,168
Total Appropriations	\$	34,863,095
Unappropriated Ending Fund Balance		2,000,000
Total General Fund	\$	36,863,095

Facility Rental Special Revenue Fund:

Facility Rental Program		391,212
Capital Outlay		90,000
Operating Contingency		1,142,163
Total Appropriations	\$	1,623,375

System Development Charges Special Revenue Fund:

System Development Charges Program		40,000
Capital Outlay		19,687,328
Interfund Transfers		625,000
Operating Contingency		3,466,867
Total Appropriations	\$	23,819,195

Facility Reserve Fund:

Capital Outlay		4,536,503
Operating Contingency		2,444,744
Total Appropriations	\$	6,981,247
Reserved for Future Expenditures		8,970,000
Total Facility Reserve Fund	\$	15,951,247

Equipment Reserve Fund

Capital Outlay	293,000
Total Appropriations	\$ 293,000
Reserved for Future Expenditures	674,410
Total Equipment Reserve Fund	\$ 967,410

GO Bond Debt Service Fund:

Debt Service	2,008,732
Total Appropriations	\$ 2,008,732

Total Bend Metro Park and Recreation District:

Total Appropriations, Including Operating Contingency	69,588,644
Total Unappropriated and Reserve Amounts	11,644,410
Total Bend Metro Park and Recreation District Budget	\$ 81,233,054

Miscellaneous. All pronouns contained in this Resolution, and any variations thereof, will be deemed to refer to the masculine, feminine, or neutral, singular or plural, as the context may require. The singular includes the plural and the plural includes the singular. The word "or" is not exclusive. The words "include," "includes," and "including" are not limiting. The provisions of this Resolution are severable. If any section, subsection, sentence, clause, or portion of this Resolution is for any reason held invalid, unenforceable, or unconstitutional, such invalid, unenforceable, or unconstitutional section, subsection, sentence, clause, or portion will (a) yield to a construction permitting enforcement to the maximum extent permitted by applicable law, and (b) not affect the validity, enforceability, or constitutionality of the remaining portion of this Resolution. This Resolution may be corrected by resolution of the board to cure editorial or clerical errors.

ADOPTED by the Board of Directors of the District on this 1 day of June 2021.


 Nathan Hovekamp, Board Chair

Attest:


 Don P. Horton, Executive Director

BMPRD RESOLUTION NO. 2021-07

**A RESOLUTION OF THE BEND METRO PARK AND RECREATION DISTRICT BOARD OF DIRECTORS
IMPOSING AND CATEGORIZING TAXES**

IMPOSING THE TAX

BE IT RESOLVED that the Board of Directors of the Bend Metro Park and Recreation District hereby imposes the following ad valorem property taxes for tax year 2021-22 upon the assessed value of all taxable property within the District:

1. At the rate of \$1.461 per \$1,000 of assessed value for permanent rate tax; and
2. In the amount of \$1,944,611 for debt service for general obligation bonds.

CATEGORIZING THE TAX

BE IT RESOLVED that the taxes imposed are hereby categorized for purposes of Article XI section 11b as:

General Government Limitation

Permanent Rate Tax.....\$1.461 / \$1,000

Excluded from Limitation

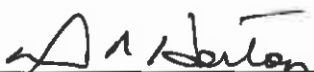
General Obligation Bond Debt Service\$1,944,611

Miscellaneous. All pronouns contained in this Resolution, and any variations thereof, will be deemed to refer to the masculine, feminine, or neutral, singular or plural, as the context may require. The singular includes the plural and the plural includes the singular. The word "or" is not exclusive. The words "include," "includes," and "including" are not limiting. The provisions of this Resolution are severable. If any section, subsection, sentence, clause, or portion of this Resolution is for any reason held invalid, unenforceable, or unconstitutional, such invalid, unenforceable, or unconstitutional section, subsection, sentence, clause, or portion will (a) yield to a construction permitting enforcement to the maximum extent permitted by applicable law, and (b) not affect the validity, enforceability, or constitutionality of the remaining portion of this Resolution. This Resolution may be corrected by resolution of the board to cure editorial or clerical errors.

ADOPTED by the Board of Directors of the District on this 1st day of June 2021.


Nathan Hovekamp, Board Chair

Attest:


Don P. Horton, Executive Director

Affidavit of Publication

STATE OF OREGON, COUNTY OF DESCHUTES

I, **Rachel Liening**, a citizen of the United State and a resident of the county aforesaid; I am over the age of eighteen years, and not part to or interested in the above-entitled matter. I am the principal clerk of the printer of

The Bulletin

PO Box 6020, Bend, Oregon 97708

a daily newspaper of general circulation, published in the aforesaid county and state as defined by ORS 192.010 and ORS 192.020, that

Acct Name: BEND PARK & RECREATION DIST LEGALS

PO Number:

Legal Description: Legal Notice

NOTICE OF BUDGET COMMITTEE MEETING

Two public meetings of the Budget Committee of the Bend Metro Park and Recreation District, Deschutes County, State of Oregon, to discuss the budget and the Capital Improvement Plan for the fiscal year July 1

a printed copy of which is hereto affixed was published in each regular and entire issue of the said newspaper and not in any supplement thereof on the following dates to wit:

05/04/2021

I certify (or declare) under penalty of perjury that the foregoing is true and correct.


Signature

Dated at Bend, Oregon, this 4th day of May, 2021

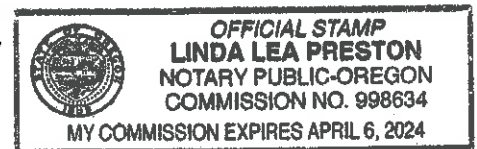
AdName: 139915

State of Oregon, County of Deschutes

Subscribed and Sworn to before me this 4 day of May, 20 21 by



Notary Public for Oregon



No. _____
In the _____ Court of the

STATE OF OREGON
for the
COUNTY OF DESCHUTES

AFFIDAVIT OF PUBLICATION

Filed _____

By _____

From the office of _____

Attorney for _____

a printed copy of which is hereto
newspaper and not in any supplement.
05/04/2021

I certify (or declare) under penalty of perjury that the
County of Deschutes
on to before me this 4 day of May, 2021

Create or find Classifieds at www.bendbulletin.com

Legal Notices & Public Notices	1001 Legal Notices & Public Notices	1001 Legal Notices & Public Notices	1001 Legal Notices & Public Notices	1001 Legal Notices & Public Notices
<p>(NRCS) the of a Draft Plan-En-I Assess-Plan-EA) one Pine District are Mod-Project. Irrigation proposes to District's a system a optimal of water d reduce nstruct a r cross-Crooked enter the rom the boundary, miles of d buried 1 decom-7 miles of i. The pro-ject would irrigation management y, reduce operations maintenance l enhance in the River. hutes Ba-of Control ject spon-one Pine District is t co-spon-ners Con-Alliance ng NRCS nning pro-proposed ents may lly funded he Water-ection and vention Act L 83-566). ed project in Crook, and De-Counties, The Na-tional Environmental t and the n Environ-ality's reg-at 40 CFR</p>	<p>Parts 1500-1508 require evaluations of the potential effects of federally funded projects on human and natural resources. These evaluations include input from the public. NRCS has reviewed the potential impacts of the project and released a Draft Plan-EA for public and agency review.</p> <p>You are invited to attend a virtual public meeting to provide input on this project. At the virtual meeting, project partners will present the range of resource issues associated with the project and alternatives to addressing system improvements in Lone Pine Irrigation District. The presentation will be followed by a question and answer session.</p> <p>Date: May 5, 2021 Time: 6:00 PM to 7:00 PM</p> <p>Register at: www.oregonwatershedplans.org</p> <p>The meeting will be held virtually using Zoom. A recording of the meeting will be available afterward at the same website. Media inquiries should be sent to Margi Hoffmann at margi.hoffmann@fcasolutions.org.</p> <p>Comments on the Draft Plan-EA may be submitted during a public comment period starting April 20, 2021 and ending on May 20, 2021. You can view the complete Draft Plan-EA and other project information online at www.oregonwatershedplans.org.</p>	<p>org. A printed copy of the Draft Plan-EA is also available at the Deschutes Public Library Redmond Branch (827 SW Deschutes Ave, Redmond, OR 97756). Comments may be emailed to lonepinecomments@gmail.com, submitted online at www.oregonwatershedplans.org, or mailed to:</p> <p>Farmers Conservation Alliance 102 State Street Hood River, OR 97031</p> <p>Legal Notice NOTICE OF BUDGET COMMITTEE MEETING</p> <p>Two public meetings of the Budget Committee of the Bend Metro Park and Recreation District, Deschutes County, State of Oregon, to discuss the budget and the Capital Improvement Plan for the fiscal year July 1, 2021 to June 30, 2022 will be held in a Zoom webinar. The link can be found on the budget committee meeting agenda on the district's website: https://www.bendparksandrec.org/board_meetings, or viewers may contact Sheila Reed at sheila@bendparksandrec.org for a link to the meeting.</p> <p>The meetings will occur on May 18 at 4:00 pm, and May 20 and May 21 (tentative) 2021 at 5:30 pm. The purpose of the meetings is to receive the budget message and to receive comment from the public on the budget. A copy of the budget document may be viewed</p>	<p>on or after May 11, 2021 on the District's website at https://www.bendparksandrec.org/finance.</p> <p>These are public meetings where deliberation of the Budget Committee will take place. The board welcomes input from individuals at our public meetings about agenda-related issues. Members of the community who wish to make public comment are asked to use the link above to join the meeting. To provide a public comment at the start of the meeting, click on the "Raise Hand" option. You will be called into the meeting in the order received. Visitors should turn on their cameras and microphones, remarks should be limited to 3 minutes or less and relevant to the district's proposed budget. If there are questions, follow up will occur after the meeting. Thank you for your involvement.</p> <p>Legal Notice NOTICE OF SALE</p> <p>Grantor: Horse Butte Equestrian Center, LLC</p> <p>Successor Trustee: MARTIN E. HANSEN FRANCIS HANSEN & MARTIN LLP 1148 NW Hill Street, Bend OR 97703</p> <p>Beneficiary: GP LLC</p> <p>Legal Description of real property covered by the Trust Deed: See Exhibit A for Legal Description of Property</p> <p>Promissory Note Information:</p> <p>Parties: Elizabeth C.</p>	<p>McCool and Horse Butte Equestrian, LLC</p> <p>Amount of Note: \$1,950,000.00</p> <p>Date of Note: February 8, 2017</p> <p>Trust Deed Recording Information: Document No. 2017-05240, Deschutes County Records</p> <p>Date of Recording: February 8, 2017</p> <p>Modification of Promissory Note and Trust Deed Information:</p> <p>Parties: Elizabeth C. McCool, Daniel F. McCool, Horse Butte Equestrian Center, LLC, and GP LLC.</p> <p>Date of Modification: February 8, 2018</p> <p>Appointment of Beneficiary's Successor Trustee Recording Information: Document No. 2021-04434 Deschutes County Records</p> <p>Date of Recording: January 22, 2021</p> <p>Default for which foreclosure is made is the following:</p> <p>Failure to make final payment of the entire balance of principal and accrued but unpaid interest on or before February 8, 2019, failure to pay real property taxes, and imposition of second position First Interstate Bank lien in the amount of \$300,000.</p> <p>By reason of the default, Beneficiary has declared all sums owing on all obligations secured by the trust deed immediately due and payable. The sums owing on all obligations secured by the trust deed are:</p> <p>Principal balance and interest through January 6, 2021,</p>

Affidavit of Publication

STATE OF OREGON, COUNTY OF DESCHUTES

I, **Rachel Liening**, a citizen of the United State and a resident of the county aforesaid; I am over the age of eighteen years, and not part to or interested in the above-entitled matter. I am the principal clerk of the printer of

The Bulletin

PO Box 6020, Bend, Oregon 97708

a daily newspaper of general circulation, published in the aforesaid county and state as defined by ORS 192.010 and ORS 192.020, that

Acct Name: BEND PARK & RECREATION DIST LEGALS


PO Number:

Legal Description:

a printed copy of which is hereto affixed was published in each regular and entire issue of the said newspaper and not in any supplement thereof on the following dates to wit:

05/26/2021

I certify (or declare) under penalty of perjury that the foregoing is true and correct.


Signature

Dated at Bend, Oregon, this 26th day of May, 2021

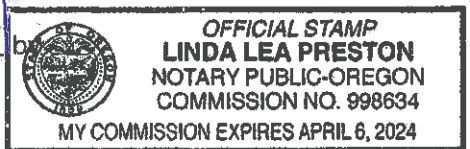
AdName: 141094

State of Oregon, County of Deschutes

Subscribed and Sworn to before me this 26 day of May, 2021



Notary Public for Oregon



No. _____
In the _____ Court of the

STATE OF OREGON
for the
COUNTY OF DESCHUTES

AFFIDAVIT OF PUBLICATION

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From the office of _____

Attorney for _____

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Legal Notice

The Circuit Court of the State of Oregon for the County of Deschutes, Probate Department, has appointed Catherine L. Colburn as Personal Representative of the Estate of Edward B. Colburn, deceased, in Case Number 21PB03437. All persons having claims against said estate are required to present the same to the Personal Representative c/o Estana Law Group, LLC, 2685 NW Crossing Drive, Bend, OR 97703, within four months from the date of first publication of this notice as stated below, or they may be barred. All persons whose rights may be affected by this proceeding may obtain additional information from the records of the court, the Personal Representative, or the attorneys for the Personal Representative. Dated and first published May 12, 2021.

as designated nominee for Taylor, Bean and Whitaker Mortgage Corp., beneficiary of the security instrument, its successors and assigns, as Beneficiary, dated 10/2/2008,

for which the foreclosure is made is: The monthly installment of principal and interest which became due on 5/1/2010, late charges, and all subsequent monthly

Deed due and payable. The amount required to discharge this lien in its entirety as of 4/30/2021 is: \$275,565.12 Said sale shall be held at the hour of 11:00

amounts provided by ORS 86.778. The mailing address of the trustee is: ZBS Law, LLP fka Zieve, Brodnax and Steele, LLP 5 Centerpointe Dr., Suite 400 Lake

Contact us ASAP so that corrections and any adjustments can be made to your ad.
541-385-5809
Bulletin Classifieds

The Bulletin

FORM LB-1

NOTICE OF BUDGET HEARING

A public meeting of the Bend Metro Park and Recreation District will be held virtually on June 1, 2021, at 5:30 pm in a Zoom webinar. The meeting link can be found on the board meeting agenda on the district's website: https://www.bendparksandrec.org/board_meetings, or viewers may contact Sheila Reed sheilar@bendparksandrec.org for a link to the meeting. The purpose of this meeting is to discuss the budget for the fiscal year beginning July 1, 2021, as approved by the Bend Metro Park and Recreation District Budget Committee. A summary of the budget is presented below. A copy of the budget may be obtained online at www.bendparksandrec.org/finance. This budget is for an annual budget period. This budget was prepared on a modified accrual basis of accounting, the same as the preceding year.

Contact: Betsy Tucker

Telephone: 541-706-6140

Email: betsyt@bendparksandrec.org

FINANCIAL SUMMARY - RESOURCES

TOTAL OF ALL FUNDS	Actual Amount 2019-20	Adopted Budget This Year 2020-21	Approved Budget Next Year 2021-22
Beginning Fund Balance/Net Working Capital	47,623,794	34,632,956	35,340,189
Fees, Licenses, Permits, Fines, Assessments & Other Service Charges	13,884,537	15,623,533	16,661,815
Federal, State & all Other Grants, Gifts, Allocations & Donations	147,966	960,450	839,300
Revenue from Bonds and Other Debt	0	0	0
Interfund Transfers / Internal Service Reimbursements	1,909,117	5,890,000	6,295,000
All Other Resources Except Current Year Property Taxes	1,539,169	780,140	428,308
Current Year Property Taxes Estimated to be Received	20,536,747	19,830,091	21,668,442
Total Resources	85,641,330	77,717,170	81,233,054

FINANCIAL SUMMARY - REQUIREMENTS BY OBJECT CLASSIFICATION

Personnel Services	15,495,034	18,802,570	20,455,670
Materials and Services	5,088,065	6,139,666	6,184,626
Capital Outlay	21,592,782	27,963,550	24,606,831
Debt Service	2,434,966	2,479,930	2,516,575
Interfund Transfers	1,754,616	5,795,000	6,125,000
Contingencies	0	8,829,411	9,699,942
Special Payments	1,500,000	0	0
Unappropriated Ending Balance and Reserved for Future Expenditure	0	7,707,043	11,644,410
Total Requirements	47,865,464	77,717,170	81,233,054

FINANCIAL SUMMARY - REQUIREMENTS AND FULL-TIME EQUIVALENT EMPLOYEES (FTE) BY ORGANIZATIONAL UNIT OR PROGRAM *

Name of Organizational Unit or Program FTE for that unit or program			
Administration & Administrative Services Department	2,616,049	3,155,050	3,733,330
FTE	15.60	15.60	15.60
Strategic Planning & Design Department	1,268,746	1,410,388	1,495,000
FTE	11.53	11.84	11.75
Community Relations Department	745,628	852,300	913,030
FTE	5.00	5.00	5.00
Park Services Department	6,542,215	6,867,088	7,470,336
FTE	63.24	70.13	69.04
Recreation Services Department	9,215,857	12,158,461	12,597,388
FTE	123.09	155.31	161.26
Facility Rentals Program	177,893	600,450	391,212
FTE	1.98	3.90	3.55
System Development Charges Program	16,712	50,000	40,000
FTE	0.00	0.00	0.00
Not Allocated to Organizational Unit or Program	27,282,364	52,623,433	54,592,758
FTE	0.00	0.00	0.00
Total Requirements	47,865,464	77,717,170	81,233,054
Total FTE	220.44	261.78	266.20

STATEMENT OF CHANGES IN ACTIVITIES and SOURCES OF FINANCING *

Contributing factors to the net increase in resources is related to forecasting a higher collection rate of 95% for property taxes; higher system development charges received due to a projected increase in local housing development; and the estimated 2020-21 ending fund balance expected to roll over at a higher amount. User fees and charges are budgeted slightly lower than 2020-21 in response to potential COVID-19 impacts. Contributing factors to the net increase in requirements is related to higher personnel costs due to some unique, one-time costs; increased contingency in the general fund due to the unknown outcome of COVID-19 on the recreation department; and a slight reduction in capital outlay because of project completion in 2020-21. The general fund transfer to the park maintenance facility reserve is budgeted to increase by another 2.2 million dollars, and the general fund transfer to the asset management reserves by another 1.5 million dollars, in anticipation of the Juniper Swim & Fitness Center's 2006-07 expansion and renovation project turning 20 years old in 2026-27. Full-time equivalents are expected to increase by 4.42 due to changes across departments to part-time staff. In addition, the district has budgeted for one part-time position in the recreation outreach division to change to full-time.

PROPERTY TAX LEVIES

	Rate or Amount Imposed 2019-20	Rate or Amount Imposed This Year 2020-21	Rate or Amount Approved Next Year 2021-22
Permanent Rate Levy (rate limit 1.461 per \$1,000)	1.461	1.461	1.461
Local Option Levy	0	0	0
Levy For General Obligation Bonds	1,963,132	2,068,550	1,944,611

STATEMENT OF INDEBTEDNESS

LONG TERM DEBT	Estimated Debt Outstanding on July 1.	Estimated Debt Authorized, But Not Incurred on July 1
General Obligation Bonds	21,550,000	0
Other Bonds	0	0
Other Borrowings	1,907,096	0
Total	23,457,096	0

* If more space is needed to complete any section of this form, insert lines (rows) on this sheet. You may delete blank lines.

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