



Proposed Budget

July 1, 2024 to June 30, 2025

Fiscal Year 2025





Bend Park & Recreation DISTRICT

Budget Committee

Fiscal Year 2024-25

Board Members

Nathan Hovekamp
Jodie Barram
Deb Schoen
Donna Owens
Cary Schneider

Citizen Members

Daryl Parrish
Corey Johnson
Cara Marsh-Rhodes
Joanne Matthews
Abigail Schneider

Staff

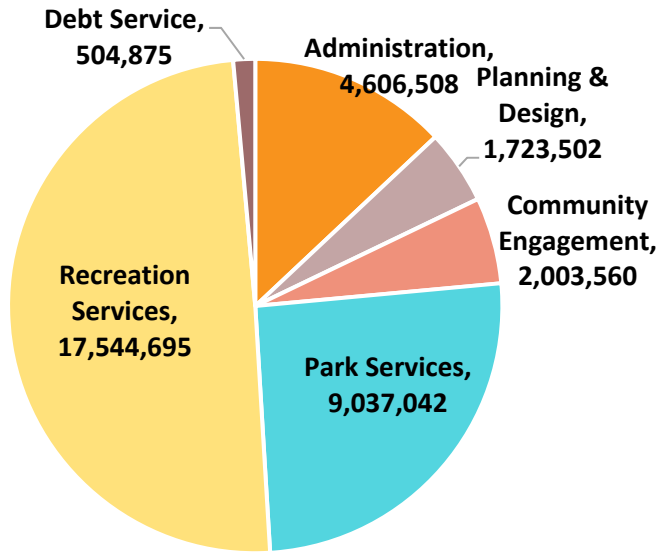
Outgoing Executive Director
Don Horton
Incoming Executive Director
Michelle Healy
Administrative Services Director
Kristin Toney
Recreation Services Director
Matt Mercer
Community Engagement Director
Julie Brown
Planning and Development Director
Brian Hudspeth
Park Services Director
Sasha Sulia
Finance Manager
Eric Baird



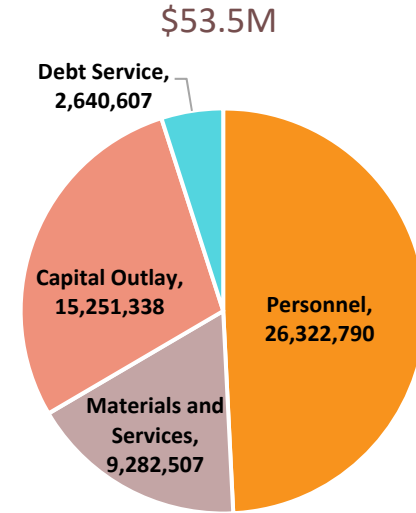
Bend Park & Recreation District
799 SW Columbia Street
Bend, OR 97702
541-389-7275
www.bendparksandrec.org

BUDGET IN BRIEF

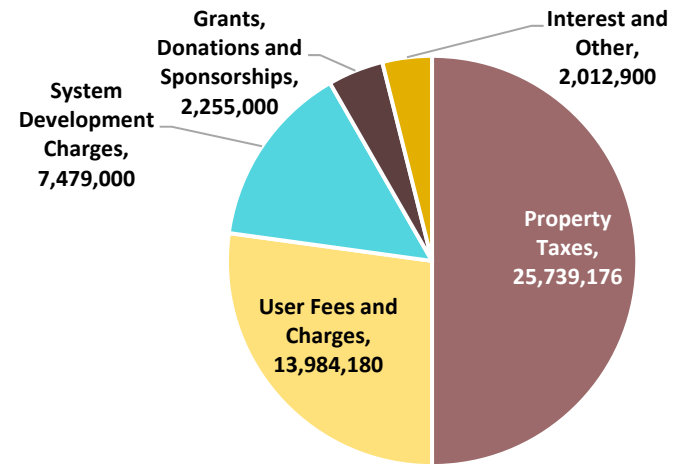
What does it **cost to operate** the district? \$35.4M



What is the district's **total budget** with capital projects? \$53.5M



How much and where does the district's money come from? \$51.5M



Average over 625 employees that make up 297 Full Time Equivalents

Full-Time Positions	155
Part-Time Benefited	46
Part-Time/Seasonal Positions	96

2024-25 Proposed Budget Table of Contents

District Budget Message	6	Department Summaries	45
		Executive Director's Office, HR & Administrative Services	48
Readers Guide	10	Planning and Design	51
		Community Engagement	54
Budget Summary	12	Parks Services	57
Background	12	Recreation Services	60
Budget Process	14	Performance Measure	63
Fund Structure	15		
Economic Outlook	17	Capital Improvement Plan Summary	68
Awards	21		
FY2024-25 Budget Summary	22	Appendices	73
Fund Summaries	27	Appendix A- Financial Forecast	74
General Fund	29	Appendix B- Fund Balance Analysis	82
Rental Special Revenue fund	35	Appendix C- Financial and Budget Policies	87
System Development Charges Special Revenue Fund	37	Appendix D- Glossary	99
Facility Reserve Fund	39	Appendix E- Required Legal postings and Resolutions	105
Equipment Reserve Fund	41		
Debt Service Fund	43		

District Budget Message - Budget for Fiscal Year 2024-2025

Bend Park and Recreation Budget Committee Members and District Residents,

In celebration of fifty years of being a leader in building a community connected to nature, active lifestyles and one another, we are pleased to present the Bend Park and Recreation District (district) proposed Annual Budget for the fiscal year beginning July 1, 2024 and ending June 30, 2025 (FY25). 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. Dozens of people worked to develop this spending plan by contributing program proposals, evaluations of capital needs, operational priorities and goals for the upcoming year.

Budgeting is a collaborative 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 and mission. Budget development always has its share of unknown variables that we try to anticipate and prepare for, and in this regard, developing the 2024-25 budget is no different from any other year.

Key Factors Influencing Decisions

The changing economy, district growth, and board priorities influence the FY2024-25 budget development. Specifically, the following priorities influenced decision making for the budget:

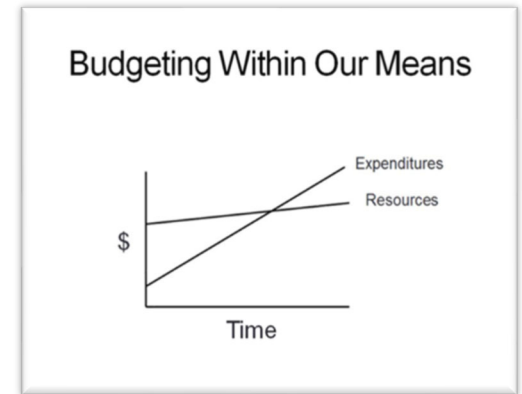
Our Team- Our team is the district's greatest asset. The largest portion of our operating budget is personnel. As we grow so does our staffing along with associated increases in payroll related expenses.

- This budget saw a smaller increase to employee costs compared to last fiscal year with an overall increase of only 3%. A cost of living adjustment is proposed at 4% and performance-based raises up to 3%. The district's unemployment rate was reduced by almost half to 2.6%, along with decreases to workers-compensation estimates. Health insurance increased by 7.95%, which is lower than expected with the market predicting as high as 11%.
- Six new full-time equivalents are proposed in the budget.
- We continue funding the education assistance program along with college scholarships for Kids Inc staff. Selected staff are budgeted to attend outside trainings and conferences. Human Resources continues expanding our internal training program with a new Supervisor Development Initiative to help develop future supervisors and train externally hired supervisors on the district's processes.



Taking care of what we have- Many of our projects funded in the facility reserve fund are to maintain our assets along with our facility operating budgets and park services budgets. Addressing vandalism and safety concerns has increased regular maintenance budgets as well.

- A review conducted by an outside consulting firm regarding safety for our facilities guided our safety decisions and investments this current year at Juniper Swim and Fitness Center. Next fiscal year we will be making safety enhancements at Larkspur Community Center and we will begin at The Pavilion with new security cameras too.
- We have many maintenance projects planned in the Facility Reserve fund and larger projects such as the Sawyer Park project and Sylvan Park playground replacement.
- We continue to save for funds in the Facility Reserve Fund for a new Park Maintenance shop facility that will occur in FY26 and have started to reserve funds for Juniper Swim and Fitness Centers 50-meter pool cover replacement.



Looking to the future- The district is growing and changing as we move into the next fifty years.

- Our System Development Chagres will be funding over \$9.6 million in projects including completing Little Fawn Park, Pine Nursery Park Phase five, the start of the Art Station project and future park land purchases.
- Change and transition of staff, starting with our Executive Director. As we say goodbye to Don and we welcome Michelle into her new role July 1. We have continued to look at our succession planning as we have seen some of our long-term employees retire and other start to plan for their next phase in playing for life.
- Re-organization is occurring in the next fiscal year with re-creating the Director of Planning and Development and Director of Park Services. Communications and Community Relations is now Community Engagement with the former Manager serving as Director and the Park Steward's division and Safety Coordinator joining this new Department.



FY2024-25 Proposed Budget

The district’s Fiscal Year 2024-25 budget shows a balanced budget with healthy reserves for planned future projects and maintaining assets. The proposed budget is anticipating \$51.5 million in revenues and \$53.5 million in expenditures for total budgeted requirements of \$106.5 million, which includes contingencies and reserves. This budget will support 297 full-time equivalent (FTE) employees for \$26 million and has \$15 million in capital spending.

Revenues

The district’s main sources of funding are property taxes, charges for services (user fees) and System Development Charges (SDCs). Revenues for the district are expected to increase by \$3.2 million, a 7% increase over last year’s budget due to growth in property taxes and SDCs along with growing programming.

Expenditures

We continue to feel the impacts of high inflation and labor continues to be a challenge, but we are seeing some relief for both factors. Expenditures for the district’s proposed budget are projected to decrease by \$4.5 million, an 8% decrease compared to last year’s budget. The decrease is mainly in capital spending with large projects that are in the planning phase. Personnel and operating expenditures each saw a 3% increase.

Fund balance

Fund balance is critical for financial stability and flexibility. Reserves aid in governments being able to respond to events, buffer against economic downturns, and are a factor for bond ratings. Therefore, local governments establish a minimum fund balance. With the revision of the reserve balance policy last year, this budget continues our annual look at the needs for minimum fund reserves in our General fund and Reserve funds. All funds are budgeted to have the needed reserves based on the policy, our forecasts and capital improvement plan.

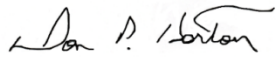
	2024-25 Proposed
Revenues	
Property Taxes	25,739,176
User Fees and Charges	13,984,180
System Development Charges	7,479,000
Grants, Donations and Sponsorships	2,255,000
Interest and Other	2,012,900
Total Revenues	51,470,256
Expenditures	
Personnel	26,322,790
Materials and Services	9,282,507
Capital Outlay	15,251,338
Debt Service	2,640,607
Total Expenditures	53,497,242

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, we wish to express our 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

Outgoing Executive Director



Michelle Healy

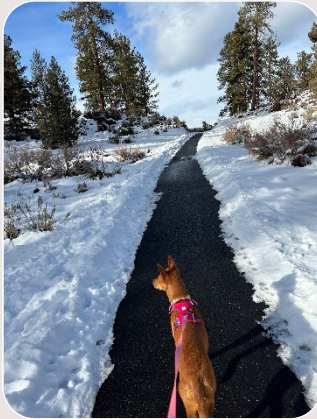
Incoming Executive Director



Kristin Toney

Administrative Services Director





SUMMARY

- The Budget Summary includes a high-level overview about the district, its structure, and budget process. The Summary also presents tables and graphs of the current year's budget.

FUND SUMMARY

- This section explains the fund structure of the district and the purpose of the funds. The budget for each fund is presented along with analysis of past financials and current projections.

DEPARTMENT DETAIL

- This section gives organizational structure of the district. Each department is summarized with its goals for the upcoming year.

CAPITAL SUMMARY

- This plan shows the capital project planning for the district and discusses the projects, the funding and any future costs.

APPENDICES

- Additional information about the district that aid in budget understanding.

BUDGET SUMMARY



Budget Summary Section

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.

This Budget Summary provides information about the district, along with information about the budget process, revenues, expenditures and the district's programs and services. It is intended to provide an accessible, transparent way of learning about the district's budget, while accurately showing how the district invests its resources.

Background

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.

Voters established the Bend Park and Recreation District (district) on May 28, 1974. The district was 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. In 1976, the citizens voted to dedicate property tax funding for the sole purpose of providing this community with park and recreation services.



The district boundaries and population are slightly larger than those of the city of Bend. The city of Bend is in Central Oregon, just east of the Cascade mountain range, and encompasses an area of 37.2 square miles. Bend is the largest city in Central Oregon with a population estimate of 105,000. 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.

District Structure

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.

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.

District System at a Glance

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.

Comprehensive Plan and Strategic Plan

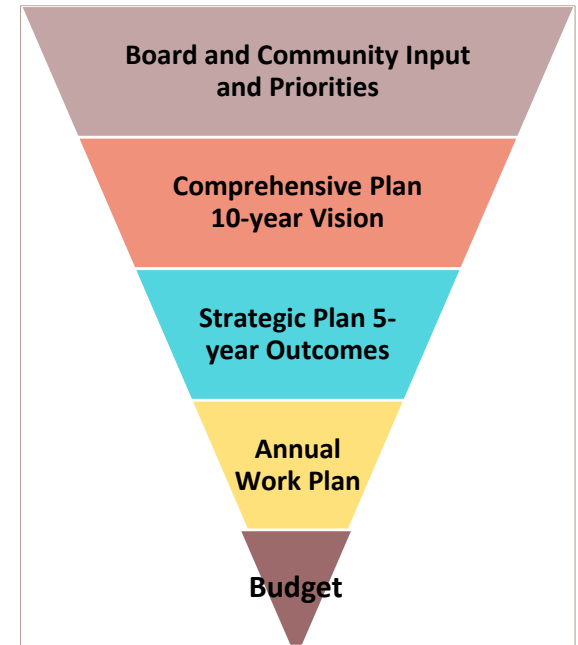
The district also has a Comprehensive Plan and a Strategic Plan. The long-term planning is intended to answer the questions: where are we now?; where do we want to go?; and how will we get there? With the foundation and direction provided by its comprehensive and strategic plans, the district annually 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 and is currently doing an update. The plan is the guiding document for the next ten years of parks and recreation in Bend. 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 indoor recreation facilities.

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. Currently, the district is updating its next strategic plan that will inform the FY2025-2026 Budget.



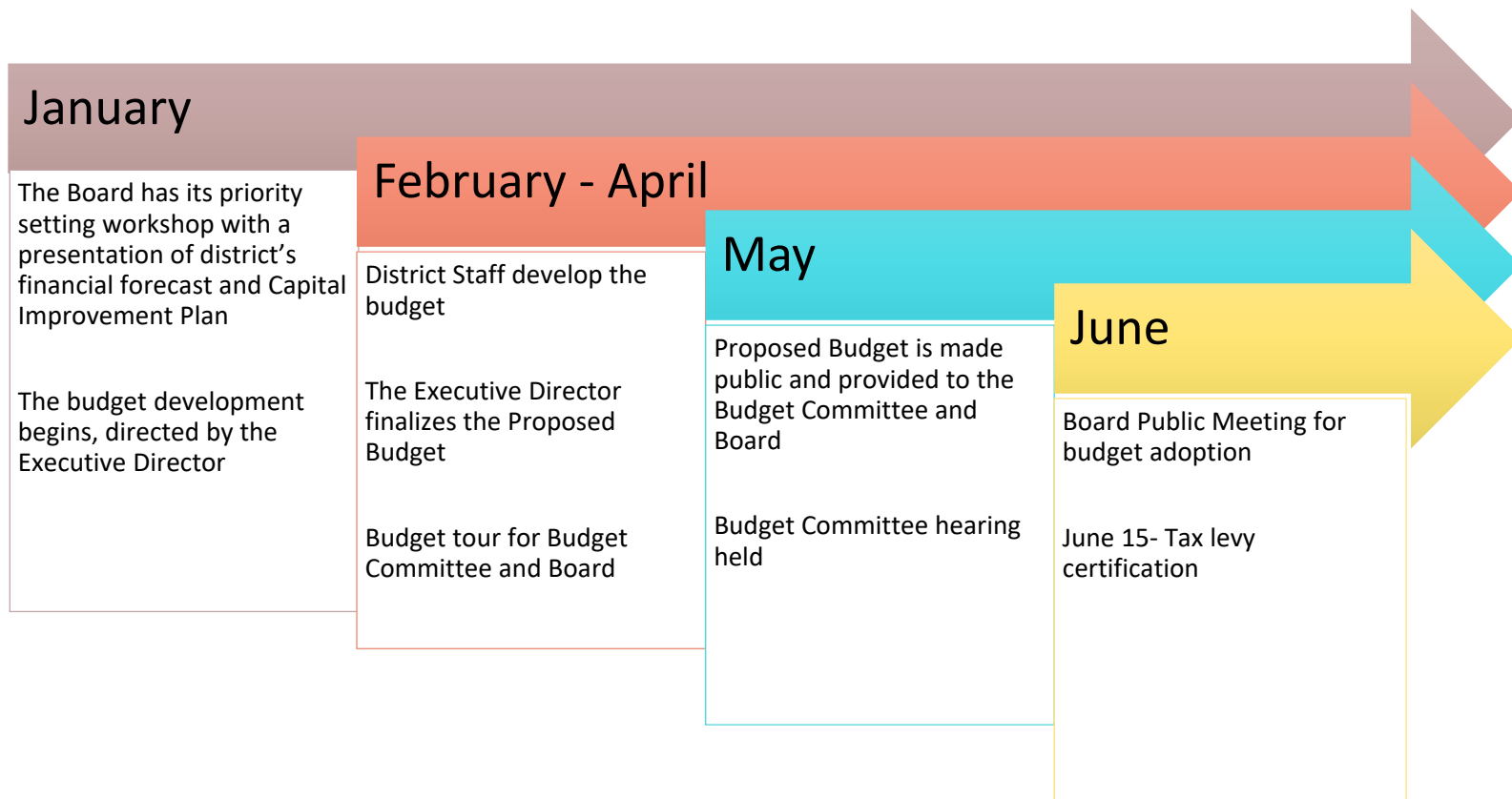
Budget Process

The district plans for the long-term needs of our community through the Comprehensive Plan and the Strategic Plan. Along with these documents, the Capital Improvement Plan is used to budget for capital projects and in the annual plan the budget is developed.

The district follows Local Budget Law established by the State of Oregon. Oregon's Local Budget Law serves the following purposes:

- Establishes standard procedures for preparing, presenting, and administering the budget
- Outlines programs and fiscal policies
- Requires estimates of resources and expenditures
- Encourages community member involvement in the preparation of the budget and public disclosure of the budget before its formal adoption
- Controls expenditure of public funds

To give the public many opportunities to participate in the annual budgeting process, Local Budget Law requires that a Budget Officer be appointed and a Budget Committee, consisting of community members and members of the board be formed. The following chart outlines our process and timing for the budget:



Fund Structure

The activities of the district are funded through various means that are accounted for within specific funds. The district has a comprehensive fund plan for financial accounting in accordance with the provisions of the recommendations of the National Council on Governmental Accounting as outlined in their publication Governmental Accounting, Auditing, and Financial Reporting (GAAFR), which is the standard accounting guide for local governments. Governmental funds are a group of funds that account for activities associated with the district's basic operations. This group of funds uses a modified accrual basis of accounting and focuses on operating revenues and expenditure. The funds used by the district are detailed below. Fund summaries, which provide revenue and expenditure detail, are included within the General Fund and Other Funds sections of this budget document.

Budget and Financial Policies

General Fund	<ul style="list-style-type: none"> •The operating fund of the district and accounts for the general operation of the district 	<p><i>See detailed Financial and Budget Policies in Appendix C.</i> The budget must be “balanced,” and the district can use fund balance as a resource to balance the budget. Fund balance should not be used as a long-term approach to balancing the budget. Planned uses of fund balances should be limited. It is also appropriate to use fund balance when fund balances have increased beyond the reserve requirements due to higher than anticipated revenues. In this circumstance, the use of fund balances will be used for one-time expenditures, not ongoing operating costs. In all circumstances, it is important to retain sufficient undesignated fund balance for unforeseen circumstances.</p>
Rental Special Revenue Fund	<ul style="list-style-type: none"> •Accounts for the proceeds of district facility and park rental revenues 	
System Development Charges (SDC) Special Revenue Fund	<ul style="list-style-type: none"> •Accounts for the acquisition and development of the community’s park system 	
Facility Reserve Fund	<ul style="list-style-type: none"> •Accounts for acquiring, constructing and re-developing parks, trails and buildings 	
Equipment Reserve Fund	<ul style="list-style-type: none"> •Accounts for new and replacement vehicles, furniture, fixtures, equipment and technology 	
General Obligation (GO) Debt Service Fund	<ul style="list-style-type: none"> •Accounts for the accumulation of property taxes levied to pay principal and interest on GO bond debt 	

Basis of Budgeting

The basis of budgeting and accounting refers to when a transaction or related event is recognized in an agency’s budget, or in the operating statement, both of which follow Generally Accepted Accounting Principles. All governmental funds (including the general, special revenue, debt service and capital projects funds) use modified accrual as both the basis of budgeting and for accounting/financial reporting. Under the modified accrual system, revenues are

recognized in the accounting period in which they become “measurable and available.” The Executive Director develops and presents the budget to the Board of Directors for consideration and adoption. The budget identifies 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. Once the budget is adopted, the Administrative Services Director shall maintain a system for financial monitoring and control of the district’s Operating Budget during the fiscal year.

Financial Policies

The following is a summary of the policies that have a direct impact on the budget process; a complete listing of fiscal policies to be adopted with the budget are in Appendix C. 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 considering our long-term service vision and objectives.

Fund Balance and Reserves

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. ***See Appendix B for the Fund Balance analysis to set this year’s minimum fund balance.***

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. 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 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.

Expenditure Policy

Expenses should always be for district operations and strategic goals. Department heads and the Finance Department monitor expenditures. All expenditures must comply with laws, rules and regulations and have proper support and authorization.

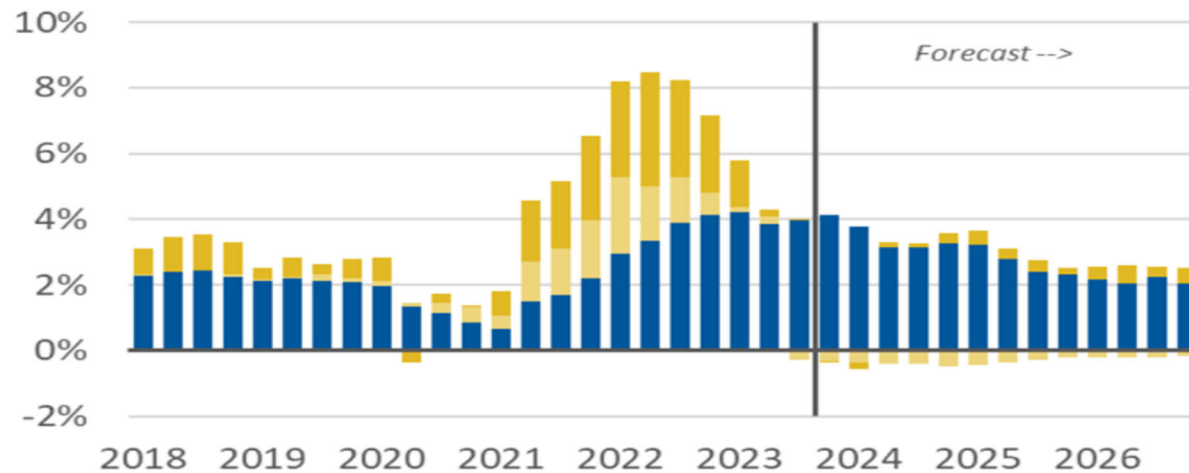
FY2024- 2025 Economic Outlook

We continue to respond by shifting and balancing priorities to ensure the district’s financial stability in an ever-changing environment. Inflation is impacting the development of this forecast along with the likelihood of a recession. Most economic outlooks now call for a mild recession. The district’s living wage ordinance bases increases in CPI-U for Western States released in February, for the month of January.

The district uses the Consumer Price Index for Western States as a general gauge of price inflation this includes all Items, Unadjusted, Urban Consumers (CPI-U).¹

West Region Consumer Price Index

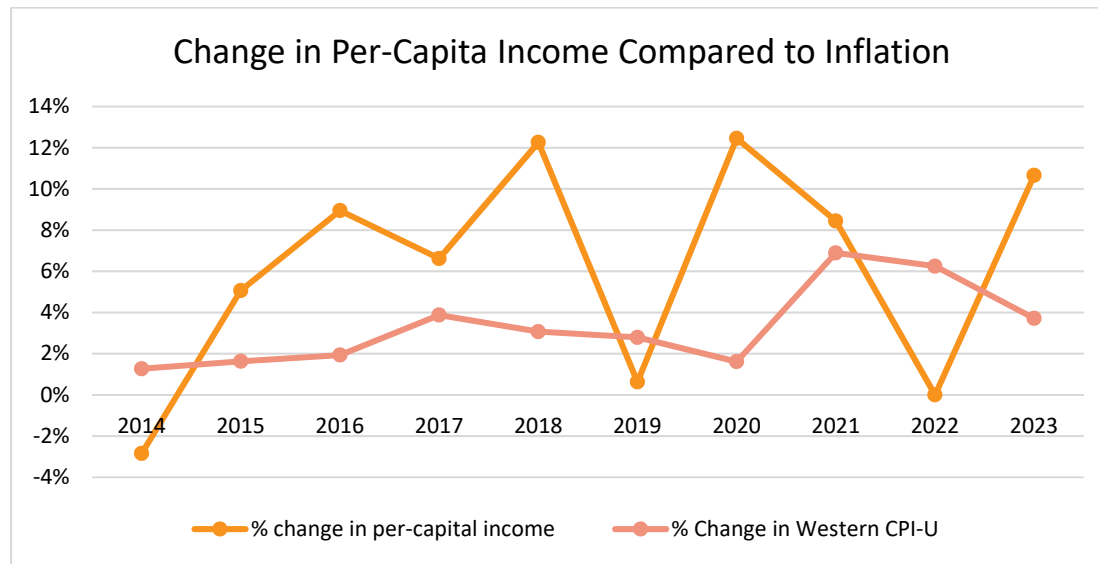
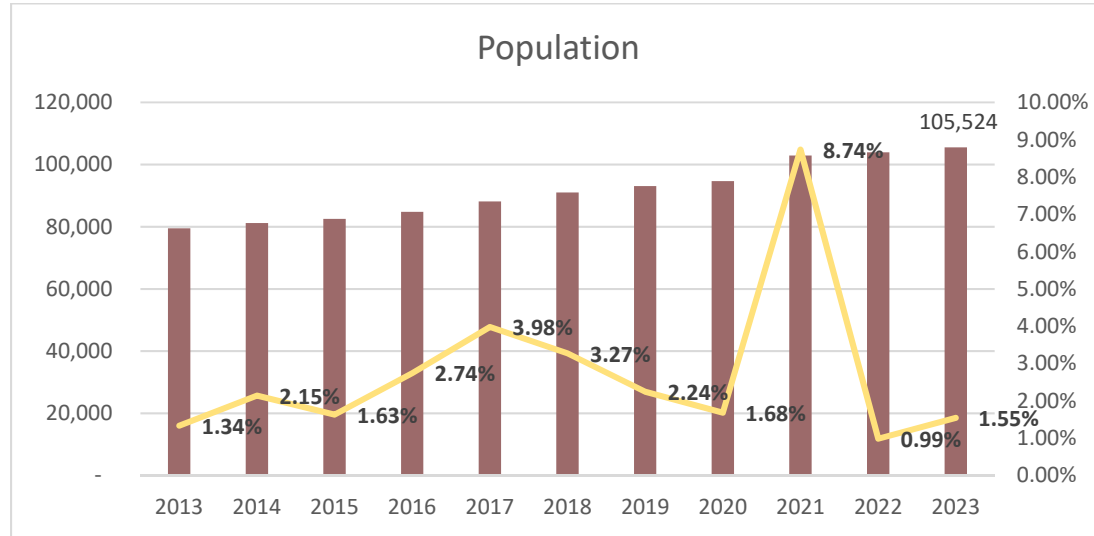
Decomposing year-over-year inflation: **Food and Energy**, **Goods**, and **Services**



Goods and services are excluding food and energy | Latest: 2023q3 | Source: BLS, IHS Markit, OR Office of Econ Analysis

¹ Bureau of Labor Statistics, US Department of Labor

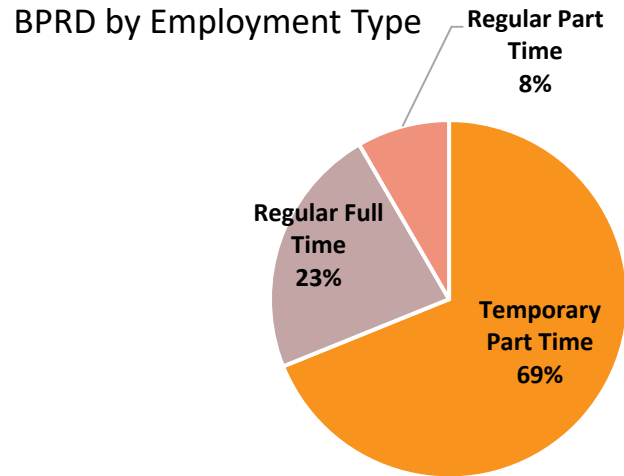
The population's per capita income continues to grow as well, demonstrated by the 11% change compared to inflation of 4%²:



² U.S. Department of Commerce, Bureau of Economic Analysis

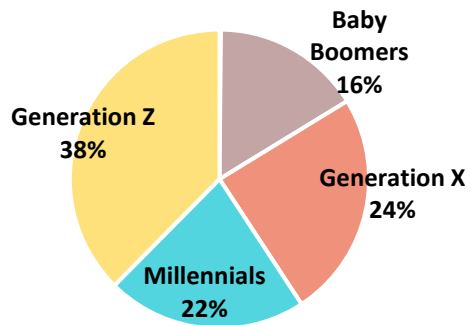
People of the District

The district is nothing without its people. Our services are delivered by staff and we have varying types of employment. We use Full time Equivalent to describe a unit of working a full-time schedule, while actual people we use headcount. Most of the average 625 headcount is in Recreation:

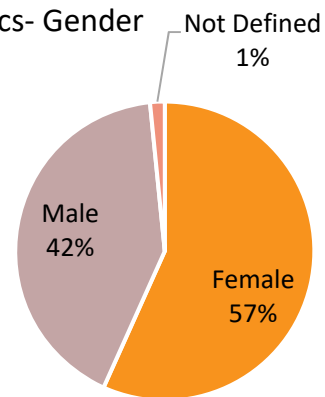


We also employ a variety of demographics that can also vary by part time and seasonal employment.

BPRD Demographics- Generation

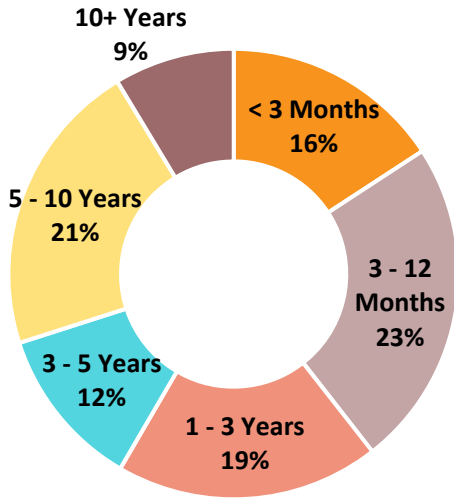


BPRD Demographics- Gender

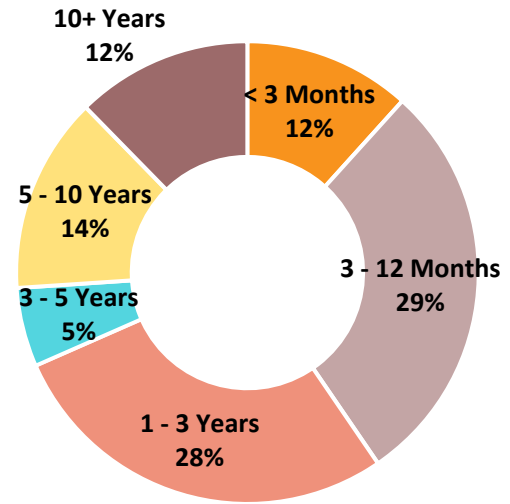


The district keeps longevity in mind especially as we start looking forward for succession planning:

BPRD Staff Tenure Spring 2023



BPRD Staff Tenure Spring 2024



Awards and Accomplishments

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the district for its annual budget for the fiscal year beginning July 1, 2023. The district has received this award for each budget it has prepared in the past eight years. To receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.



FY2024 – 2025 (FY25) Budget Summary

What is the District's Budget? - Overall District Summary

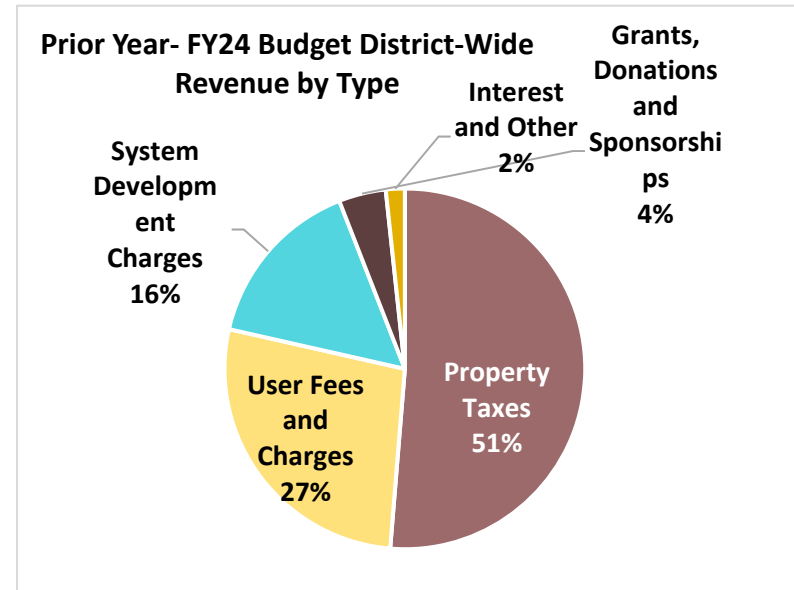
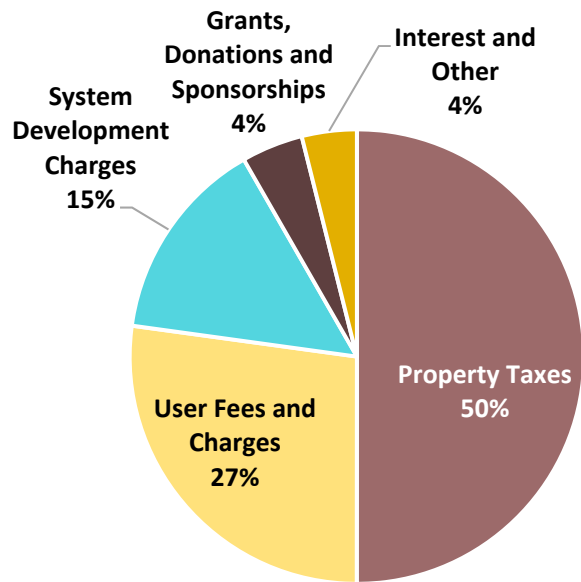
The district's Fiscal Year 2024-2025 is estimated to receive \$51.5 million in revenue. FY25 Budget appropriations are \$53.5 million. This will support 297 full-time equivalent (FTE) employees and \$15.3 million in capital spending. Major changes to the FY25 budget are illustrated below:

	System					2024-25 Proposed	2023-24 Adopted	Change in Budget \$	Change in Budget %
	General Fund	Development Charges Fund	Rental Fund	Reserve Funds	Debt Service Fund				
RESOURCES									
Beginning Fund Balance	\$ 10,546,230	\$ 17,352,789	\$ 1,350,379	\$ 18,520,701	\$ 103,393	\$ 47,873,492	41,755,027		
Revenues									
Property Taxes	23,593,124	-	-	-	2,146,052	25,739,176	24,690,307	1,048,869	4%
User Fees and Charges	13,385,180	-	599,000	-	-	13,984,180	13,107,500	876,680	7%
System Development Charges	-	7,479,000	-	-	-	7,479,000	7,479,000	-	0%
Grants, Donations and Sponsorships	120,000	-	-	2,135,000	-	2,255,000	2,037,163	217,837	11%
Interest and Other	630,900	708,000	62,000	582,000	30,000	2,012,900	965,500	1,047,400	108%
Total Revenues	37,729,204	8,187,000	661,000	2,717,000	2,176,052	51,470,256	48,279,470	3,190,786	7%
Interfund Transfer	615,000			6,600,000		7,215,000	6,865,000	350,000	5%
TOTAL RESOURCES	\$ 48,890,434	\$ 25,539,789	\$ 2,011,379	\$ 27,837,701	\$ 2,279,445	\$ 106,558,748	\$ 96,899,497	9,659,251	10%
REQUIREMENTS									
Expenditures									
Personnel	25,976,900	-	345,890	-	-	26,322,790	25,490,662	832,128	3%
Materials and Services	8,938,407	32,000	97,000	215,100	-	9,282,507	9,043,880	238,627	3%
Capital Outlay	-	9,697,528	85,000	5,468,810	-	15,251,338	20,897,677	(5,646,339)	-27%
Debt Service	504,875	-	-	-	2,135,732	2,640,607	2,599,281	41,326	2%
Total Expenditures	35,420,182	9,729,528	527,890	5,683,910	2,135,732	53,497,242	58,031,500	(4,534,258)	-8%
Interfund Transfer	6,500,000	615,000	100,000	-	-	7,215,000	6,865,000		
Contingency	-	2,000,000	100,000	2,150,000	-	4,250,000	4,300,000		
Reserved	5,792,431	13,195,261	1,283,489	20,003,791	143,713	40,418,685	26,173,564		
TOTAL APPROPRIATIONS	\$ 47,712,613	\$ 25,539,789	\$ 2,011,379	\$ 27,837,701	\$ 2,279,445	\$ 105,380,927	\$ 95,370,064		
Unappropriated Fund Balance	\$ 1,177,821	\$ -	\$ -	\$ -	\$ -	\$ 1,177,821	1,529,433		
TOTAL REQUIREMENTS	\$ 48,890,434	\$ 25,539,789	\$ 2,011,379	\$ 27,837,701	\$ 2,279,445	\$ 106,558,748	\$ 96,899,497		

Where Does the Money Come From? -Revenues

Overall, revenues are estimated at \$51.5 million, a \$3.2 million increase or 7% over the prior year. The largest revenue source is property taxes and User Fees and Charges have grown with our recreation programming. System Development Charges (SDCs) fund new development capital projects and makes up a large portion of the district's revenue. Below is the breakdown of the types of revenue and the comparison for the prior year budget.

FY25 Proposed District-Wide Revenue by Type

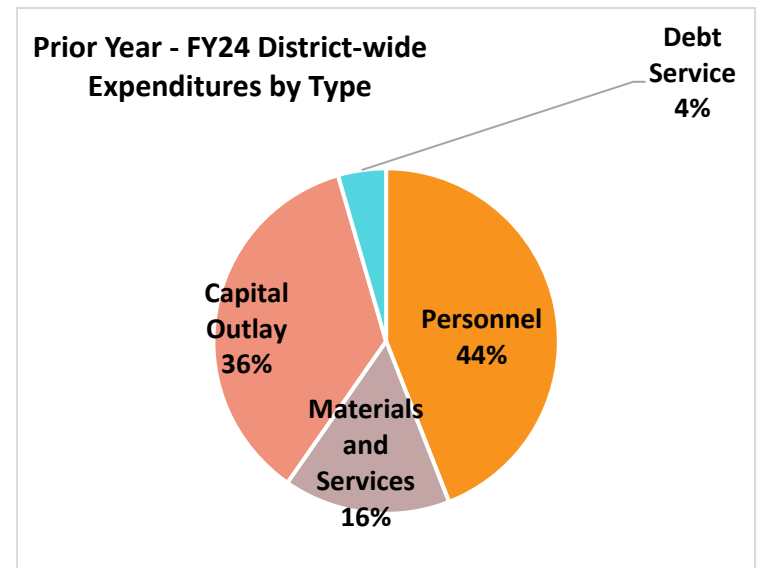
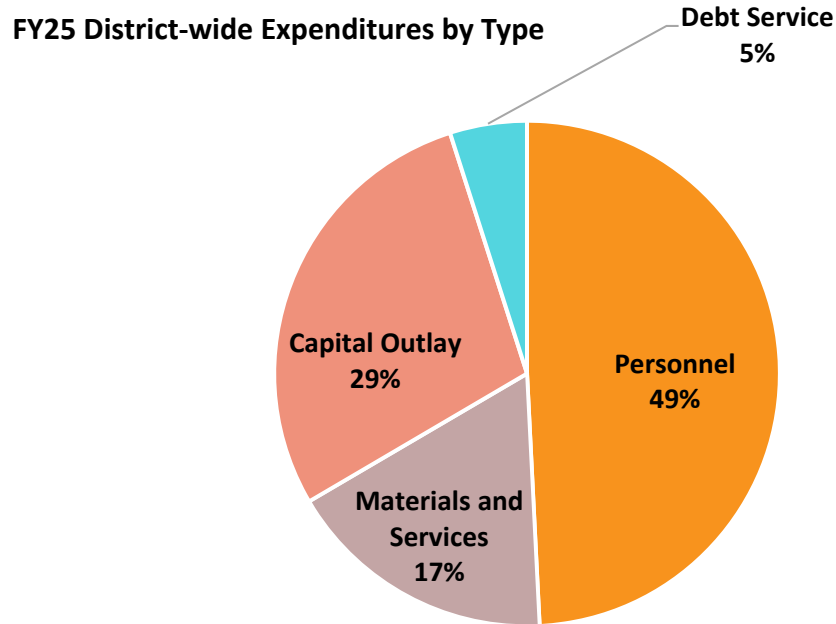


Where Does the Money Go? - Appropriations

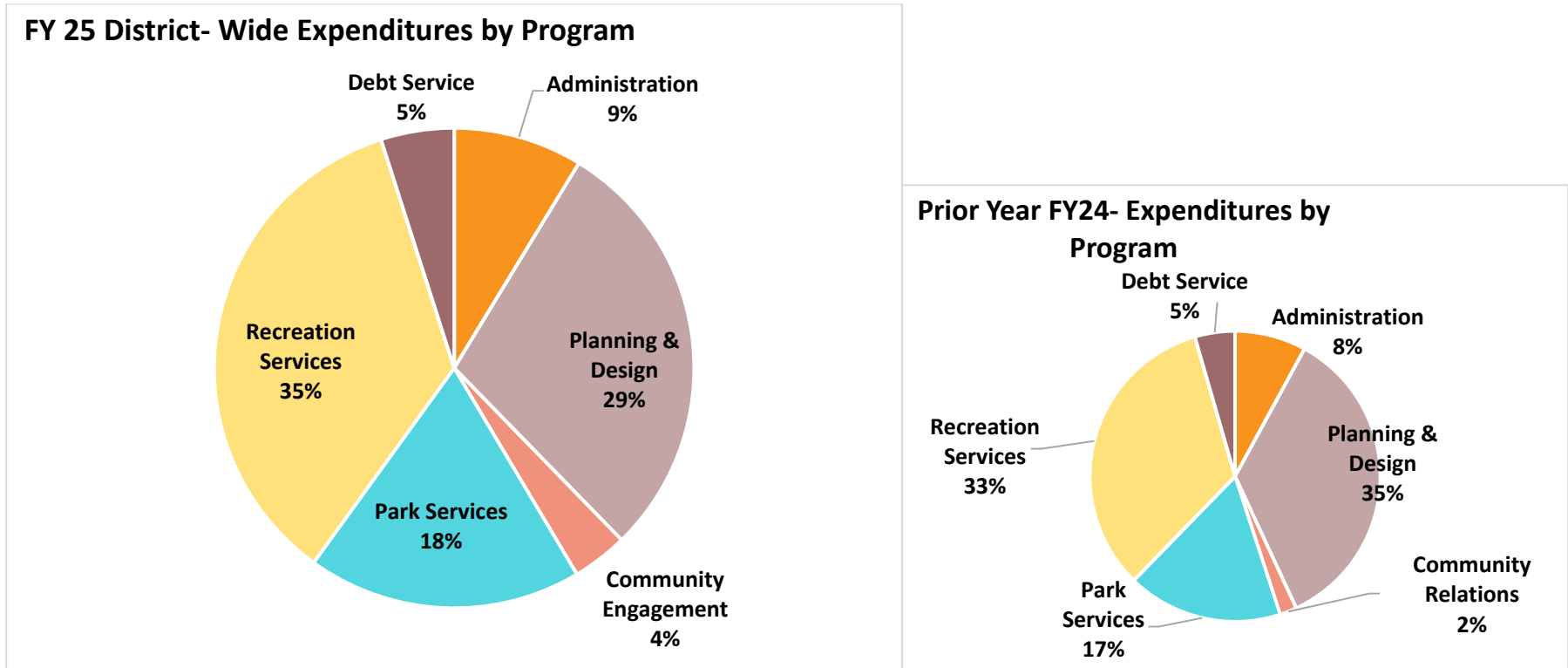
Expenditures, often called “Appropriations,” are classified under one of four major categories: Personnel, Materials and Services, Capital and Debt Service. FY25 appropriations are \$53.5 million, an increase of \$4.5 million or 8% from the prior year. This is mainly due to lower amounts of capital expenditures planned in the prior year than the current year of 27%.

- Personnel increased by \$832,128 or 3% from the prior year. The Benefits Committee recommended a 4% cost of Living adjustment (COLA) for wages and up to 3% based on performance. We saw a health insurance rate increase of 7.95% and a large decrease in unemployment insurance of 2.4%.
- Materials and Services increased by \$238,627 or 3% from the prior year. Growth in our system and new programs along are part of this increase.

The graph below shows the relative percentage of the FY25 budget expenditures for all funds and the comparison from the prior year.



To look at expenditures another way, we can look at from where the money is spent by program:



How Does the District Plan for the Future? - Fund Balance

Fund balance is critical for financial stability and flexibility. Reserves aid in governments being able to respond to events, buffer against economic downturns, and are a factor for bond ratings. Therefore, local governments establish a minimum fund balance. For the FY24 budget we reviewed GFOA’s best practice, and its referenced material, as well as GFOA case studies and examples of polices from other local governments. See Appendix B for the full analysis. We are recommending the following minimum reserves:

- **General Fund-** Minimum fund balance to be reserved should be 90 days of Recreation operating expenditures, because a large portion is covered by charges for services, and 30 days of operating expenditures for the rest of the district since these are covered by property tax revenue.
- **Reserve Funds-** At minimum these funds should have next year’s planned expenses covered.

Who Works for the District? - Staffing

We strive to maintain service levels with our growing community. We have a strategic approach to staffing and as we grow, staffing increases are needed. The proposed budget includes 297 full-time-equivalent (FTE), a 2% increase from last year.

	2021-22 Amended	2022-23 Adopted	2023-24 Adopted	2024-25 Proposed	Budget Change
Administration					
Full-Time Positions	16.00	16.00	16.00	15.25	-5%
Part-Time Benefited	0.60	0.60	0.60	0.70	17%
Part-Time/Seasonal Positions	-	-	-	-	0%
	16.60	16.60	16.60	15.95	-4%
Planning and Design					
Full-Time Positions	11.00	11.00	11.00	10.00	-9%
Part-Time Benefited	0.75	0.75	0.75	0.75	0%
Part-Time/Seasonal Positions	-	-	0.25	0.38	50%
	11.75	11.75	12.00	11.13	-7%
Community Engagement					
Full-Time Positions	5.00	6.00	6.00	11.00	83%
Part-Time Benefited	-	-	-	-	0%
Part-Time/Seasonal Positions	-	-	-	1.01	0%
	5.00	6.00	6.00	12.01	100%
Park Services					
Full-Time Positions	56.80	56.60	58.60	57.14	-2%
Part-Time Benefited	-	-	1.25	1.25	0%
Part-Time/Seasonal Positions	12.20	12.20	10.93	9.95	-9%
	69.00	68.80	70.78	68.34	-3%
Recreation					
Full-Time Positions	44.10	56.40	58.40	61.86	6%
Part-Time Benefited	48.75	49.40	50.42	43.28	-14%
Part-Time/Seasonal Positions	71.95	64.90	76.44	84.39	10%
	164.80	170.70	185.26	189.53	2%
Total Staffing					
Full-Time Positions	132.90	146.00	150.00	155.25	4%
Part-Time Benefited	50.10	50.75	53.02	45.99	-13%
Part-Time/Seasonal Positions	84.15	77.10	87.62	95.72	9%
	267.15	273.85	290.64	296.96	2%

FUND SUMMARIES



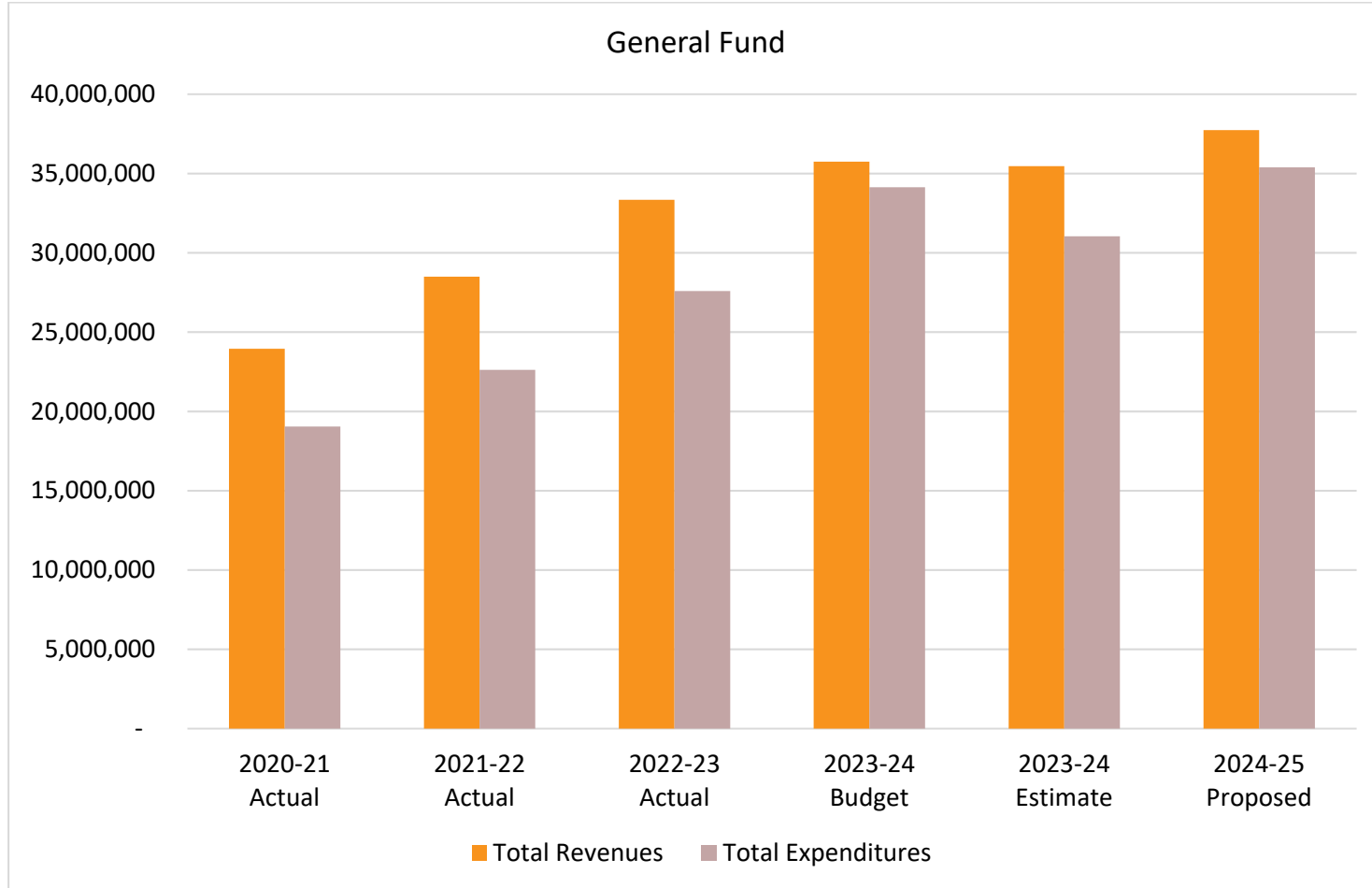
Fund Summaries

The purpose of fund summaries is to capture and detail the financial condition of each district fund. A fund summary provides information on revenues, expenditures and ending funds available. In addition, it functions as a planning mechanism, as it allows expenditures to be matched to available revenues and/or fund balance. Fund summaries also identify components of funds available and anticipated uses. It is important to note that sources and uses are always balanced because a fund's sources either are expended, become restricted, committed, assigned; or become unrestricted (unreserved or undesignated) funds available. Government funds can be divided into three categories: governmental funds, proprietary funds and fiduciary funds. The district only has governmental funds, which include the General fund, Special revenue funds, Debt fund and Capital Project funds. By maintaining separate funds, the district is able to comply with laws that require certain money to be spent for specific purposes.

General Fund	<ul style="list-style-type: none">•The operating fund of the district and accounts for the Executive Director's office, administrative services, planning and design, park services, community engagement and recreation services.
Rental Special Revenue Fund	<ul style="list-style-type: none">•Accounts 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	<ul style="list-style-type: none">•Accounts 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	<ul style="list-style-type: none">•Accounts 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.
Equipment Reserve Fund	<ul style="list-style-type: none">•Accounts 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	<ul style="list-style-type: none">•Accounts for the accumulation of property taxes levied to pay principal and interest on the 2013 GO bond debt.

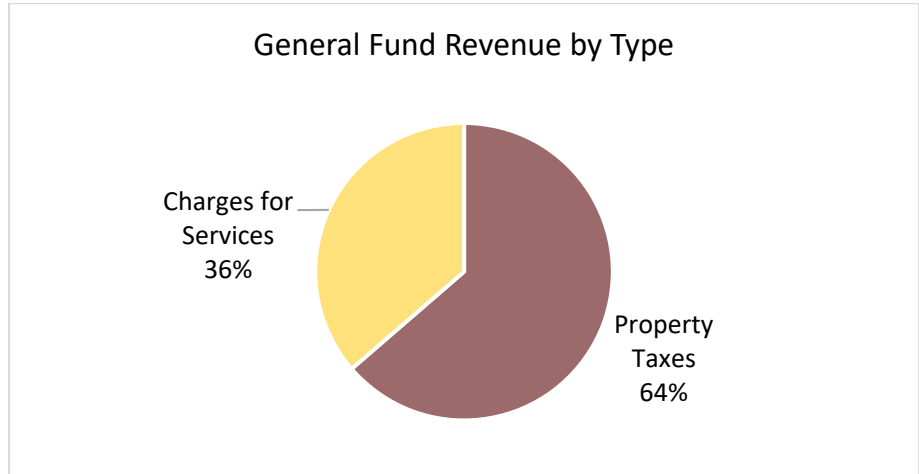
General Fund

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 engagement 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. Below is the overall performance of revenue and expenditures for the General Fund that demonstrates we have stayed within our means.

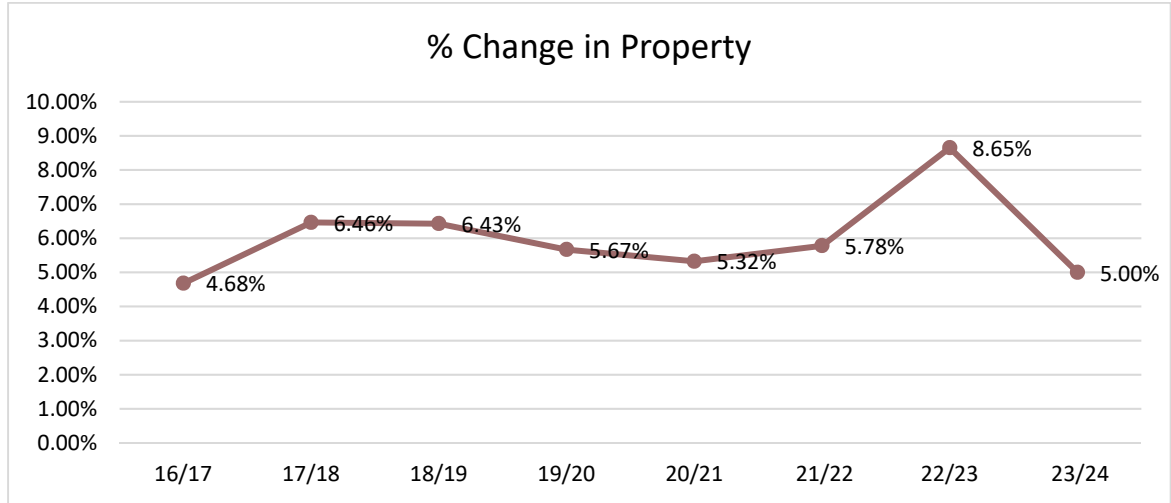


Revenue

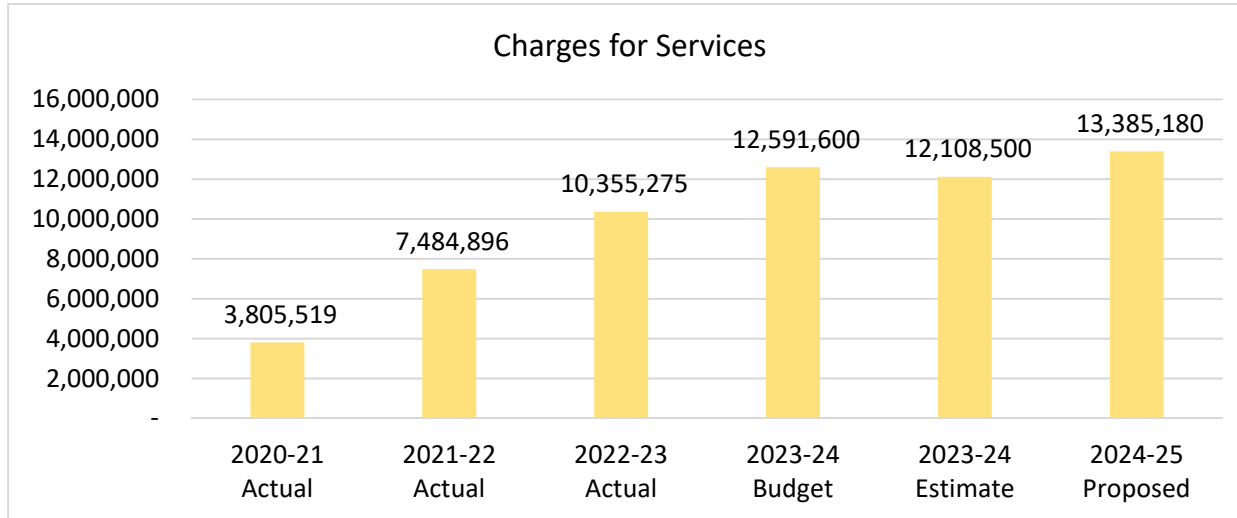
The two main revenue streams for the General fund are property taxes and charges for services and all other revenue sources are less than 1%.



- **Property taxes-** Taxes are based on assessment and the growth in property taxes is made up of the 3% of higher appraisal and new construction. We have seen growth higher than expected for FY2022-23 and surpassed our budget estimates while FY2023-24 we should come in right on our estimates of a 5% increase. For the budget we are estimating a total increase of 4% from the prior year in property tax revenue.



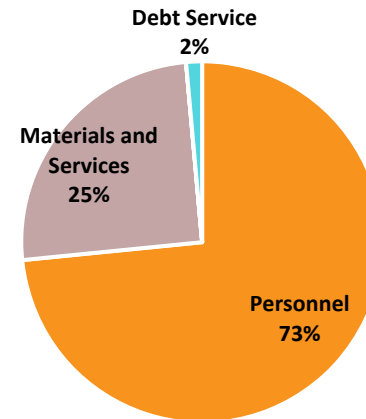
- **Charges for services-** Our recreation programming is seeing great growth and revenues for the fund are estimated to be higher than the prior years.

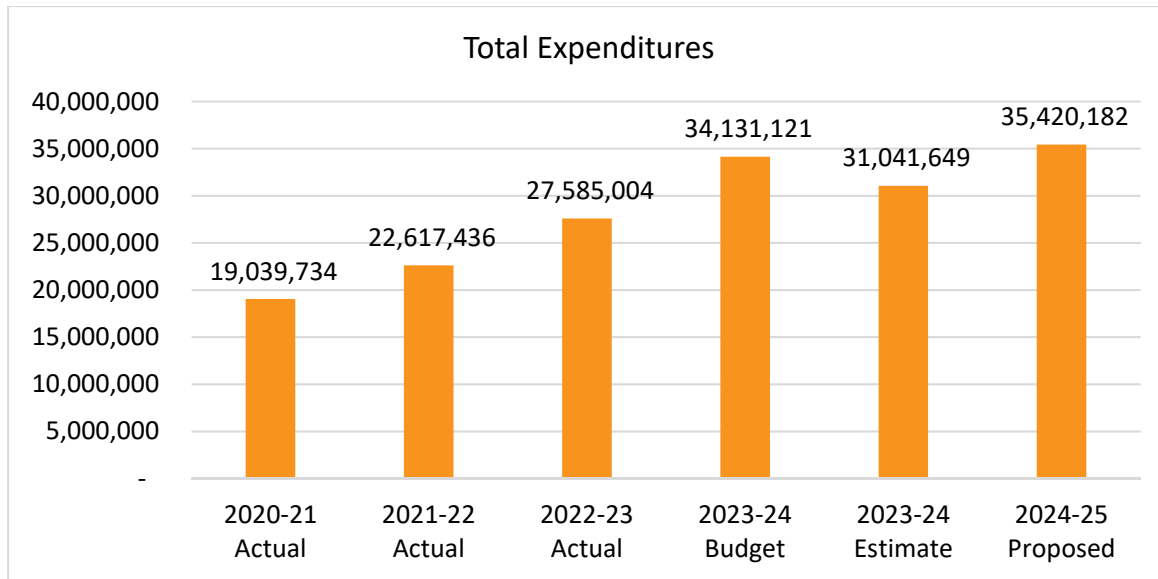


Expenditures

By category, personnel is the General Fund’s greatest expense. The Benefits Committee recommended an 4% Cost of Living Adjustment (COLA) for wages. Other benefits saw increases, including a 7.95% increase for health insurance rates. Unemployment insurance decreased by almost half to 2.6%. There are additional staff added to Recreation and Park Services for an overall personnel cost increase of 3%. Materials and services saw the largest increase and this is due to ramping up of programs, inflation and the growth of our park system.

General Fund Expenditures by Type



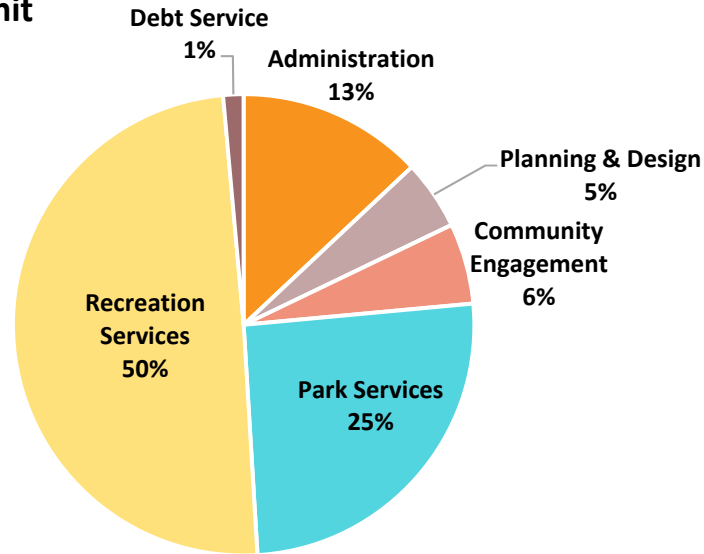


Debt service remained the same for the loan that will be paid by the end of fiscal year 2025 for the expansion and remodeling of Juniper Swim & Fitness Center in 2005.

Year Ending June 30 Loan Payable - Financing Agreement, Series 2014			
Year Ending June 30	Principal	Interest	Payment
2025	492,540	12,335	504,875
	\$ 492,540	\$ 12,335	\$ 504,875

Looking at expenditures by unit, or program, Recreation and Park Services are the larger portions of the General Fund budget. See department details section regarding specific budget details for each unit. Recreation manages its subsidy, which means taking its expenses against the revenue they bring in (charges for service), and the proposed budget has a \$3.9 million-dollar subsidy. This subsidy is lower than what was predicted during the financial forecast.

General Fund by Unit



REQUIREMENTS**	2020-21	2021-22	2022-23	2023-24	2023-24	2024-25	Change in	Change in
Expenditures	Actual	Actual	Actual	Budget	Estimate	Proposed	Budget \$	Budget %
By Category								
Personnel	14,365,316	16,683,523	20,069,248	25,157,191	22,687,622	25,976,900	819,709	3%
Materials and Services	4,167,871	5,426,070	7,007,706	8,466,780	7,846,877	8,938,407	471,627	6%
Capital Outlay	-	-	-	-	-	-	-	0%
Debt Service	506,547	507,843	508,050	507,150	507,150	504,875	(2,275)	0%
Total Expenditures	19,039,734	22,617,436	27,585,004	34,131,121	31,041,649	35,420,182	1,289,061	4%

Fund Balance

Reserves aid in governments being able to respond to events, buffer against economic downturns, and are a factor for bond ratings. The district policy is to conduct a risk analysis each year, see the analysis in Appendix B. Minimum fund balance to be reserved should be 90 days of Recreation operating expenditures because a large portion is covered by charges for services, and 30 days of the rest of the operating expenditures because these are covered by property tax revenue. This minimum is \$5,792,431, with \$1,177,821 of fund balance unappropriated as additional contingency resources.

General Fund Budget

	2020-21 Actual	2021-22 Actual	2022-23 Actual	2023-24 Budget	2023-24 Estimate	2024-25 Proposed	Change in Budget \$	Change in Budget %
RESOURCES								
Beginning Fund Balance	8,731,949	8,793,640	9,566,358	10,604,860	11,264,129	10,546,230		
Revenues								
Property Taxes	19,359,752	20,400,847	21,695,563	22,626,576	22,162,000	23,593,124	966,548	4%
Charges for Services	3,805,519	7,484,896	10,355,275	12,591,600	12,108,500	13,385,180	793,580	6%
Investment earnings	86,388	80,801	537,159	90,000	750,000	250,000	160,000	178%
Grant Revenue	7,089	170,020	442,000	5,000	51,250	30,000	25,000	500%
Intergovernmental	445,000	48,847	11,600	61,500	100,000	90,000	28,500	46%
Reimbursement of interfund services	149,762	86,316	77,467	170,000	87,000	170,000	-	0%
Miscellaneous	92,801	221,460	215,479	197,000	200,000	210,900	13,900	7%
Total Revenues	23,946,311	28,493,187	33,334,543	35,741,676	35,458,750	37,729,204	1,987,528	6%
Transfer in	375,114	396,967	248,232	615,000	615,000	615,000	-	0%
TOTAL RESOURCES	33,053,374	37,683,794	43,149,133	46,961,536	47,337,879	48,890,434	1,928,898	4%
REQUIREMENTS								
Expenditures								
By Program:								
Administration	2,819,080	2,738,921	3,509,084	4,386,806	3,953,831	4,606,508	219,702	5%
Planning & Design	1,311,791	1,437,025	1,585,516	1,897,032	1,705,317	1,723,502	(173,530)	-9%
Community Engagement	615,216	690,569	805,829	1,096,848	998,135	2,003,560	906,712	83%
Park Services	6,448,993	6,743,630	7,701,998	9,286,797	8,635,611	9,037,042	(249,755)	-3%
Recreation Services	7,338,107	10,499,448	13,474,527	16,956,488	15,241,605	17,544,695	588,207	3%
Debt Service	506,547	507,843	508,050	507,150	507,150	504,875	(2,275)	0%
Total Expenditures	19,039,734	22,617,436	27,585,004	34,131,121	31,041,649	35,420,182	1,289,061	4%
Interfund Transfers	5,220,000	5,500,000	4,300,000	5,750,000	5,750,000	6,500,000		
Contingency	-	-	-	-	-	-		
Reserved	-	-	-	5,550,982	-	5,792,431		
Unassigned	-	-	-	1,529,433	-	1,177,821		
TOTAL APPROPRIATIONS	24,259,734	28,117,436	31,885,004	46,961,536	36,791,649	48,890,434		
Fund Balance	8,793,640	9,566,358	11,264,129	-	10,546,230	-		
TOTAL REQUIREMENTS						48,890,434		

Rental Special Revenue Fund

The Rental Fund (formally Facility Rental Fund) is used to account for the proceeds of district facility and park rental revenues (i.e. Aspen Hall, Hollinshead Barn, picnic shelters) and river rentals concession revenue. Primary expenditures are personnel, building utilities and maintenance and renovation costs.

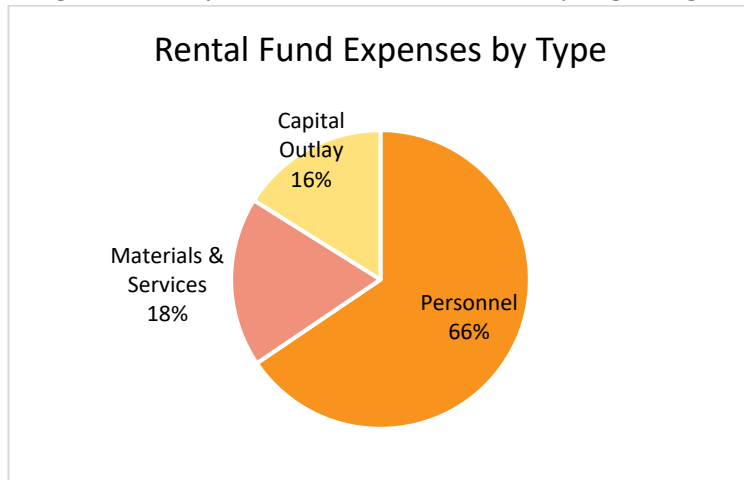
Revenue

Facility rentals were greatly impacted by the pandemic but have since recovered. We plan to continue to see a recovery in our rentals. Athletic field rental, previously shown in this fund, has been moved to Recreation Services general fund where it will be managed by sports.

Expenditures

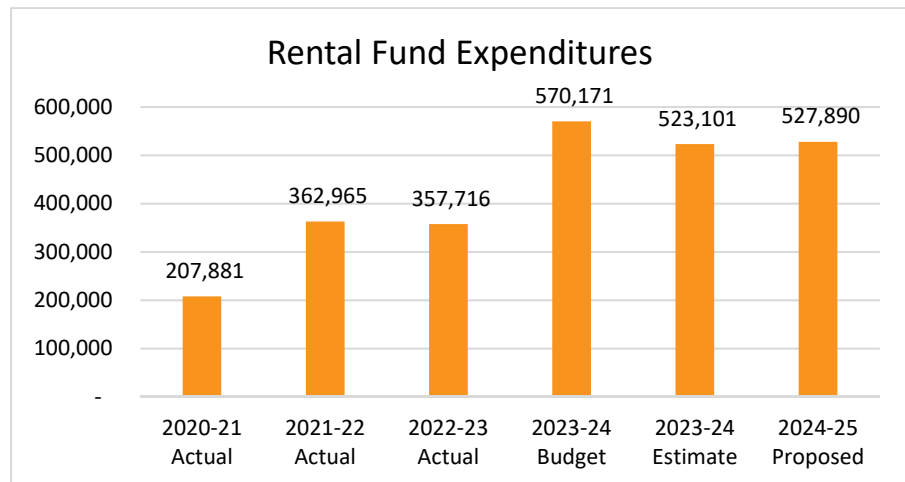
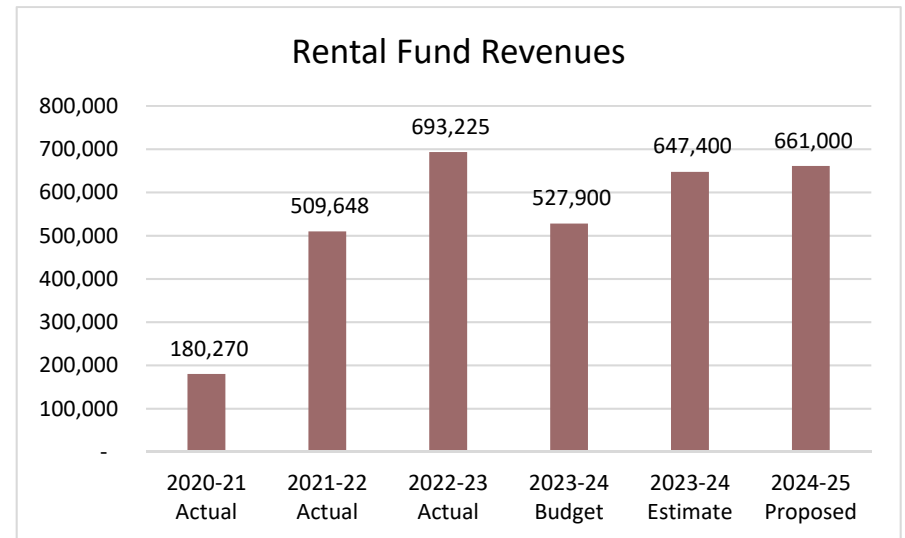
With the increase in rentals, expenditures will again return to normal levels. In addition, there are capital expenses for repairs of the rental facilities.

The fund saw a 4 % increase in personnel due to the same changes noted in the budget summary and General fund summary regarding all personnel costs.



Fund Balance

The fund balance is to cover any shortfall in operations along with maintenance and capital repairs for the rental facilities. Due to a shared project, \$100,000 is being transferred to the Facility Reserve fund.



Rental Fund Budget

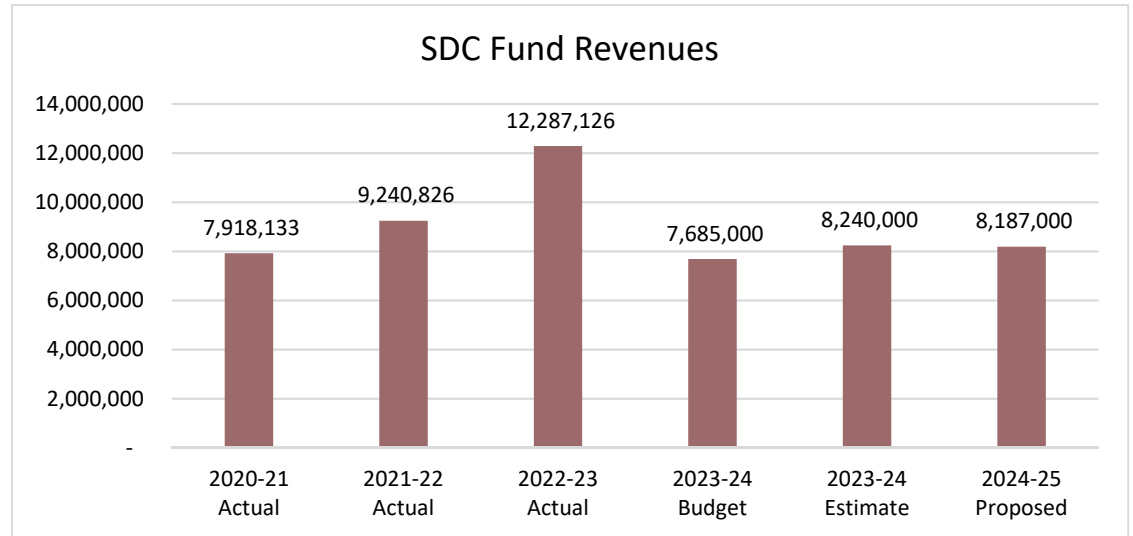
	2020-21 Actual	2021-22 Actual	2022-23 Actual	2023-24 Budget	2023-24 Estimate	2024-25 Proposed	Change in Budget \$	Change in Budget %
RESOURCES								
Beginning Working Capital	1,271,499	1,243,888	1,390,571	1,473,895	1,726,080	1,350,379		
Revenues								
Charges for Services	170,096	501,696	643,085	515,900	577,400	599,000	83,100	16%
Interest	10,174	7,952	50,140	12,000	70,000	62,000	50,000	417%
Miscellaneous	-	-	-	-	-	-	-	0%
Total Revenues	180,270	509,648	693,225	527,900	647,400	661,000	133,100	25%
TOTAL RESOURCES	1,451,769	1,753,536	2,083,796	2,001,795	2,373,480	2,011,379	9,584	0%
REQUIREMENTS								
Expenditures								
Rental Program:								
Personnel	165,832	266,497	278,656	333,471	293,101	345,890	12,419	4%
Materials & Services	35,629	81,252	79,060	99,100	80,000	97,000	(2,100)	-2%
Capital Outlay	6,420	15,216	-	137,600	150,000	85,000	(52,600)	-38%
Total Expenditures	207,881	362,965	357,716	570,171	523,101	527,890	(42,281)	-7%
Interfund Transfers	-	-	-	500,000	500,000	100,000		
Contingency	-	-	-	100,000	-	100,000		
Reserve for Rental Facility Future Needs	-	-	-	831,624	-	1,283,489		
TOTAL REQUIREMENTS	207,881	362,965	357,716	2,001,795	1,023,101	2,011,379		
Ending Fund Balance/Working Capital	1,243,888	1,390,571	1,726,080	-	1,350,379	-		

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 for developing residential properties. Expenditures are restricted by state law to capacity-enhancing and reimbursement projects for parks, trails and indoor recreation facilities.

Revenue

The demand for housing in Central Oregon is very high and is responsible for a large portion of the projected increase. 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 in its second year. There has been some slowing in building due to supply chain and with processing of design approvals and building permits. With the unpredictability of these funds, we stayed conservative in our estimates while remaining within range of the last five-year average.



Expenditures

The expenditures are based on the Capital Improvement Plan. These projects are often multi-year projects in addition the construction season straddles our fiscal year.

Fund Balance

The fund balance will grow during development years and are used for multimillion-dollar projects since these our expansion projects. This is again why the district follows best practices and has a five-year capital improvement plan.

SDC Fund Budget

	2020-21 Actual	2021-22 Actual	2022-23 Actual	2023-24 Budget	2023-24 Estimate	2024-25 Proposed	Change in Budget \$	Change in Budget %
RESOURCES								
Beginning Working Capital	14,084,912	15,389,208	15,602,570	11,331,748	20,122,789	17,352,789		
Revenues								
System Development Charges	7,792,806	9,124,371	10,772,411	7,479,000	7,440,000	7,479,000	-	0%
Interest and Misc	125,327	116,455	1,514,715	206,000	800,000	708,000	502,000	244%
Total Revenues	7,918,133	9,240,826	12,287,126	7,685,000	8,240,000	8,187,000	502,000	7%
TOTAL RESOURCES	22,003,045	24,630,034	27,889,696	19,016,748	28,362,789	25,539,789	6,523,041	34%
REQUIREMENTS								
Expenditures								
Planning and Design Program:								
Materials and Services	8,329	2,554	169,410	17,000	45,000	32,000	15,000	88%
Capital Outlay	6,230,394	8,627,943	7,349,265	11,580,909	10,350,000	9,697,528	(1,883,381)	-16%
Total Expenditures	6,238,723	8,630,497	7,518,675	11,597,909	10,395,000	9,729,528	(1,868,381)	-16%
Interfund Transfers	375,114	396,967	248,232	615,000	615,000	615,000		
Contingency	-	-	-	2,000,000	-	2,000,000		
Reserves for future CIP	-	-	-	4,803,839	-	13,195,261		
TOTAL REQUIREMENTS	6,613,837	9,027,464	7,766,907	19,016,748	11,010,000	25,539,789		
Ending Fund Balance/Working Capital	15,389,208	15,602,570	20,122,789	-	17,352,789	-		

Facility Reserve Fund

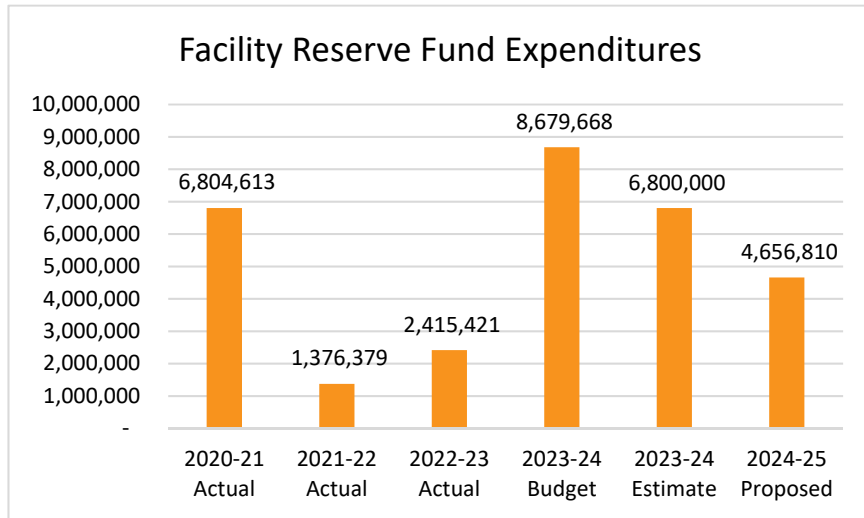
The Facility Reserve Fund is used to account for acquiring, constructing and re-developing parks, trails and buildings. Principal revenue sources are from transfers from the General Fund, investment income, and grants and contributions. Primary expenditures of the fund are land acquisitions, new park development, facility projects and asset management projects.

Expenditures

The expenditures are based on the capital improvement plan to maintain district facilities, asset management plans and responses to needed maintenance. Therefore, each year the amount spent can vary based on the projects in progress or saving for future planned projects.

Fund Balance

The needed fund balance is based on the five-year capital improvement plan. As the district's facilities age, we must maintain them and this fund is intended to reserve funds for this purpose to align with the capital improvement plan. The plan is to include the purchase of a new Park Maintenance Facility as well as planning for the future JSFC 50-meter pool cover.



Department	Description	Amount
P&D	Land Acquisition (Rose Property)	165,280
P&D	Natural Area Land Acquisition	1,500,000
P&D	Sawyer Park	1,318,130
P&D	Hollinshead Park ADA & Preferred Design	550,000
P&D	Park Services Complex	225,000
P&D	Bend Whitewater Park Maint. & McKay Access Pr	150,000
P&D	Sylvan Playground Replacement	150,000
P&D Total		4,058,410
Parks	Restroom/ pumphouse Paint	17,500
Parks	Roof- Just the garage	20,000
Parks	Seal coat	20,000
Parks	Re-lamp Skyline	25,000
Parks	HR Fence at Skyline	25,000
Parks	High Wheel restoration	20,000
Parks Total		127,500
Recreation	Pavilion Locker Conversion	8,500
Recreation	Hobby Hut Roof	10,000
Recreation	Crack, Seal, Stripe	10,400
Recreation	50m Deck Resurface	20,000
Recreation	DDC Replacement	15,000
Recreation	Heating Solutions for Pavilion Shelter	22,000
Recreation	Kitchen make -up air unit	25,000
Recreation	Air Handling Unit, AC3, North Community Room	30,000
Recreation	Air Handling Unit, AC4, South Community Room	30,000
Recreation	JSFC Outdoor Cover Replacement	300,000
Recreation Total		470,900
Grand Total		4,656,810

Facility Reserve Fund Budget

	2020-21 Actual	2021-22 Actual	2022-23 Actual	2023-24 Budget	2023-24 Estimate	2024-25 Proposed	Change in Budget \$	Change in Budget %
RESOURCES								
Beginning Working Capital	12,874,180	11,305,886	15,889,593	17,620,886	18,106,907	17,656,907		
Revenues								
Interest	81,112	64,616	431,608	75,000	750,000	500,000	425,000	567%
Grant Revenue	-	200,000	150,000	1,970,663	50,000	2,135,000	164,337	8%
Intergovernmental	-	301,106	51,127	-	-	-		
Miscellaneous	185,207	144,364	-	200,000	50,000	50,000	(150,000)	-75%
Total Revenues	266,319	710,086	632,735	2,245,663	850,000	2,685,000	439,337	20%
Interfund Transfers in	4,970,000	5,250,000	4,000,000	5,500,000	5,500,000	5,100,000	(400,000)	-7%
TOTAL RESOURCES	18,110,499	17,265,972	20,522,328	25,366,549	24,456,907	25,441,907	75,358	0%
REQUIREMENTS								
Expenditures								
By Category:								
Materials and Services	-	-	870,215	393,000	393,000	106,400	(286,600)	-73%
Capital Outlay	6,804,613	1,376,379	1,545,206	8,286,668	6,407,000	4,550,410	(3,736,258)	-45%
Total Expenditures	6,804,613	1,376,379	2,415,421	8,679,668	6,800,000	4,656,810	(4,022,858)	-46%
Contingency	-	-	-	2,000,000	-	2,000,000		
Reserves for Park Maintenance Facility	-	-	-	9,100,000	-	9,100,000		
Reserves for JSFC Pool Cover	-	-	-	-	-	5,300,000		
Reserves for Asset Management	-	-	-	5,586,881	-	4,385,097		
TOTAL REQUIREMENTS	6,804,613	1,376,379	2,415,421	25,366,549	6,800,000	25,441,907		
Ending Fund Balance/Working Capital	11,305,886	15,889,593	18,106,907	-	17,656,907	-		

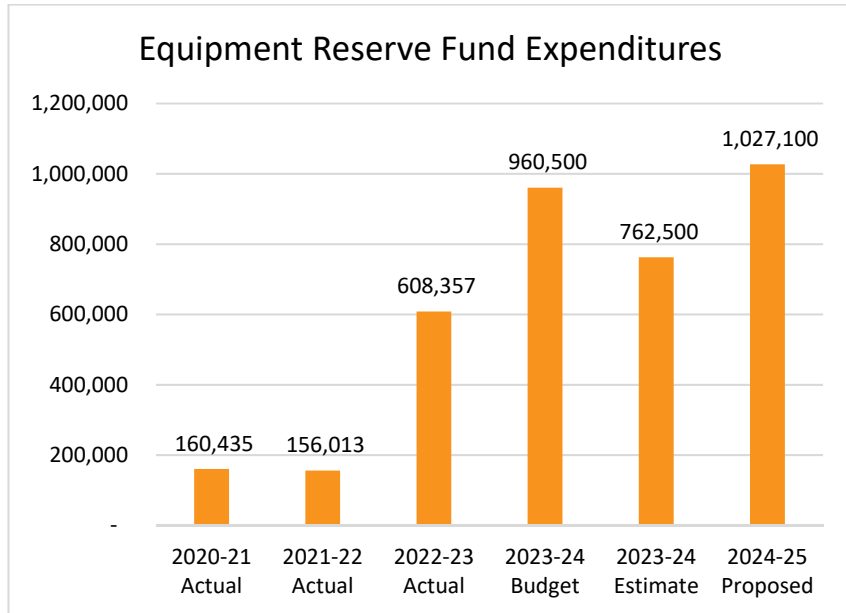
REQUIREMENTS**	
Expenditures	
By Program	
Planning & Development	4,058,410
Parks Services	127,500
Recreation Services	470,900
Total Expenditures	4,656,810

Equipment Reserve Fund

This fund is authorized and established by resolution number 245, on July 1, 2004, for the following specified purposes: To set aside funds, through transfers, for replacing vehicles, equipment, furniture, fixtures and technology. The Board reviewed this fund in 2014 and decided to continue utilizing this reserve fund. Principal revenue sources are from transfers from the General Fund and sale proceeds from surplus equipment.

Expenditures

The expenditures are based on equipment and vehicle management. Spending varies by year depending on rotation schedules or expansion of the system or programs. Some of this year’s purchases include equipment, vehicles, and technology.



Fund Balance

As the district’s equipment and vehicles age, we must maintain or replace them and this fund is intended to reserve funds for this purpose so a healthy fund balance that aligns with our equipment and asset tracking.

Department	Specific Asset Information (If available)	Amount
Admin Services	Copier D.O. Upstairs (8/2017)	9,000
Admin Services	Replace Server	16,000
Admin Services	Community Room upgrades hybrid meeting	30,000
Admin Services Total		55,000
Parks	Copier Park Services front desk (2016)	9,000
Parks	Parking lot painter Linelazer 3400	7,000
Parks	Tire changing machine	11,400
Parks	Replacement Equipment Chipper 158	76,000
Parks	Crack Filler Machine Tractor	60,000
Parks	Replacement Vehicle Truck 5010	75,000
Parks	Replacement Vehicle Utility Bed Truck 5026	55,000
Parks	Replacement Vehicle Flatbed Truck 5015	75,000
Parks	Replacement Vehicle Dump Bed Truck 5020	75,000
Parks	New FTE Truck	52,000
Parks	Replacement Vehicle 5016	60,000
Parks	Truck- Trails	60,000
Parks	Replacement Vehicle 5001	60,000
Parks	Replacement Vehicle 5031	60,000
Parks Total		735,400
Recreation	Copier JSFC South (7/2017)	9,000
Recreation	Security Upgrades Larkspur and Pavillion cameras	120,000
Recreation	JSFC Elliptical Lower (2)	18,200
Recreation	JSFC Elliptical Total (4)	34,000
Recreation	JSFC AMT (3)	33,000
Recreation	JSFC Lifeguard Platform Indoor 25m Pool (1)	7,500
Recreation	JSFC Outdoor Chaise Lounge Chairs	15,000
Recreation Total		236,700
Grand Total		1,027,100

Equipment Reserve Fund Budget

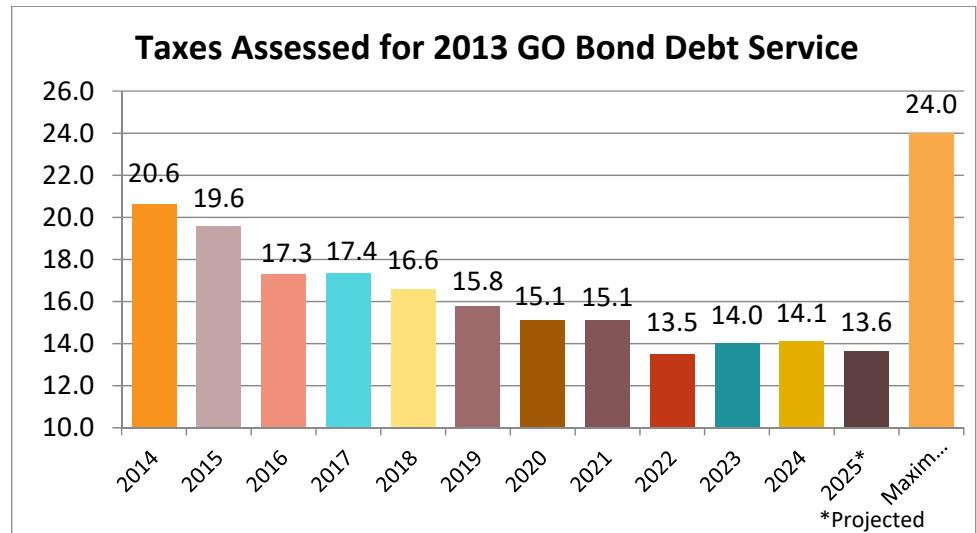
	2020-21 Actual	2021-22 Actual	2022-23 Actual	2023-24 Budget	2023-24 Estimate	2024-25 Proposed	Change in Budget \$	Change in Budget %
RESOURCES								
Beginning Working Capital	605,039	714,852	840,361	612,445	606,294	863,794		
Revenues								
Interest	4,398	3,897	18,410	2,000	15,000	22,000	20,000	1000%
Grant Revenue	-	17,249	5,000	-	-	-	-	0%
Miscellaneous	15,850	10,376	50,880	10,000	50,000	10,000	-	0%
Total Revenues	20,248	31,522	74,290	12,000	65,000	32,000	20,000	167%
Interfund Transfers in	250,000	250,000	300,000	750,000	750,000	1,500,000	750,000	100%
TOTAL RESOURCES	875,287	996,374	1,214,651	1,374,445	1,421,294	2,395,794	1,021,349	74%
REQUIREMENTS								
Expenditures								
By Category:								
Materials and Services	-	-	35,651	68,000	68,000	108,700	40,700	60%
Capital Outlay	160,435	156,013	572,706	892,500	694,500	918,400	25,900	3%
Total Expenditures	160,435	156,013	608,357	960,500	762,500	1,027,100	66,600	7%
Contingency	-	-	-	200,000	-	150,000		
Reserves for Equipment Replacement	-	-	-	213,945	-	1,218,694		
TOTAL REQUIREMENTS	160,435	156,013	608,357	1,374,445	762,500	2,395,794		
Ending Fund Balance/Working Capital	714,852	840,361	606,294	-	658,794	-		

REQUIREMENTS**	
Expenditures	
By Program	
Administration	55,000
Parks Services	735,400
Recreation Services	236,700
Total Expenditures	1,027,100

General Obligation (GO) Bond Debt Service Fund

The GO Debt Service Fund accounts for the accumulation of property taxes levied to pay principal and interest on the 2013 GO bond debt. 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.

Year Ending June 30	Principal	Interest	Payment
2025	1,510,000	625,731	2,135,731
2026	1,610,000	565,332	2,175,332
2027	1,725,000	492,881	2,217,881
2028	1,840,000	423,881	2,263,881
2029	1,960,000	350,281	2,310,281
2030	2,065,000	291,482	2,356,482
2031	2,175,000	226,950	2,401,950
2032	2,295,000	156,263	2,451,263
2033	2,420,000	81,675	2,501,675
	\$ 17,600,000	\$ 3,214,476	\$ 20,814,476



GO Bond Debt Service Fund Budget

	2020-21 Actual	2021-22 Actual	2022-23 Actual	2023-24 Budget	2023-24 Estimate	2024-25 Proposed	Change in Budget \$	Change in Budget %
RESOURCES								
Beginning Fund Balance	208,288	264,711	159,473	111,193	111,524	103,393		
Revenues								
Property Taxes	2,022,350	1,898,114	1,968,602	2,063,731	2,047,000	2,146,052	82,321	4%
Interest	7,454	5,379	33,615	3,500	37,000	30,000	26,500	757%
Total Revenues	2,029,804	1,903,493	2,002,217	2,067,231	2,084,000	2,176,052	108,821	5%
TOTAL RESOURCES	2,238,092	2,168,204	2,161,690	2,178,424	2,195,524	2,279,445	101,021	5%
REQUIREMENTS								
Expenditures								
Bond Principal Payments	1,155,000	1,225,000	1,315,000	1,410,000	1,410,000	1,510,000	100,000	7%
Bond Interest Payments	818,381	783,731	734,731	682,131	682,131	625,732	(56,399)	-8%
Total Expenditures	1,973,381	2,008,731	2,049,731	2,092,131	2,092,131	2,135,732	43,601	2%
Interfund Transfers	-	-	-	-	-	-		
Reserved for Future Debt Obligations	-	-	-	86,293	-	143,713		
TOTAL REQUIREMENTS	1,973,381	2,008,731	2,049,731	2,178,424	2,092,131	2,279,445		
Ending Fund Balance	264,711	159,473	111,959	-	103,393	-		

DEPARTMENT DETAIL



Department Summaries

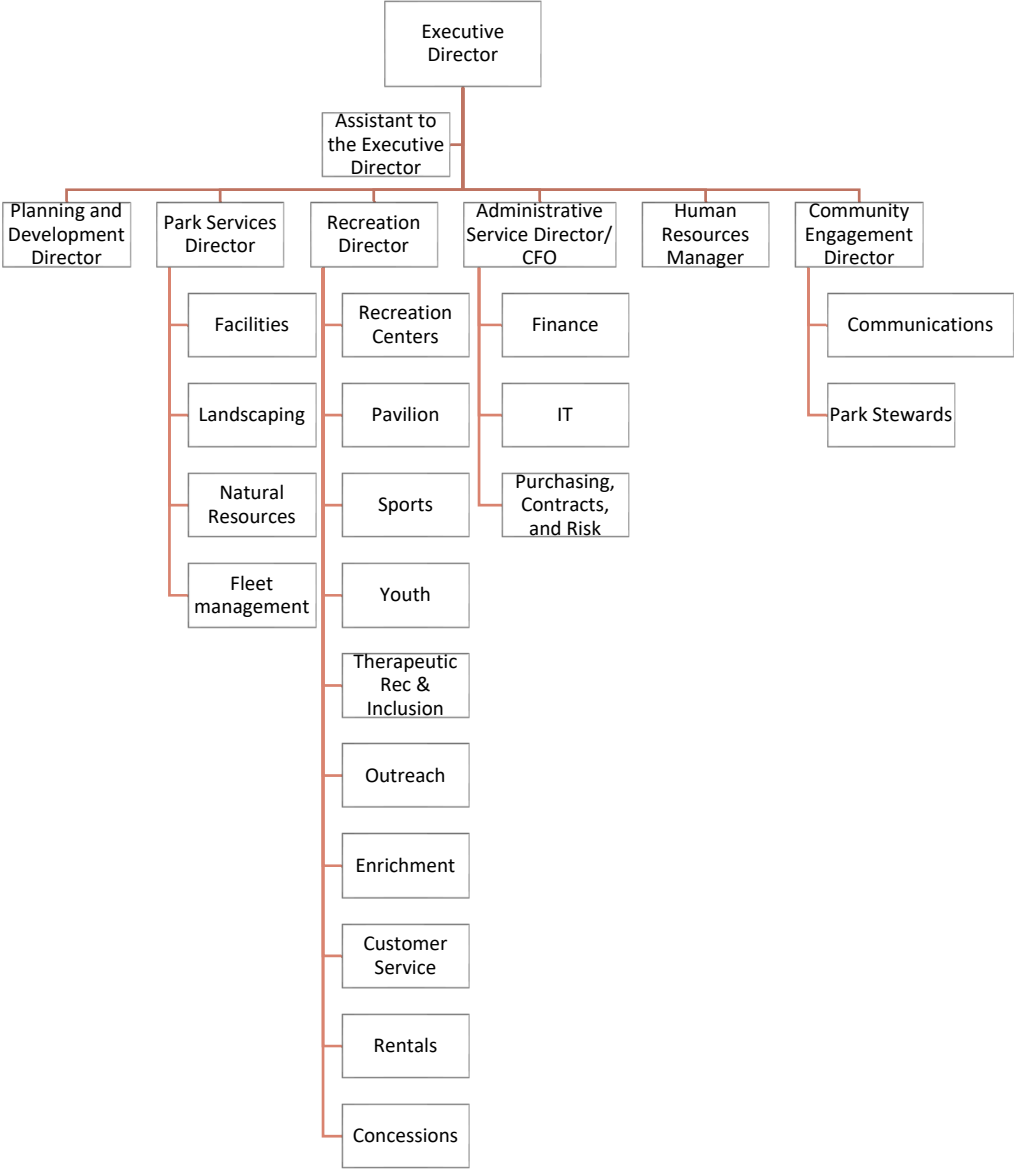
The district has 5 main organizational units and they are funded as follows:

<i>Organizational Unit</i>	General Fund	Rental Fund	SDC Fund	Facility Reserve Fund	Equipment Reserve Fund	GO Debt Service Fund
<i>Administration (Executive, Board, HR and Admin Services)</i>	✓				✓	
<i>Planning and Design</i>	✓		✓	✓		
<i>Community Engagement</i>	✓					
<i>Park Services</i>	✓			✓	✓	
<i>Recreation Services</i>	✓	✓		✓	✓	

Funding by program in the proposed budget is below:

	System			Reserve Funds	Debt Service Fund	2024-25 Proposed	2023-24 Adopted	Change in Budget \$	Change in Budget %
	General Fund	Development Charges Fund	Rental Fund						
Expenditures									
By Program:									
Administration	4,606,508	-	-	55,000	-	4,661,508	4,610,406	51,102	1%
Planning & Design	1,723,502	9,729,528	-	4,058,410	-	15,511,440	20,392,109	(4,880,669)	-24%
Community Engagement	2,003,560	-	-	-	-	2,003,560	1,096,848	906,712	83%
Park Services	9,037,042	-	-	862,900	-	9,899,942	10,053,297	(153,355)	-2%
Recreation Services	17,544,695	-	527,890	707,600	-	18,780,185	19,279,559	(499,374)	-3%
Debt Service	504,875	-	-	-	2,135,732	2,640,607	2,599,281	41,326	2%
Total Expenditures by Program	35,420,182	9,729,528	527,890	5,683,910	2,135,732	53,497,242	58,031,500	(4,534,258)	-8%

Organizational Chart



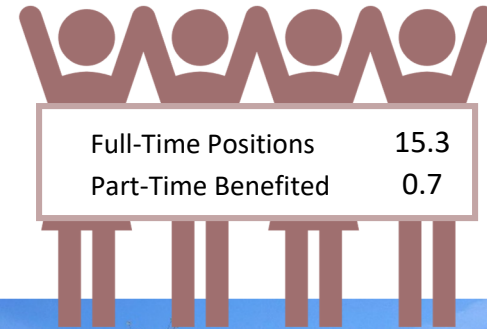
Administration: Executive Director's Office, Administrative Services and Human Resources

Provide strategic direction and support services to the district board, staff and residents to ensure efficient operation of the district.

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 IT, Finance, and Contracts and Risk Management functions. These functions provide sustainable financial resource management and planning district including; insurance, information technology, finance, payroll, accounts payable, accounts receivable, purchasing, risk management and contracts.

Human Resources manages recruiting, employment, benefits, workers' compensation, and staff training.



Highlights:

- 1% increase in the budget overall
- 1 FTE moving departments and a temporary .25 FTE



2023-24 Key Success

- HR - Implemented Supervisor Development Initiative (supervisor foundation training).
- Administrative Services - Updated all the board fiscal policies and updated all the IT administrative policies.
- Administrative Services - Along with many large requests for proposals (RFPs) and bids, the district’s public contracting rules (Board Policy) was updated to align with state administrative rules and best practices.
- Executive Directors Office - Recruitment of the next Executive Director.

2023-24 Key Challenges

- HR - Implementing Paylocity modules for recruiting, onboarding, and performance evaluation.
- Administrative Services - Registration faced some IT challenges in the winter, but we learned from the issues and improved our process even more on the department and district level for successful Spring and Summer registrations.
- Administrative Services - The district had its first Single Audit of federal awards with the federal grants we received to help with the Drake Park improvements. The audit went well, with no findings.

2024-25 Key Goals & Objectives

- HR - Hire new HR Manager.
- Administrative Services - Have another successful financial statement audit with the new external auditor and again receive GFOA’s award for the Annual Comprehensive Financial Report.
- Administrative Services - Update our Administrative Purchasing Policy, Purchasing Procedures Manual, complete a banking services and purchasing card RFP, complete the insurance agent RFP, and identify solutions and general costing for eProcurement software.
- Administrative Services - IT will continue its enhancements across the district including upgrading our point-of-sale system, security cameras, server updates and community room upgrades.

2024-25 Major Budget Items

The district saw increases in its liability insurance across all lines, and an increase in many of our general district items. We are also seeing cost increases for additional software and cloud-based services.

Staffing

This budget has .3 full time position to account for the outgoing Executive Director’s work as they transition out and the reduction of a whole full-time position is the moving of the Safety Coordinator to the Community Engagement Department. HR’s part-time benefitted position has increased hours for to Paid Leave Oregon administration.

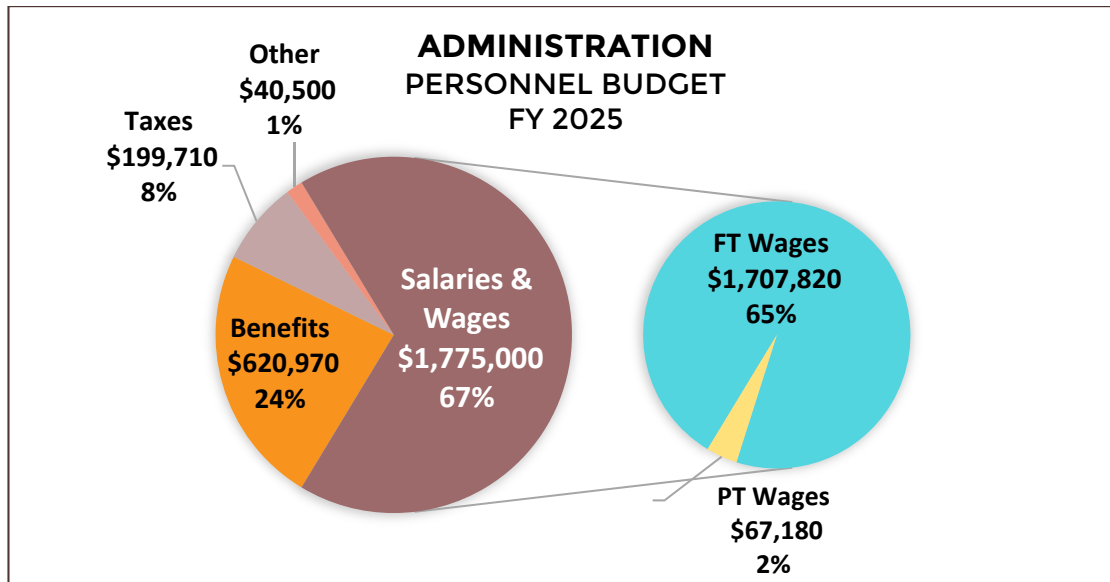
	2023-24 Adopted	2024-25 Proposed	Budget Change
Executive Director's Office, Administrative Services and HR			
Full-Time Positions	16.0	15.3	-5%
Part-Time Benefitted	0.6	0.7	17%
	16.6	16.0	-4%

FY25 Budget

The budget for Executive Director’s Office and Administrative Services increased in total by \$51,102, or 1%.

	General Fund	Reserve Funds	2024-25 Proposed
Expenditures			
Administration			
Personnel	2,636,180	-	2,636,180
Materials and Services	1,970,328	-	1,970,328
Capital Outlay	-	55,000	55,000
Total Expenditures	4,606,508	55,000	4,661,508

Major expenses for the departments are personnel:



Planning and Design

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.



Full-Time Positions	10.0
Part-Time Benefited	0.8
Part-Time/Seasonal Positions	0.4



Highlights:

- Department organization change
- Managing projects in the planning phase
- Overall budget decrease



2023-24 Key Success

- See CIP summary for project successes.
- Completed needs assessment survey and began the Comprehensive Plan update, and preparation of a new Strategic Plan.
- Awarded \$1.7M in grant funds, as well as in-kind staff support from Leave No Trace for river-focused outreach and education. Grant funds support improvements to Sawyer Park, Columbia Park and Millers Landing Park. An increase of \$500K over the prior fiscal year.
- Completed new Land Acquisition Policy.

2023-24 Key Challenges

- Continued rising cost of construction and high land prices.
- Delays obtaining building permits.
- Struggle acquiring easements for key trail connections.
- Rapid population growth and dwindling land supply for new parks

2024-25 Key Goals & Objectives

- Pursue the purchase of property for neighborhood park properties identified in park search areas.
- Complete the Comprehensive Plan update and new Strategic Plan.
- Modify the System Development Charge (SDC) project list and update the associated SDC Ordinance and resolutions.
- Deliver budgeted capital projects – see CIP summary.

2024-25 Major Budget Items

- SE Area planning (\$60K)
- SDC project list and Ordinance update (\$40K - funded with SDC funds)
- Deschutes River Trail - South UGB Bridge (\$20K to support outreach, pending board direction)

Staffing

The removal of the Deputy Executive Director position and the re-class of the Planning and Development Manager to Director lowered the full-time positions. Also, an additional part-time staff position to aid in projects.

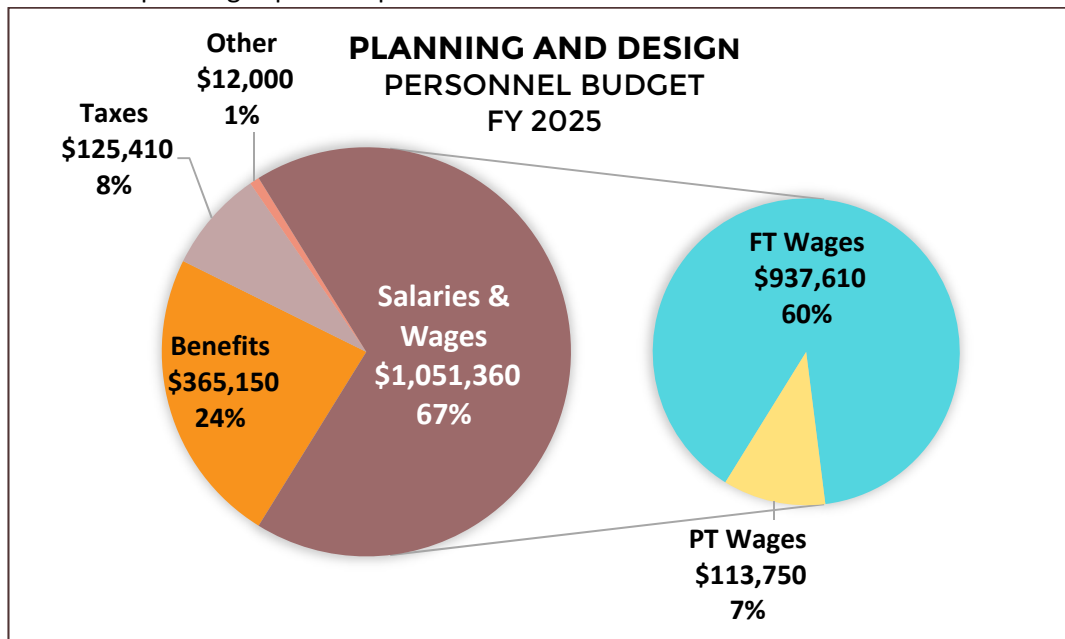
	2023-24 Adopted	2024-25 Proposed	Budget Change
Planning and Design			
Full-Time Positions	11.0	10.0	-9%
Part-Time Benefited	0.8	0.8	0%
Part-Time/Seasonal Positions	0.3	0.4	50%
	12.0	11.1	-7%

FY25 Budget

The budget for Planning and Development decreased overall by \$4.9 million when looking at all the funds since the department runs all the new development projects (See SDC and Reserve funds for specific budget changes in those areas). Their main operating budget in the General fund decreased by \$173,000 or 9%.

	System			2024-25 Proposed
	General Fund	Development Charges Fund	Reserve Funds	
Expenditures				
Planning & Development				
Personnel	1,553,920	-	-	1,553,920
Materials and Services	169,582	32,000	-	201,582
Capital Outlay	-	9,697,528	4,058,410	13,755,938
Total Expenditures by Program	1,723,502	9,729,528	4,058,410	15,511,440

The main operating expense is personnel.



Community Engagement

The newly created team is responsible for aspects of the district's community engagement efforts, including internal and external communications and marketing; park stewardship, volunteer coordination and the safety program. The department develops and establishes community engagement initiatives, directs strategies to strengthen the district's reputation, builds positive relationships with patrons/community, reinforces the district's brand identity and oversees the safety program.

Strategies include: communications, marketing, park stewardship, sponsorships, website and digital media, volunteer engagement, public relations, and safety for the employees of the district. The department also provides administrative support for the Bend Park and Recreation Foundation.

Highlights:

- Department organizational change
- Budget increase of \$907k with other divisions added to the department



Full-Time Positions	11.0
Part-Time/Seasonal Positions	1.0



2023-24 Key Success (Community Relations only. See Park Services and Admin Services for successes.)

- Enhanced patron experience with registration improvement work team and supported new registration website look and feel.
- Improved accessibility of the primary website and introduced a tool to continue progress.
- Introduced and supported Big Sky bike park as a new amenity.
- Supported new learn-to-surf information sessions to improve awareness and safety of river recreation.

2023-24 Key Challenges

- Understaffed for portion of the year; onboarding and training new staff.
- Registration improvement project shifted priorities and staff time resources.
- Daily workload increases in addition to special projects.

2024-25 Key Goals & Objectives

- Celebrate 50th anniversary with campaign and evaluate goals.
- Create cohesion and connection among the newly formed Community Engagement team.
- Support park stewardship and safety programs to increase safety for patrons, staff and others.
- Enhance communications and marketing for patron use of recreation programs and facilities, parks and trails.

2024-25 Major Budget Items

- Expanded team, including park stewardship and safety, results in increase to personnel and materials and services.
- Print Playbooks: twice per year, magazine style to households.
- Contract services: security services and communications support.
- No new programs.

Staffing

The Park Steward division positions were added with three full time positions and 1 FTE in seasonal staff. The safety Coordinator also moved into the department from HR making the new FTE total 12.

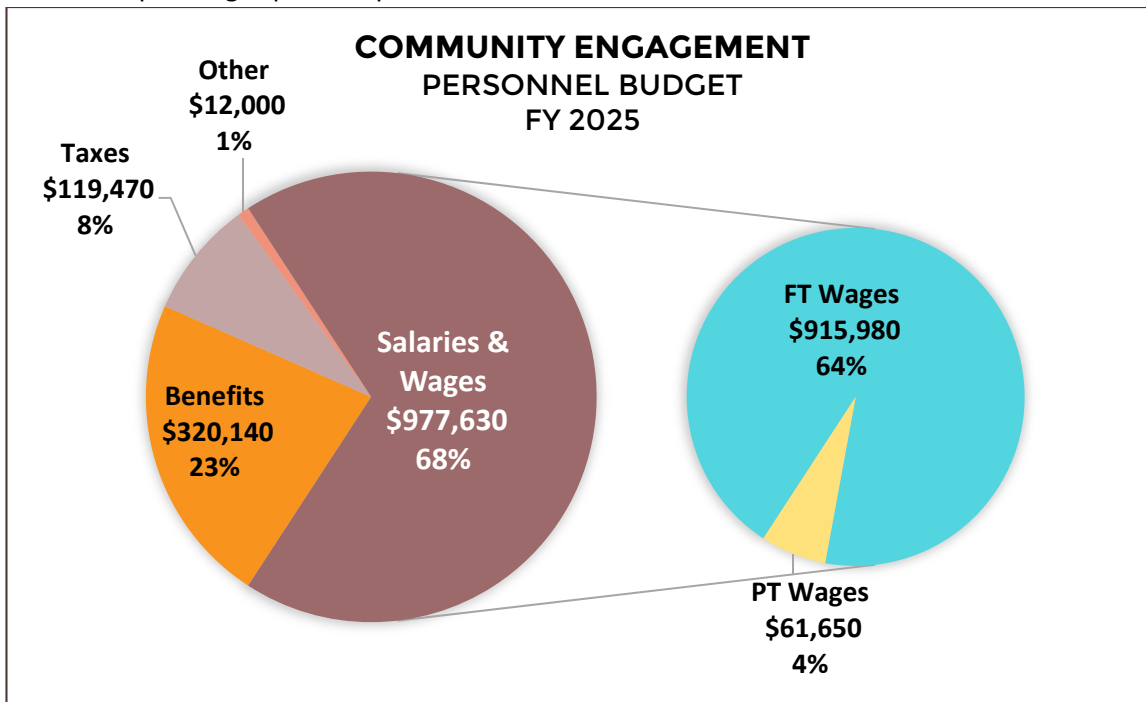
	2023-24 Adopted	2024-25 Proposed	Budget Change
Community Engagement			
Full-Time Positions	6.0	11.0	83%
Part-Time/Seasonal Positions	-	1.0	0%
	6.0	12.0	100%

FY25 Budget

The budget for Community Engagement increased in total by \$907,000 or 83% with the department changes.

	General Fund	2024-25 Proposed
Expenditures		
Community Engagement		
Personnel	1,429,240	1,429,240
Materials and Services	574,320	574,320
Capital Outlay	-	-
Total Expenditures	2,003,560	2,003,560

The main operating expense is personnel.



Park Services

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

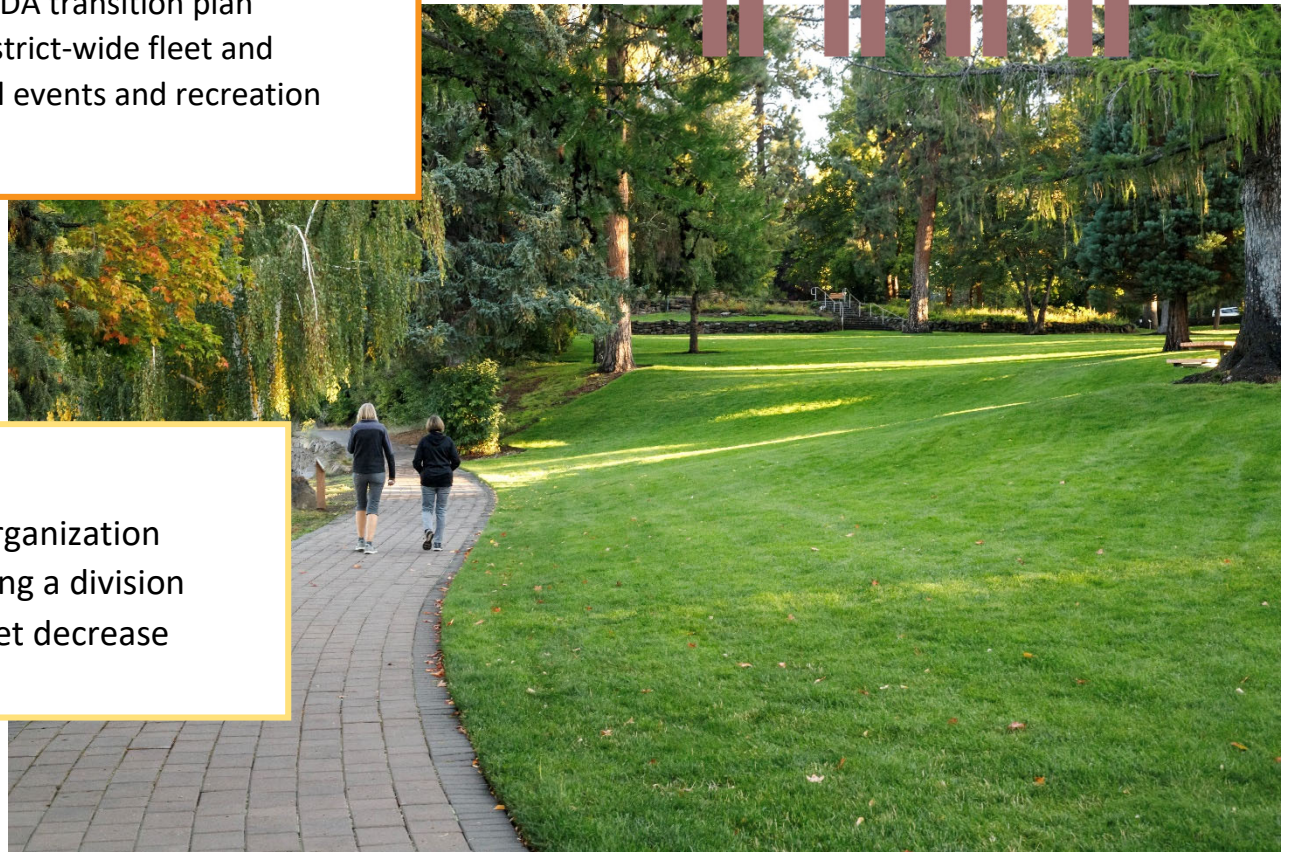
The department provides maintenance operations of parks, trails and facilities, and supports community residents by providing the best facilities for all services. Responsibilities also include management of park and trail use, asset replacement and ADA transition plan implementation, trails and facility users, district-wide fleet and equipment services, and support for special events and recreation programs.



Full-Time Positions	57.1
Part-Time Benefited	1.3
Part-Time/Seasonal Positions	9.9

Highlights:

- Departmental Organization changing removing a division
- Overall 2% budget decrease



2023-24 Key Success

- Established a dedicated trail division by moving all trail maintenance activities under the Natural Resources and Trails Division to ensure a more consistent level of care for the district’s trail system.
- Self-performed installation of lighting along the Outback Trail through Discovery West and the pickleball courts at Pine Nursery.
- Undertook a comprehensive research and testing process for an automated robot field painter. Currently in the process of procuring a Tiny Mobile Robot.
- Assumed maintenance responsibility for Fieldstone Park, expanded natural areas and trails at Discovery Park, and the Rose property.

2023-24 Key Challenges

- Graffiti and vandalism in parks and along trails continue to occur almost daily, necessitating hundreds of labor hours and thousands of dollars for cleaning and repairs.
- Recruiting, hiring and retaining full-time, part-time and seasonal positions are improving but still present challenges.
- Sustaining a high level of care and responsiveness while short-handed in some divisions.

2024-25 Key Goals & Objectives

- Provide a higher level of service for the district's parks and trails by establishing a dedicated vandalism team focused on graffiti and vandalism work.
- Enhancing the Landscape Division by creating a new Park Technician classification. This new position will perform a wide variety of high-level technical duties, allowing other staff to focus on necessary routine park maintenance.
- Assume maintenance and operations of new parks including Manzanita Ridge Park and Little Fawn Park.

2024-25 Major Budget Items

- Creation of a new Park Technician classification responsible for assisting the landscape supervisor by leading projects and performing a wide variety of high-level technical duties.
- Establishing a vandalism-focused program that includes a new Facility Specialist 1 position and extending a six-month Facility Specialist 2 position to year-round.
- Purchase asphalt crack-filling machine and a painter to assist with hard surface maintenance, aiming to prolong the lifespan of asphalt and take a more proactive approach to parking lot painting.
- Purchase tire machine that will assist the fleet staff in conducting seasonal tire switchovers in-house, saving both money and time by eliminating the need to take vehicles to a private mechanical shop.

Staffing

With the transition of Park Stewards to the Community Engagement Department, Parks’ FTE was reduced by 3 FTE. This budget adds two additional

	2023-24 Adopted	2024-25 Proposed	Budget Change
Park Services			
Full-Time Positions	58.6	57.1	-2%
Part-Time Benefited	1.3	1.3	0%
Part-Time/Seasonal Positions	10.9	9.9	-9%
	70.8	68.3	-3%

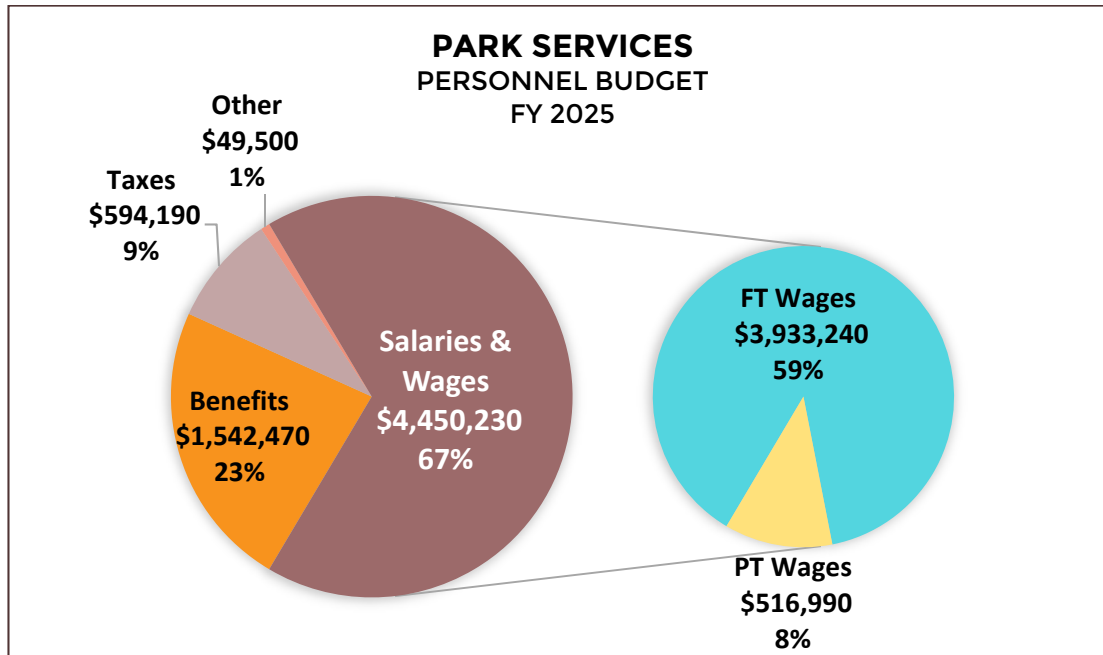
FTE one in Landscape division that will be adding a new level and the other position will be joining the Facilities to aid in addressing the growing vandalism.

FY25 Budget

The budget for Park Services decreased by only \$153,000 or 2%. Mainly this is due to a division moving to another department.

	General Fund	Reserve Funds	2024-25 Proposed
Expenditures			
Park Services			
Personnel	6,636,390	-	6,636,390
Materials and Services	2,400,652	106,400	2,507,052
Capital Outlay	-	756,500	756,500
Total Expenditures	9,037,042	862,900	9,899,942

The main operating cost is personnel.



Recreation

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 is responsible for managing the district's three recreation facilities and developing and implementing a diverse array of recreation, sport and enrichment activities for people of all ages and abilities. The department also includes customer service, outreach and the recently added food and beverage operations.

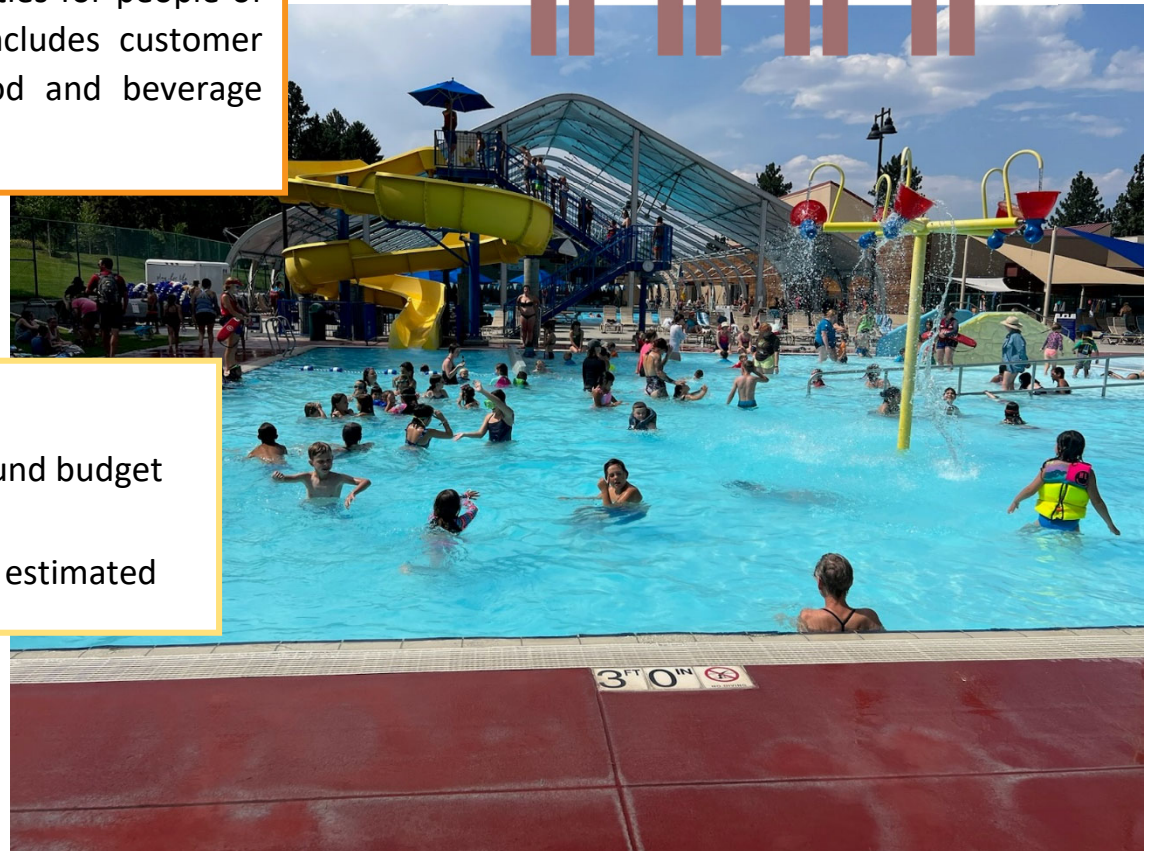


Full-Time Positions	61.9
Part-Time Benefited	43.3
Part-Time/Seasonal Positions	84.4



Highlights:

- 3% increase in General fund budget
- 2.3% increase in FTE
- 6% increase in User Fees estimated



2023-24 Key Success

- Increased drop-in visitation to recreation facilities by 15%.
- Increased participation in registered recreation activities by 8%.
- Provided an estimated \$725,000 in needs-based assistance to over 1,250 households.
- Year-end tax subsidy estimated to be at least \$500,000 under budget.

2023-24 Key Challenges

- Demand for many programs continues to exceed capacity.
- Continued challenges consistently meeting front line staffing needs.
- Escalating frequency and severity of behavioral issues in facilities and programs.
- Balancing financial sustainability and affordability with increasing costs of providing services.

2024-25 Key Goals & Objectives

- Increase capacity where feasible to better meet community needs and interests. Target 5% overall growth in visitation/participation.
- Maintain the high level of program quality and customer service that the community expects.
- Expand recently launched food and beverage operations to become profitable.
- Continue outreach efforts to underserved communities while developing a sustainable strategy for funding the district’s needs-based assistance program

2024-25 Major Budget Items

- Revenue increase of 12% over current year estimate due to continued but slower growth in participation, some fee increases and the first full year of food and beverage operations.
- Personnel cost increase of 13% over current year estimate due to the addition of 3.5 full-time staff, the expansion of 1 benefited part-time position to full time, a 13% increase in part-time hours and general payroll cost increases.
- Materials and services increase of 5% over current year estimates
- Resulting Tax Subsidy of \$3.85 million is \$245,000 more than current year estimate.

Staffing

A position to assist the Aquatics operations was added along with a full-time custodian to help at our recreation facilities. Increasing positions from part-time benefited to full time changed up those two categories and help us address the expansion in Enrichment and the Art Station. Part-time positions increased due to our planned growth and one part-time position is to help with the growth.

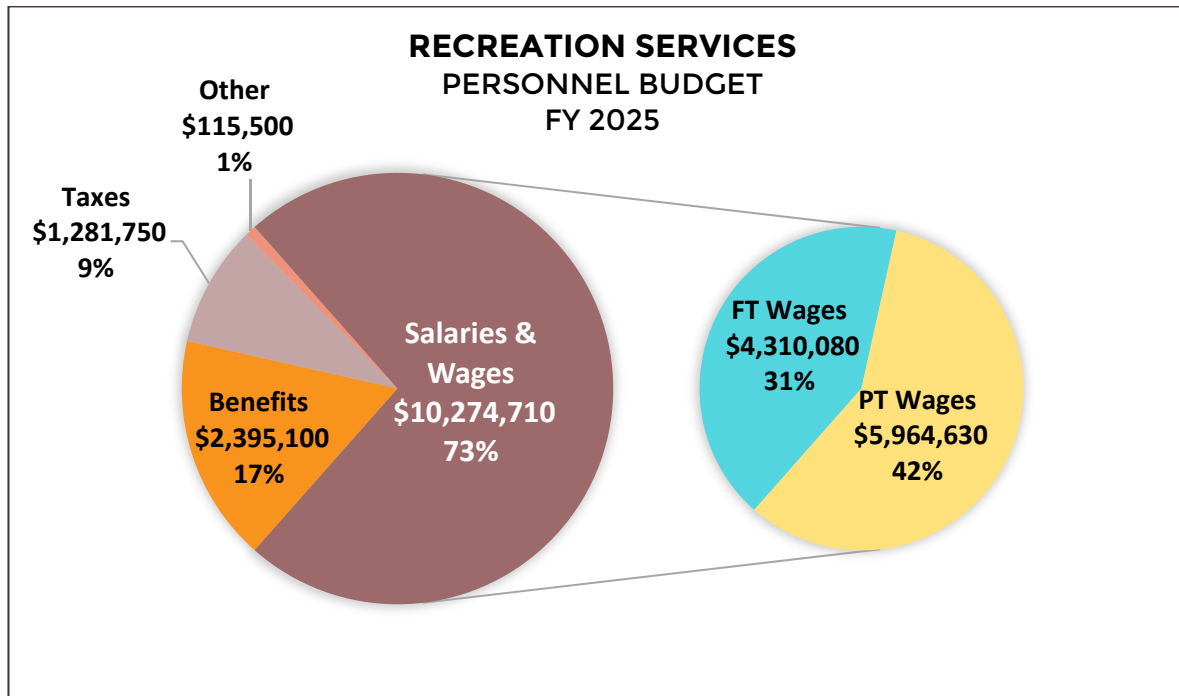
	2023-24 Adopted	2024-25 Proposed	Budget Change
Recreation			
Full-Time Positions	58.4	61.9	6%
Part-Time Benefited	50.4	43.3	-14%
Part-Time/Seasonal Positions	76.4	84.4	10%
	185.3	189.5	2%

FY25 Budget

The budget for Recreation overall decreases by \$500,00 or 3% and this is due to the change in Recreation having fewer capital items and equipment purchases. When looking at just operational in the General fund their budget increased by over \$500,000 or 3%.

	General Fund	Rental Fund	Reserve Funds	2024-25 Proposed
Expenditures				
Recreation Services				
Personnel	13,721,170	345,890	-	14,067,060
Materials and Services	3,823,525	97,000	-	3,920,525
Capital Outlay	-	85,000	707,600	792,600
Total Expenditures	17,544,695	527,890	707,600	18,780,185

The largest expense is personnel.



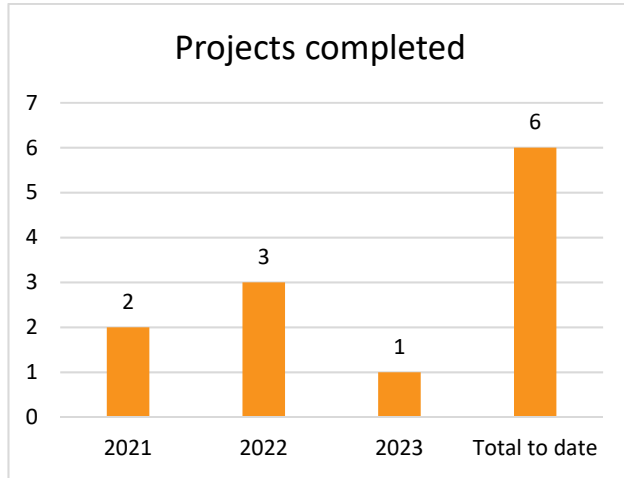
Performance Measures

Deschutes River Access and Habitat Restoration Plan Projects Completed

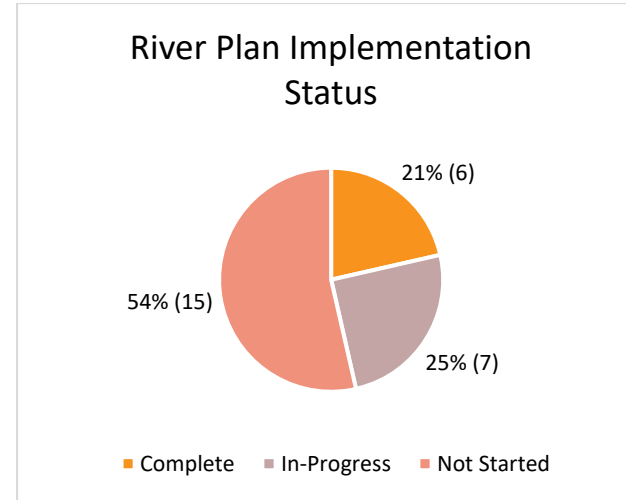
Pillar: Operations and Management Practices

Desired Outcome 3: Be a local leader in environmental stewardship

Performance Metric: The number of Deschutes River Access and Habitat Restoration Plan (River Plan) projects completed annually from January 1-December 31.



Key Performance Indicator: The percentage of River Plan projects completed annually.



Target: The River Plan identifies a completion timeline of approximately 10-years. There are a total of 28 projects in the River Plan. As such, 10% or a total of approximately three projects need to be completed each year in order to complete the plan within the identified timeframe.

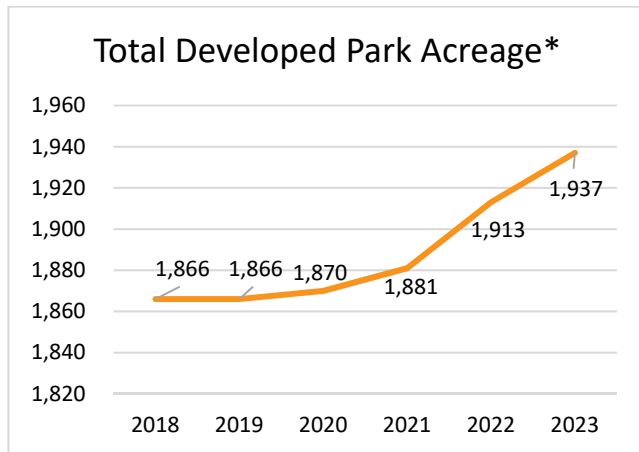
Status: BPRD adopted the River Plan in November of 2021, and has completed six projects since plan adoption. This includes one project completed in 2023. As such, for 2023, River Plan implementation did not meet the target completion of approximately three projects per year. However, numerous multi-year projects are in progress including, McKay, Miller's Landing and Columbia River Access and Restoration Projects. It should be noted, that early projects completed have been done by Natural Resources and Trails, or Facilities staff, and are smaller in scope and cost. Larger projects will take significantly more time to complete.

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

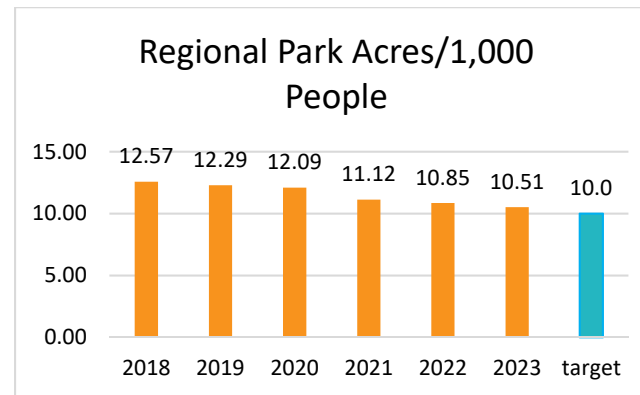
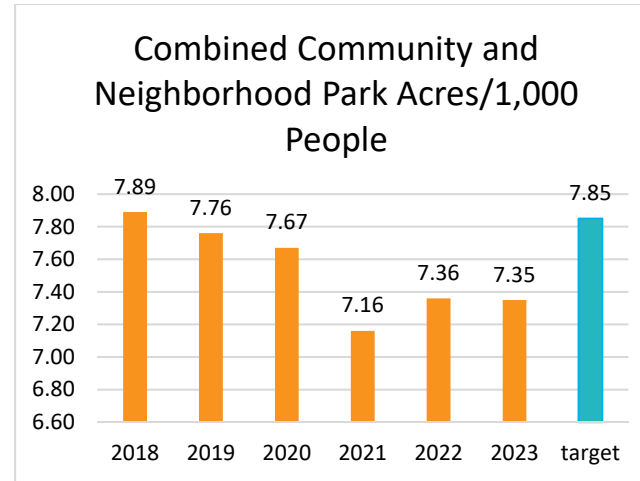
Performance Metric: Total developed park acreage (inclusive of regional, community and neighborhood parks, excludes natural areas and leased off-leash dog areas) provided by BPRD.



*Increases in 2023 can be attributed to the addition of Discovery West and Fieldstone parks

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



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 also calculates park walkshed annually as an additional metric to track to evaluate performance. Specific LOS for 2023:

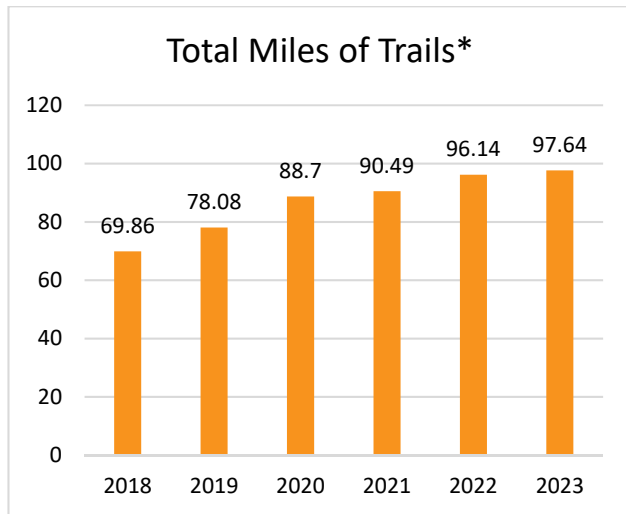
- Neighborhood and Community Parks – 7.35 acres/1,000 people
- Regional Parks – 10.51 acres/1,000 people

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

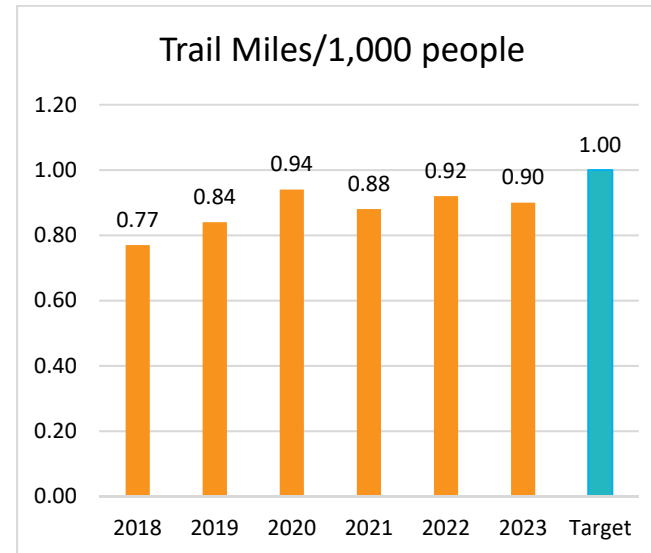
Performance Metric: Total miles of trails.



*Total trail miles include all primary trails but not connector trails. Increases in 2023 are not directly attributed to one individual project.

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. Specific LOS for 2023:

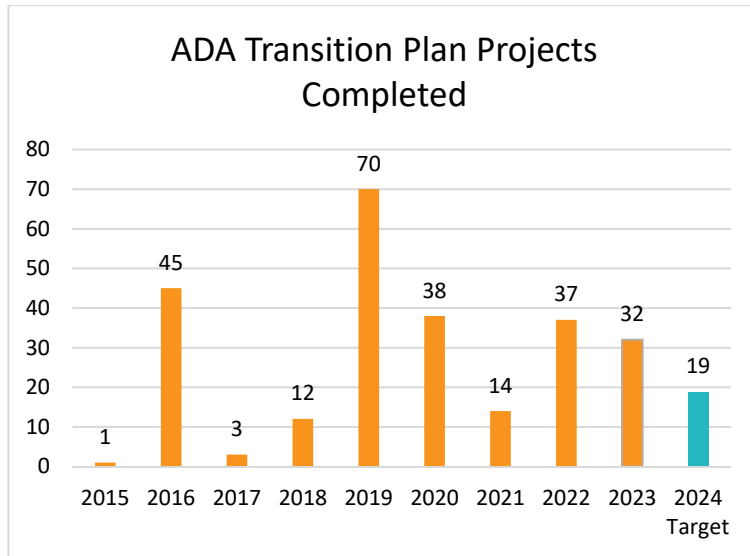
- Trails – 0.90 miles/1,000 people

ADA Transition Plan Projects Completed

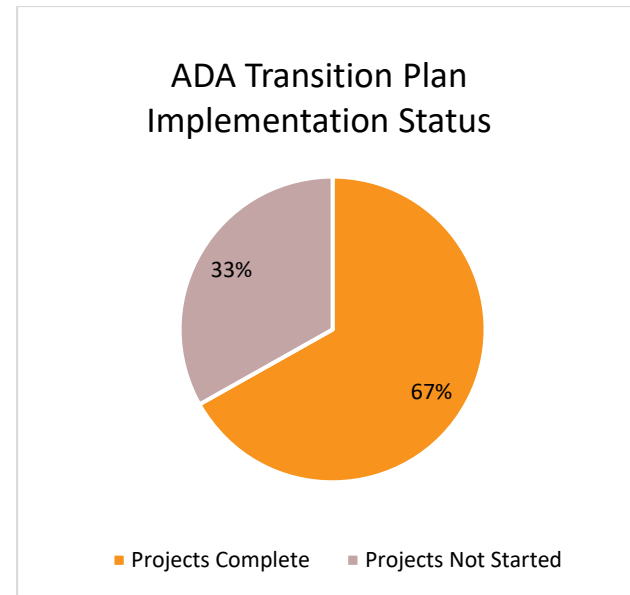
Pillar: Community Relationships

Desired Outcome 3: District services that are accessible to all.

Performance Metric: The number of ADA Transition Plan (ADA Plan) projects completed annually from January 1-December 31.



Key Performance Indicator: The year over year increase in the percentage of total ADA Transition Plan projects completed.

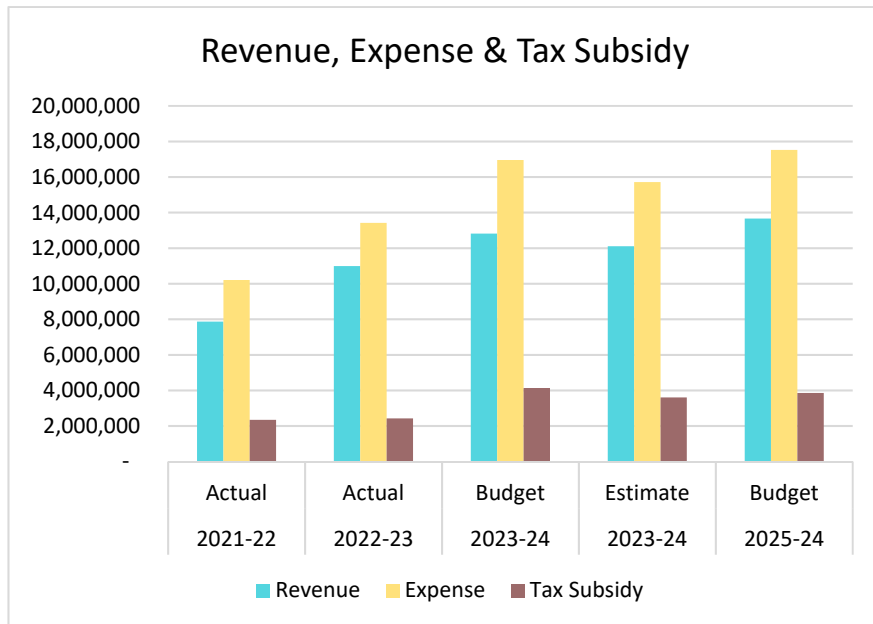


Target: The ADA Transition Plan includes a total of 377 projects. Based upon historic performance, the district established a target to complete 5% of the total project identified in the ADA Plan, or approximately 19 projects per year. However, the actual number completed per year can fluctuate significantly if large capital improvement projects are completed, which can include numerous ADA Plan projects.

Current Status: A total of 32, or approximately 9% of the ADA Transition Plan identified projects were completed in 2023. This includes projects at numerous district facilities, but the majority were completed at Drake Park and Juniper Swim and Fitness Center. With the completion of these projects, a total 252 of the 377, or approximately 67% of the ADA Transition Plan projects have been completed to date.

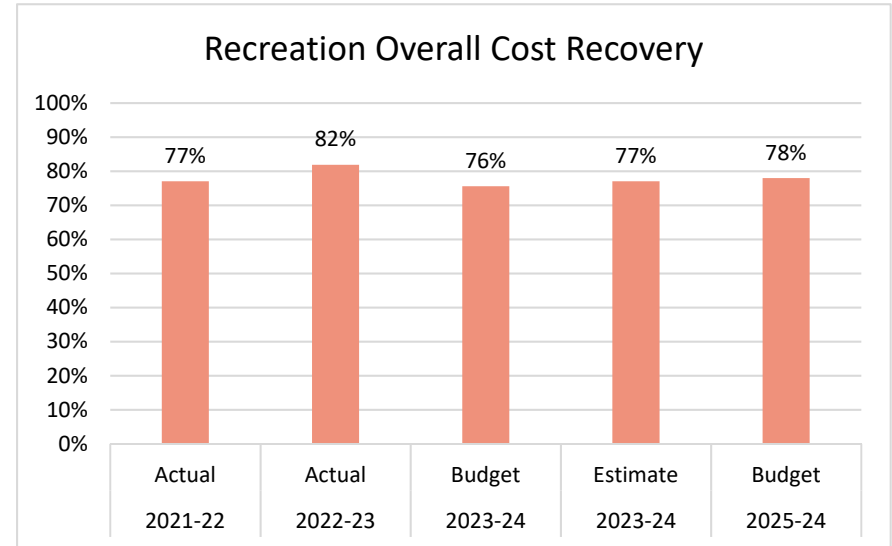
Revenue, Expenses and Subsidy Trend

Recreation department revenues and expenses are generally aligned; however, as the overall budget grows, the tax subsidy required to support the department also usually grows. The increased subsidy requirement over the past several years is due to the opening of Larkspur Community Center, rapid increases in needs-based assistance funding and high overall inflation. The subsidy requirement is expected to level off this budget year and actually be \$280,000 less than last year's budget.



Cost Recovery

Cost recovery is the percentage of the direct cost of providing our recreation facilities, programs and services that is recovered through user fees and other non-tax resources. Cost recovery has been relatively consistent over the last several years despite rapid growth as cost recovery guidelines have remained unchanged. We anticipate this year's estimates and next year's budget will be slightly higher as we typically outperform projections some.



CAPITAL IMPROVEMENT PLAN SUMMARY



Capital Summary

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 is available on the district's website at: <http://www.bendparksandrec.org/CIP> .

The five-year projection of the CIP provides a guide for capital improvement planning, cost estimates, and related operational expenses, which allow for forecasting future projected expenditures. The plan is a dynamic 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.

- **Capital Improvement Plan Funding Sources-** There are four primary funding sources for the district's capital improvements:
 - **Property Tax Revenues-** Property tax revenues fund most 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-** includes grants, contributions, partnerships and other financing such as bond issuance.

The comprehensive adopted CIP document includes additional detailed information for each project, including projected operating and maintenance costs (<http://www.bendparksandrec.org/CIP>).

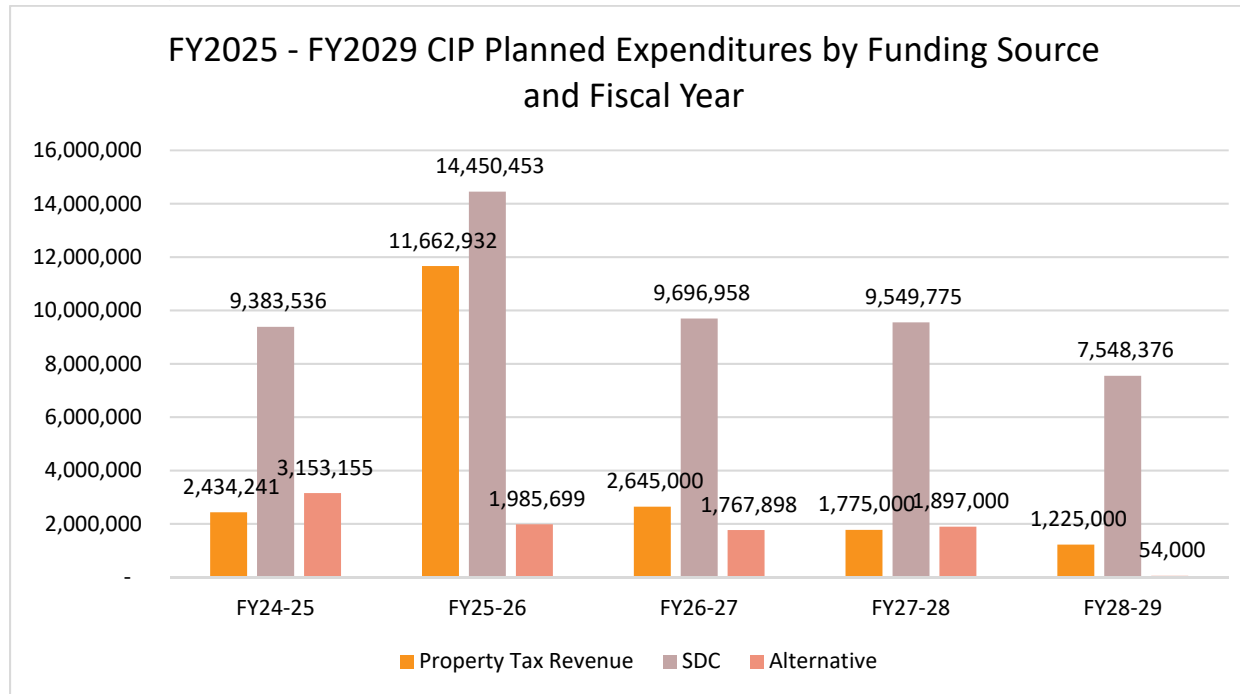
With the addition of parks, we have added one-time equipment purchases and increased operational budgets to care for these parks as they come online. Many of our asset management projects will help reduce maintenance costs and we intend to find energy efficiency whenever possible to have operational savings.

2023-24 Key Success

- Celebrated opening Fieldstone Park.
- Completed construction the on Drake Park Bank and Trail Improvements; completed conceptual design for Millers, McKay and Columbia park river access; started design on the Art Station, Hollinshead Park and approved conceptual plans for Pine Nursery Phase 5, Manzanita Park and Sawyer Park.
- Completed 90% of construction for Little Fawn Park.

2024-25 Key Goals & Objectives

- Complete one larger asset project – Sylvan Park Playground replacement.
- Acquire targeted neighborhood and regional/community park land.
- Complete designs for Pine Nursery Park Phase 5, Hollinshead Park, Sawyer Park, and the whitewater park maintenance project.
- Complete construction on Millers Landing river access improvements.
- Further permitting and easement acquisition for North Unit Canal Trail, and collaborate with the city of Bend on the design for the Deschutes River Trail (Miller’s to Galveston section).



Project Type	Approved Funding Allocation	Prior and Current Fiscal Years	FY2025-29 Funding Allocation by Source				Total FY 25-29	FY 24-25 Total	FY 25-26 Total	FY 26-27 Total	FY 27-28 Total	FY 28-29 Total
			Property Tax Revenue	SDC	Alternative	Alt. Type						
Community Parks												
Pine Nursery Park Ph. 4 (Pending Partnership)	78,504	28,504	-	50,000	-	-	50,000	-	-	50,000	-	-
Pine Nursery Park Ph. 5	8,750,000	621,438	-	7,728,562	400,000	2	8,128,562	1,000,000	5,728,562	1,400,000	-	-
Big Sky Park Expansion	4,722,250	3,583,403	-	838,847	300,000	-	1,138,847	-	-	-	1,138,847	-
Sawyer Park	2,952,613	316,354	587,933	-	2,048,326	1	2,636,259	1,318,130	1,318,129	-	-	-
Land Acquisition (Rose Property)	4,250,000	4,084,726	165,274	-	-	-	165,274	165,274	-	-	-	-
Total Community Parks	20,753,367	8,634,425	753,207	8,617,409	2,748,326		12,118,942	2,483,404	7,046,691	1,450,000	1,138,847	-
Neighborhood Parks												
Land Acquisitions	9,524,835	-	-	9,524,835	-	-	9,524,835	2,090,280	1,830,000	1,656,679	1,500,000	2,447,876
Little Fawn Park	2,892,704	2,610,559	-	282,145	-	-	282,145	282,145	-	-	-	-
Manzanita Ridge Park	1,767,510	299,810	-	1,467,700	-	-	1,467,700	850,000	617,700	-	-	-
Park Search Area 5 (Talline)	1,517,500	-	-	1,517,500	-	-	1,517,500	-	-	250,000	1,267,500	-
Park Search Area 11 (Discovery West Park/TH)	2,923,050	135,000	-	2,788,050	-	-	2,788,050	-	966,300	975,000	846,750	-
Park Search Area 14 (Parkside Place)(Bear Creek)	2,176,400	-	-	2,176,400	-	-	2,176,400	571,900	-	-	400,000	1,204,500
Park Search Area 24 (Stevens Ranch)	1,684,178	-	-	1,684,178	-	-	1,684,178	-	-	300,000	1,384,178	-
Park Search Area 27 (Constellation Crest)	2,888,000	-	-	2,888,000	-	-	2,888,000	-	853,500	750,000	1,284,500	-
Park Search Area 28 (Easton) (SE Area Plan)	2,128,763	-	-	2,128,763	-	-	2,128,763	266,000	662,763	1,000,000	200,000	-
Park Search Area 18 (Coulter Property)	1,750,000	-	-	1,750,000	-	-	1,750,000	300,000	200,000	950,000	300,000	-
Park Search Area 15	2,400,000	-	-	2,400,000	-	-	2,400,000	2,400,000	-	-	-	-
Park Search Area 20	1,500,000	-	-	1,500,000	-	-	1,500,000	300,000	-	600,000	600,000	-
Park Search Area 26	1,725,000	-	-	1,725,000	-	-	1,725,000	475,000	-	-	600,000	650,000
Park Search Area 6	3,000,000	-	-	3,000,000	-	-	3,000,000	-	-	-	-	3,000,000
Park Search Area 21	1,000,000	-	-	1,000,000	-	-	1,000,000	-	1,000,000	-	-	-
Park Search Area 32	100,000	-	-	100,000	-	-	100,000	-	-	100,000	-	-
Total Neighborhood Parks	38,977,940	3,045,369	-	35,932,571	-		35,932,571	7,535,325	6,130,263	6,581,679	8,382,928	7,302,376
Trails												
DRT Galveston to Millers Landing	800,000	496,396	-	248,884	54,720	5	303,604	-	303,604	-	-	-
Riley Ranch Nature Reserve Bridge	1,200,000	-	-	984,000	216,000	5	1,200,000	-	-	1,200,000	-	-
DRT Putnam to Riley Ranch	155,000	440	-	126,744	27,816	5	154,560	-	154,560	-	-	-
DRT Kirkaldy to Putnam	63,100	3,662	-	48,738	10,700	5	59,438	42,203	-	17,235	-	-
Deschutes River Trail North Trailhead	320,000	-	-	262,400	57,600	5	320,000	-	20,000	300,000	-	-
Miscellaneous Trails	1,450,000	-	-	1,189,000	261,000	5	1,450,000	300,000	300,000	300,000	250,000	300,000
North Unit Irrigation Canal Trail (NUID)	512,207	212,207	-	220,708	79,292	5	300,000	300,000	-	-	-	-
COHCT Blakley To Hansen Park	425,175	-	-	348,644	76,531	5	425,175	-	-	275,175	150,000	-
	-	-	-	-	-	-	-	-	-	-	-	-
Total Trails	4,925,482	712,705	-	3,429,118	783,659		4,212,777	642,203	778,164	2,092,410	400,000	300,000

Project Type	Approved Funding Allocation	Prior and Current Fiscal Years	FY2025-29 Funding Allocation by Source				Total FY 25-29	FY 24-25 Total	FY 25-26 Total	FY 26-27 Total	FY 27-28 Total	FY 28-29 Total
			Property Tax Revenue	SDC	Alternative	Alt. Type						
Regional / Community Wide												
River Access McKay, Millers, & Columbia Project	569,470	509,470	-	-	60,000	1,5	60,000	60,000	-	-	-	-
River Access Riverbend Park	1,775,000	23,053	-	-	1,751,947	1,5	1,751,947	-	-	226,947	1,525,000	-
Art Station	3,000,000	250,000	700,000	2,050,000			2,750,000	100,000	2,650,000	-	-	-
Millers Landing Access Project	1,325,000	-	-	-	1,325,000	1,2,5	1,325,000	1,225,000	100,000	-	-	-
Columbia Park Access Project	788,820	-	-	-	788,820	1,2,5	788,820	-	725,000	63,820	-	-
Natural Area Land Acquisition	1,500,000	-	650,000	-	850,000	1,2	1,500,000	1,500,000	-	-	-	-
Bend Whitewater Park Maint. & McKay River Access Project	2,000,000	50,000	1,250,000	-	700,000	1,5	1,950,000	150,000	150,000	1,650,000	-	-
Total Community Wide	10,958,290	832,523	2,600,000	2,050,000	5,475,767		10,125,767	3,035,000	3,625,000	1,940,767	1,525,000	-
Asset Management Projects												
Accessibility Improvements	500,000	-	500,000	-	-		500,000	-	125,000	125,000	125,000	125,000
Asset Management Projects (\$5,000-\$50,000)	950,000	-	950,000	-	-		950,000	300,000	150,000	200,000	150,000	150,000
Park Services Complex	9,150,000	126,899	9,023,101	-	-		9,023,101	225,000	8,798,101	-	-	-
Skyline Field Renovation	625,000	279,135	345,865	-	-		345,865	-	345,865	-	-	-
Hollinshead Park ADA & Preferred Design	1,100,000	300,000	450,000	250,000	100,000	4	800,000	800,000	-	-	-	-
Ponderosa Park (North)	1,200,000	-	850,000	350,000	-		1,200,000	-	150,000	1,050,000	-	-
Mirror Pond Dredge Commitment	300,000	-	300,000	-	-		300,000	-	-	-	300,000	-
Pavilion Flooring Replacement	202,000	52,000	150,000	-	-		150,000	-	-	-	-	150,000
JSFC Outdoor Roof Cover Replacement	300,000	-	300,000	-	-		300,000	300,000	-	-	-	-
JSFC Roof Replacement (South/East Wing)	170,000	-	170,000	-	-		170,000	-	-	170,000	-	-
JSFC Outdoor Pools Wall Liner Replacement	500,000	-	500,000	-	-		500,000	-	-	500,000	-	-
JSFC Main Chiller Unit Replacement	300,000	-	300,000	-	-		300,000	-	-	-	300,000	-
Sylvan Playground Replacement	600,000	-	600,000	-	-		600,000	150,000	450,000	-	-	-
Providence Park Renovation	1,200,000	-	1,200,000	-	-		1,200,000	-	-	-	400,000	800,000
Larkspur Park Playground Renovation	500,000	-	500,000	-	-		500,000	-	500,000	-	-	-
Stover Park Renovation	500,000	-	500,000	-	-		500,000	-	-	-	500,000	-
Total Asset Management Projects	18,097,000	758,034	16,638,966	600,000	100,000		17,338,966	1,775,000	10,518,966	2,045,000	1,775,000	1,225,000
Total CIP Funding Allocations	93,712,079	13,983,056	19,992,173	50,629,098	9,107,752		79,729,023	15,470,932	28,099,084	14,109,856	13,221,775	8,827,376

APPENDICES

Appendix A- Financial Forecast 2024-2028

**Appendix B- Fund Balance Analysis-
minimum fund balance setting**

Appendix C- Financial and Budget Polices

Appendix D- Glossary

**Appendix E- All Required Legal Postings and
Resolutions**



Appendix A- Financial Forecast FY2025 – FY2029

Presented to the Board at their Workshop 2/02/24

Background

The financial forecasting model has become a valuable tool in predicting the effects of capital funding decisions, operational strategies, levels of service, subsidy levels, and economic circumstances on the district's financial viability. Being able to foresee how decisions today will affect the Bend Park and Recreation District's future operational budgets is vital to ensure the long-term financial sustainability of the district. Financial forecasting becomes even more important as BPRD adds facilities and services, and as operating costs continue to increase.

Other planning efforts, such as the district's comprehensive plan, strategic planning, capital improvement planning and annual action planning, aid in this forecast. The board of directors and staff seek and receive community input in the development, review and revision of these planning documents throughout the year. This financial forecast is for planning purposes only and to help guide the upcoming budget process.

District Forecast

As we prepare for the FY2024-25 budget (FY25), we are forecasting at a high level the future financial wellbeing of the district for the next five years. We use broad estimates with the information available now. The economic conditions and district data were considered the following factors for our assumptions.

Factors

Revenue

- **Taxes-** Rates are based upon county assessor's information. The average for the last five years is 5.9%. Staff estimate a conservative 4% prediction in the 5-year forecast to account for any slowing in growth. We only capture 3% of higher appraisal, which is far less than inflation.
- **System Development Charges-** These are harder to predict and dependent on when a property is developed. We use past trends and current plans for assumptions. We keep these estimates conservative to be able to respond if development stalls.
- **Charges for Services-** This is based on past averages and current trends. This data is developed by the Recreation department based on their cost recovery modeling.

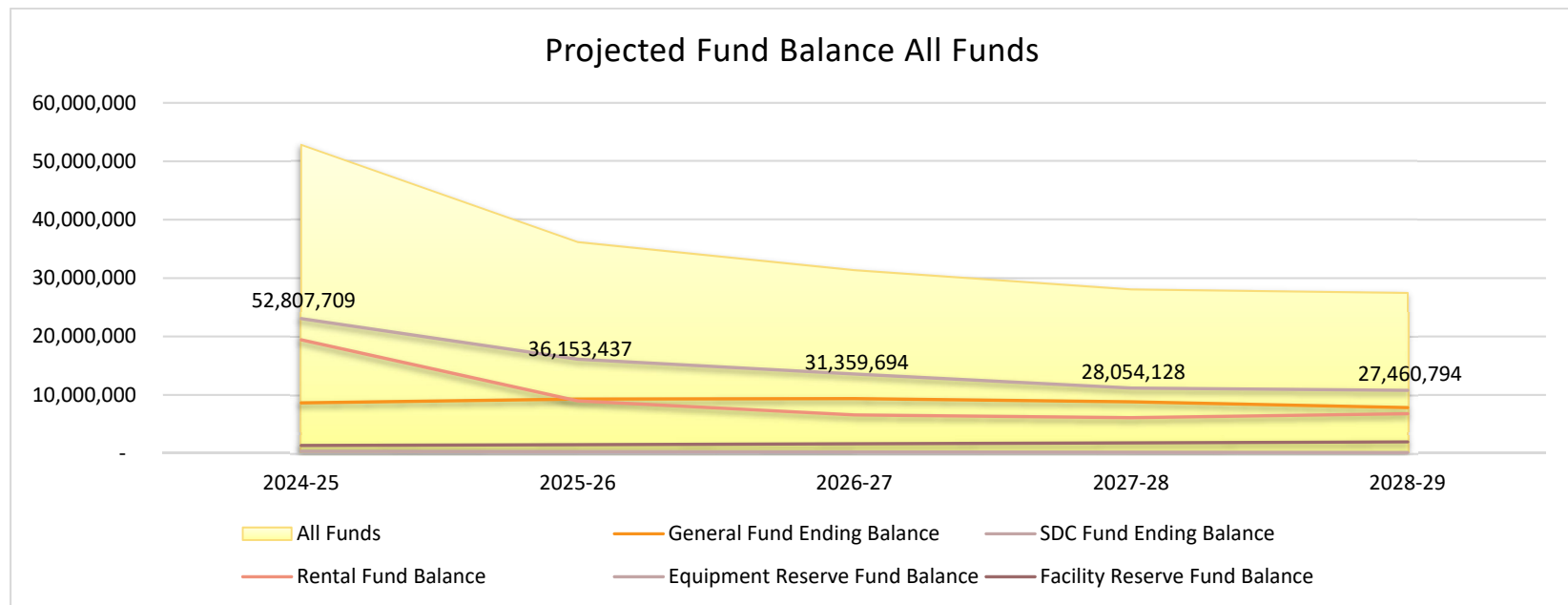
Expenditures

- **Personnel Costs-** Many factors contribute to our estimates:
 - Increases with cost of living adjustment, merit-based wage changes, future pay study (FY27) and growth in staffing
 - Decreases in unemployment and worker's comp rates than expected during the last budget
 - PERS increases in FY26 of 2%, which has been confirmed by the plan, and we assume a 2% increase again in FY28
 - Increase in health benefits costs
 - Recreation PT has other assumptions based on their cost recovery modeling

- **Operational costs-** Inflation continues to impact the cost of materials and services but we will see it at a much lower rate. Operating costs will also increase as new parks, trails and programs come online.
- **Capital Costs-** This forecast ties directly to the Capital Improvement Plan (CIP).

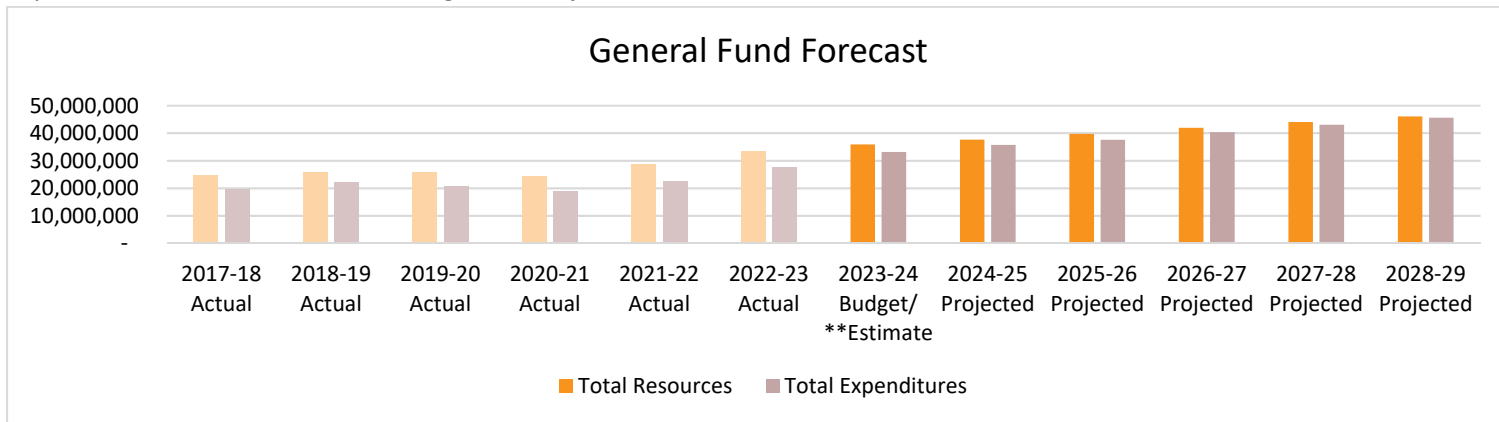
All District Funds

Looking at all funds with the current estimates, economic conditions and past data, we can maintain needed fund balances. There are large items and growth taking place, such as the purchase of the new parks maintenance building, wages keeping up with inflation, meeting retirement fund obligations, maintaining our assets and addressing our parks and trail growth. 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. We can meet minimum fund balances at the end of the five-year forecast, but our ability to save for facility maintenance and equipment replacement begins to decrease due to rising personnel and operational costs.

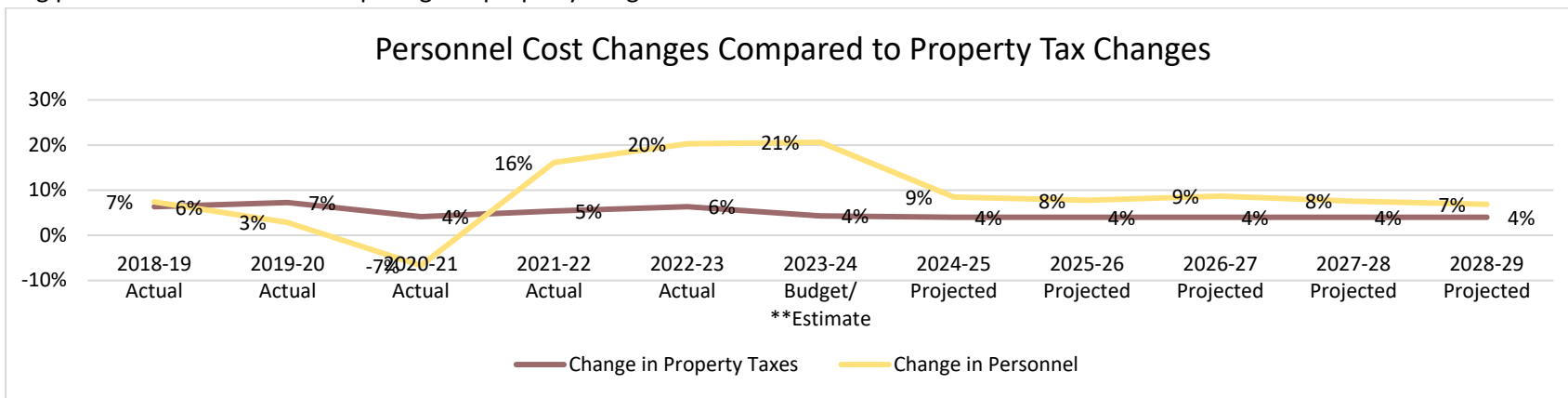


General Fund

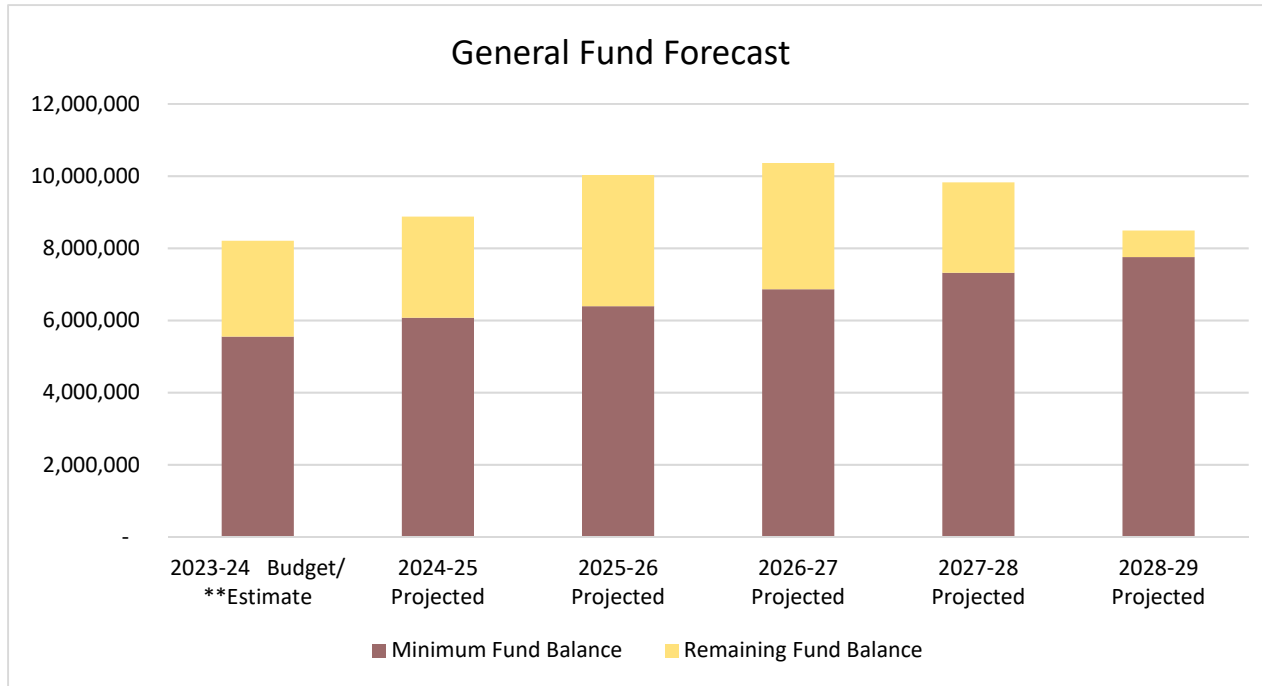
The district's General Fund is the general operating fund and accounts for the executive director's office, administrative services, planning and design, park services, community relations and recreation services. Principal sources of revenue are property taxes, user fees and charges, interest income, grants and contributions. Primary expenditures are personnel, materials and services necessary to provide quality services for the community. The General Fund needs to continue to save for future maintenance and repair of current facilities, address growth and adapt to changing economic conditions. In the last year of the forecast, our operating expenses remain lower than estimated revenue which means it appears the district should be able to operate within its means. Adjustments may need to be made to aid in funding some major maintenance of our facilities.



With Personnel being our biggest expenses its good to look at our tax base growth to our personnel costs. Besides the pandemic years with layoffs we have seen greater increases to staffing costs with the pay equity adjustments and higher cost of living adjustments made the last few years. With increasing personnel costs we are out pacing our property tax growth.



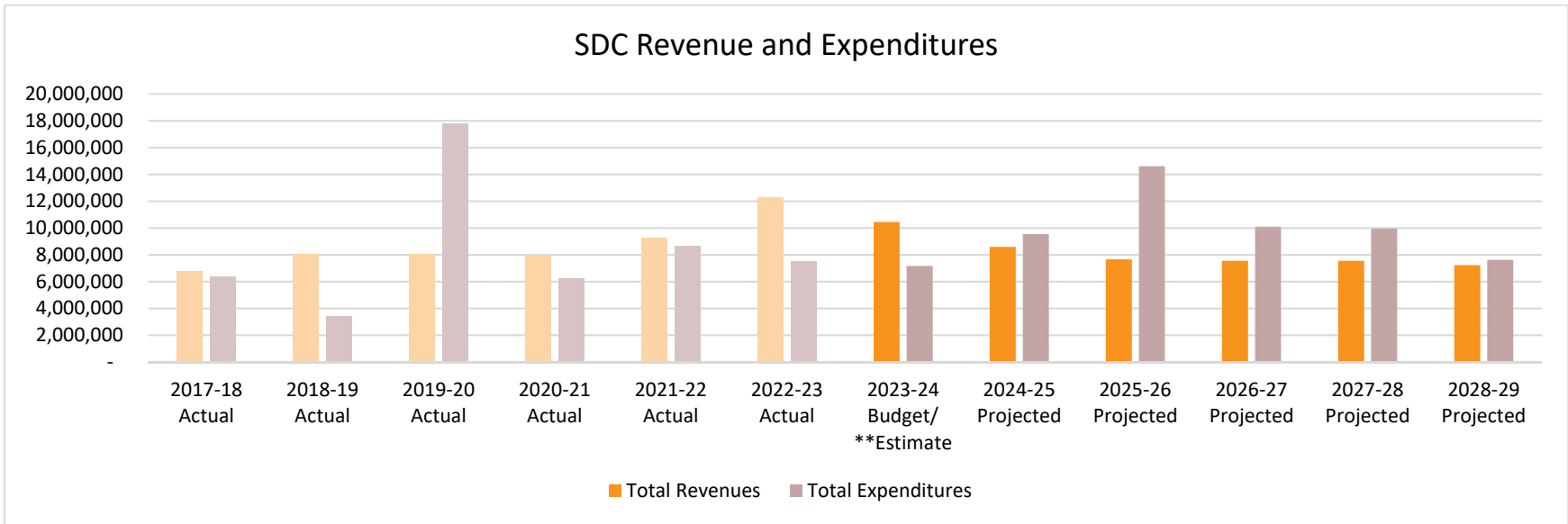
Fund balance is critical for financial stability and flexibility. Reserves aid in governments being able to respond to events, buffer against economic downturns, and re a factor for bond ratings. Therefore, local governments establish a minimum fund balance. With the revision of the reserve balance policy last year, the FY24 budget began our annual look at the needs for minimum fund reserves in our General fund and Reserve funds. See appendix C of the FY24 budget for the analysis and our minimum. All funds are budgeted to have the needed reserves based on the policy, our forecasts and capital improvement plan.



System Development Charges (SDC) 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 for developing residential properties. SDC revenue is hard to predict and averaging the change and reviewing downturns and recoveries is necessary. We also review what is up and coming with developers and if there are any changes in their plans.

Past trends demonstrate how different each year can be for receiving this type of funding. The best approach is to calculate averages to use for revenue predictions to help plan for expenditures while predicting some slowing in development. Expenditures are restricted by state law to capacity enhancing and reimbursement projects for parks, trails and indoor recreation facilities. The details of the planned expenditures can be found in the CIP. Fund balance will need some build-up time after large expenditures for the future projects.

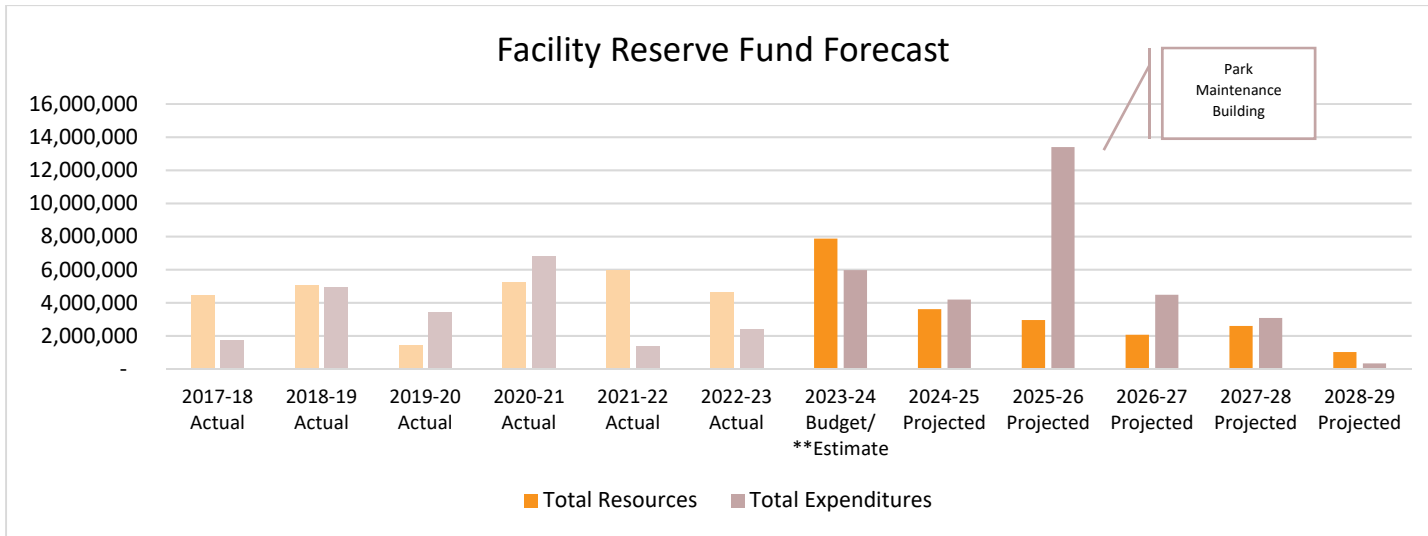


With this prediction the SDC fund still has fund balance to continue to develop the needed projects to accommodate growth.

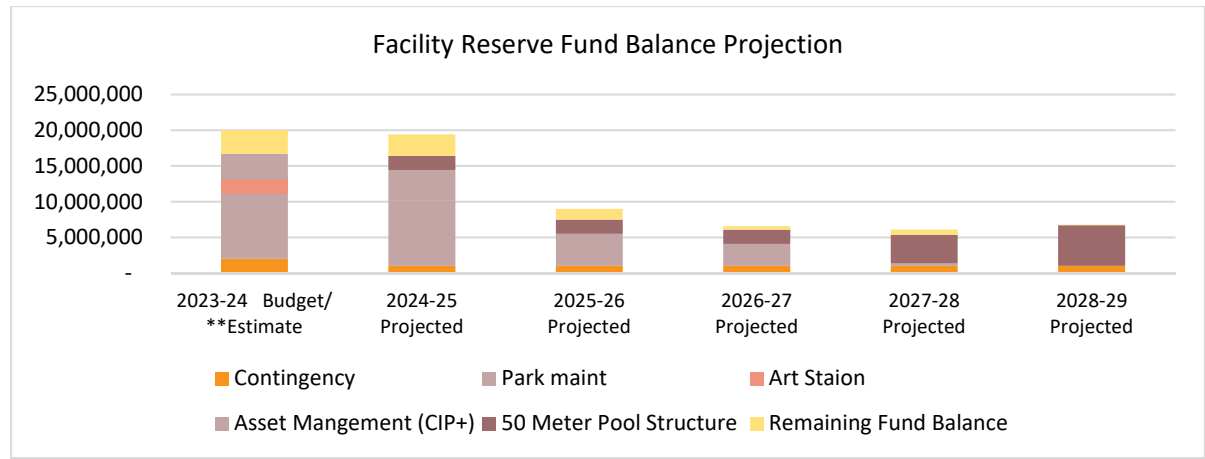
Facility Reserve and Equipment Reserve Funds

These funds are mainly funding by transfer from the General Fund so capital projects are funded by property taxes. Fund balance is needed to ensure the district can adapt to unplanned or emergency repairs to facilities and equipment. *See specific cost assumptions for the Facility Reserve Fund and Equipment Reserve Fund in Appendix C.*

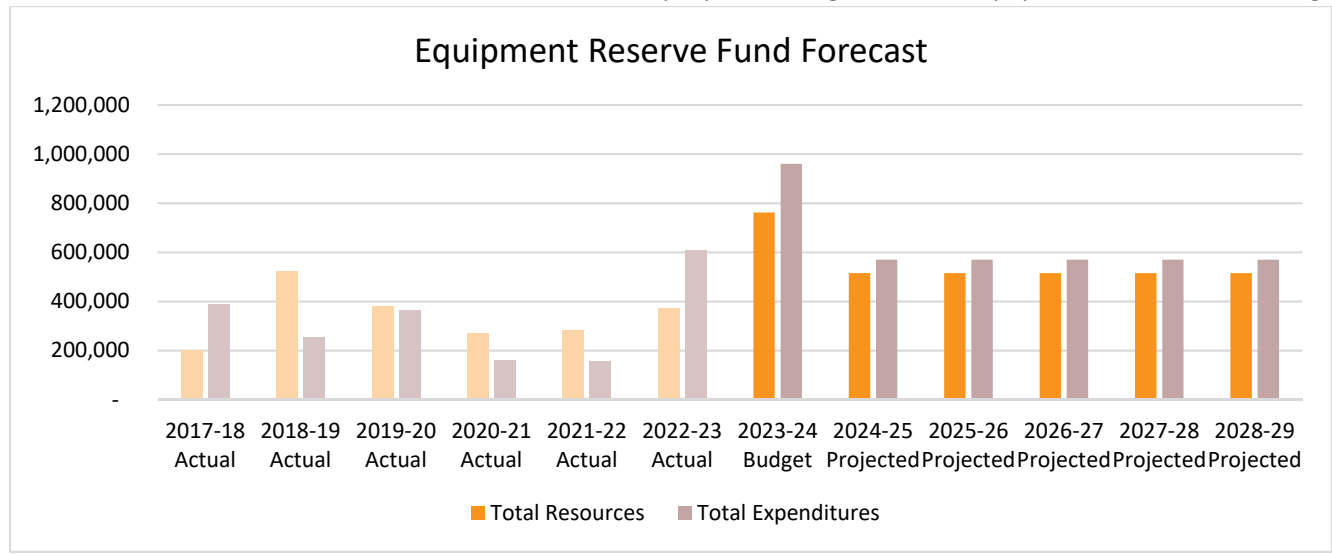
- Facility Reserve Fund* is used to account for acquiring, constructing and re-developing parks, trails and buildings. Principal revenue sources are from transfers from the General Fund, investment income, grants and contributions. Primary expenditures of the fund are land acquisitions, new park development, facility projects and asset management projects. The expenditures are based on the five-year CIP to maintain the district facilities. As the district’s facilities age, we must maintain them and this fund is intended to reserve funds for this purpose to align with the capital improvement plan.



We will need to begin planning for replacing the cover of the 50-meter pool and we have planned design work this year so we can review options, funding and timing.

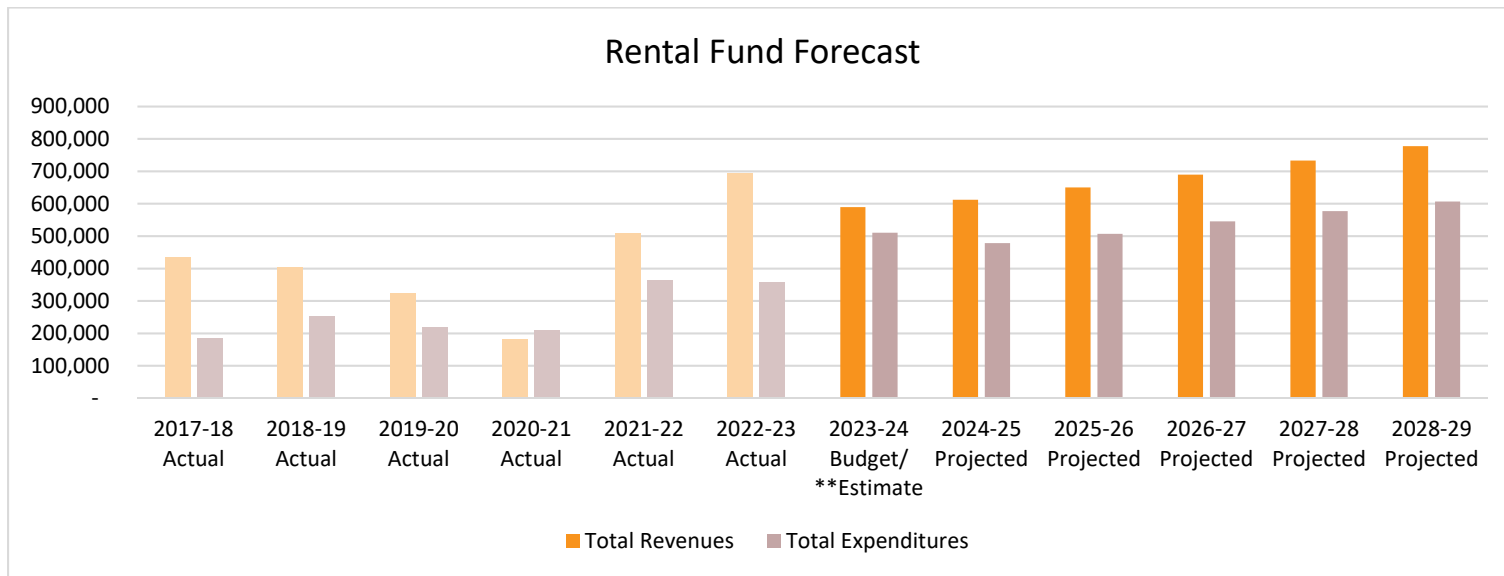


- Equipment Reserve Fund* is authorized and established by resolution 245, on July 1, 2004, for the following specified purposes: To set aside funds, through transfers, for replacing vehicles, equipment, furniture, fixtures and technology. The board reviewed this fund in 2014 and decided to continue utilizing this reserve fund. The next review is this year. The expenditures are based on equipment and vehicle management. Spending varies by year depending on rotation schedules or expansion of the system or programs. As the district’s equipment and vehicles age, we must maintain or replace them. This fund is intended to reserve funds for this purpose to align with our equipment and asset tracking.



Rental Fund

The 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. We have seen recovery since the pandemic along with growth. The fund balance is to cover any shortfall in operations along with maintenance and capital repairs for the rental facilities.



Conclusion

Our goal is to carefully monitor cost increases to assure fees remain affordable to our residents while allowing the district to continue maintaining high levels of service. Should the rate of inflation and personnel costs continue, it will erode the additional funds the district has to maintain facilities and the high levels of service we provide to the community. This financial forecast takes a moderate conservative approach, and our projections continue to show that we are living within our means.

Overall, the district remains in good financial health and must monitor the possible recession and other economic impacts to ensure our expenses do not outpace revenues. Given this moderate conservative approach, it's likely that we will perform and possibly outperform these projections, allowing the district to continue its trend of maintaining a well-managed and financially stable organization. The forecast predicts healthy fund balances with some challenges funding major maintenance projects whose only funding source is excess from the general fund.

Appendix B- Fund Balance Analysis

Background

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.

The Board adopted Resolution 2023-04 on May 2, 2023, setting the fund balance policy. The policy requires a risk analysis to be done each budget year to set the minimum fund balance.

For the FY25 budget we reviewed GFOA's best practice, and its referenced material, as well as GFOA case studies and examples of policies from other local governments. We performed analysis to determine factors for the appropriate level. When looking at our reserve, we followed GFOA's methodology. Keeping in mind that the analysis is based more on cities and counties than special districts. We are recommending again the following minimum reserve:

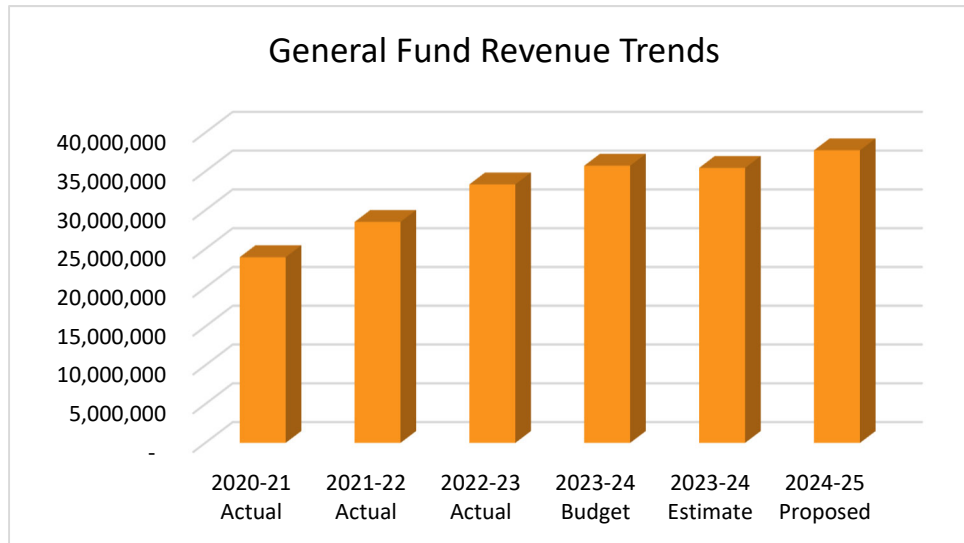
General Fund: Minimum fund balance to be reserved should be 90 days of Recreation operating expenditures since a large portion is covered by charges for services and 30 days of the rest of the operating expenditures since these are covered by property tax revenue.

Analysis – General Fund

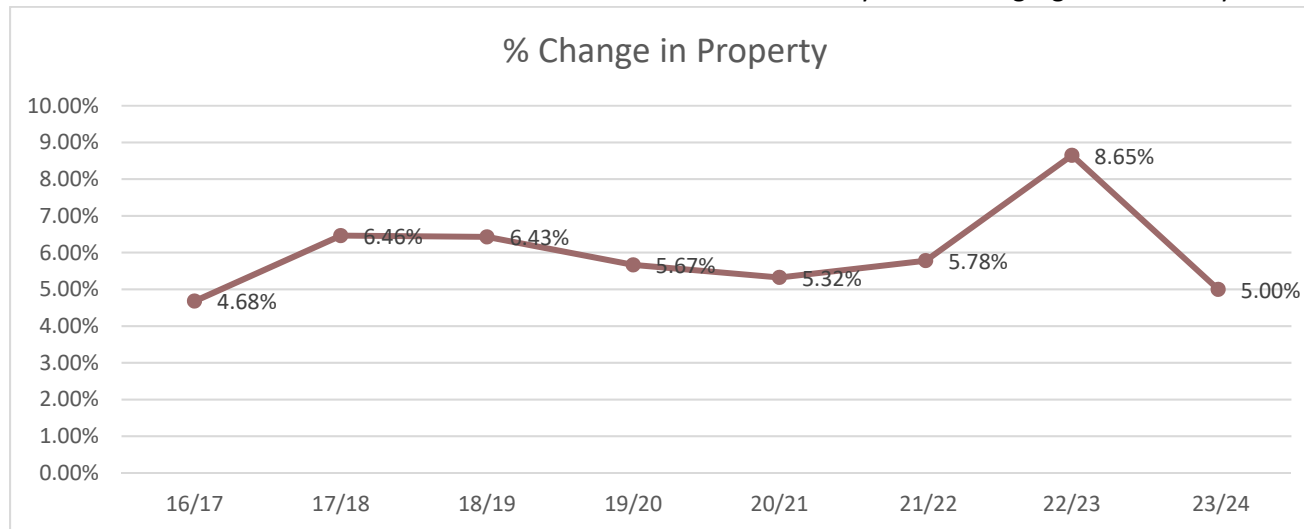
Using GFOA's best practice and their own analysis, we examined the district's risk factors in regards to the General fund and reviewed are capital plans five-year forecasts. We reviewed revenue volatility, infrastructure upkeep, Vulnerability to Extreme Events and Public Safety Concerns, Expenditure Volatility and Growth of the Community. With the recent pandemic and growth of the district have emphasized the importance of fund balances for our district in our General fund and capital funds.

Risk Factors Revenue Volatility

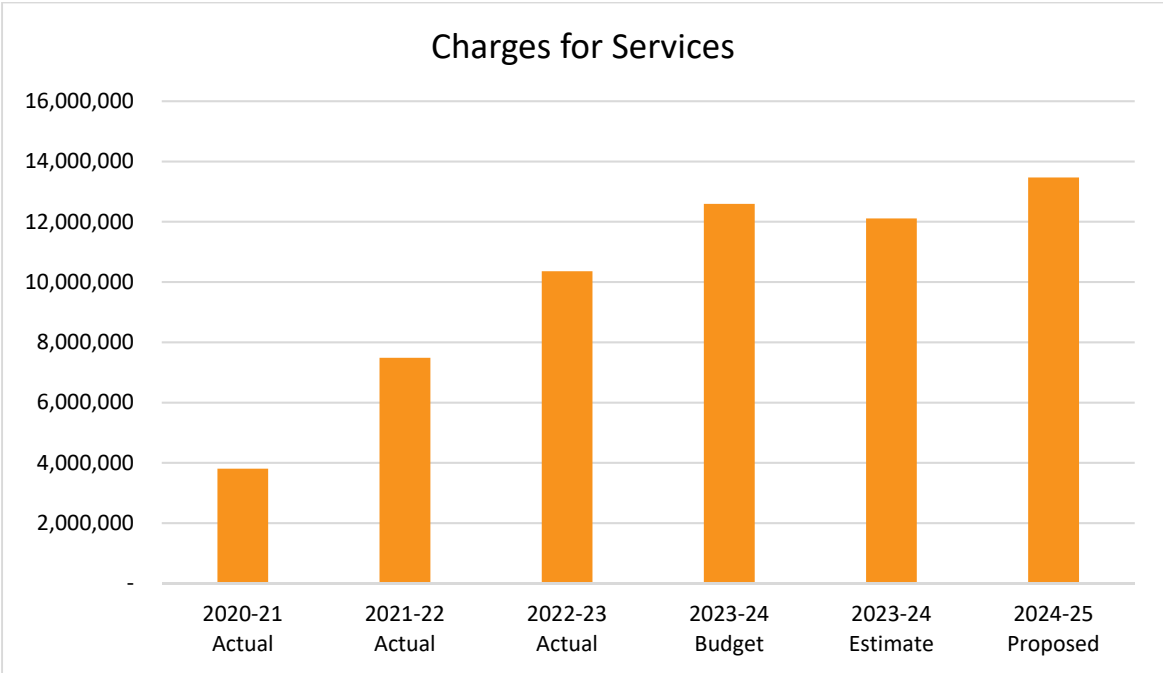
The more volatile a government's revenue sources the higher a risk for fast changes and the need to respond to down turns. This type of risk requires higher reserve to be in place to be able to respond to revenue drops instead of suddenly reducing service levels. The district's General fund revenues are mainly from two sources: property taxes and charges for services. Other financing sources are typically for debt issuance and grants so it does not need to be included in the analysis.



Property taxes- Property taxes make up about 53-56% of the General fund’s revenues. Traditionally property taxes are not as volatile as others taxes are, such as sales tax. Based on the linear increase in actuals this revenue is currently not showing signs of volatility



Charges for Services - Charges for services has shown volatility. We have seen volatility with COVID-19. The one thing of note is charges for services relate directly to recreation staff. Reducing staff during the pandemic offset in the drop of revenue reducing the financial impact on the district. This is the area of higher risk when the economy shifts down or in an event such as a pandemic.



Infrastructure Upkeep

Worn infrastructure holds a potential risk of failure and General fund reserves along with our capital reserve funds may be needed to repair and replace unexpected failures of assets. This area is a risk and is also a reason to have more than minimum to easily utilized funds in emergency infrastructure events. Our recreation centers were expanded and updated recently along with many repairs to our oldest Juniper Swim and Fitness Center that have been completed or in the five-year CIP. New parks and their infrastructure and structures have been added growing our park infrastructure and structure inventory to maintain.

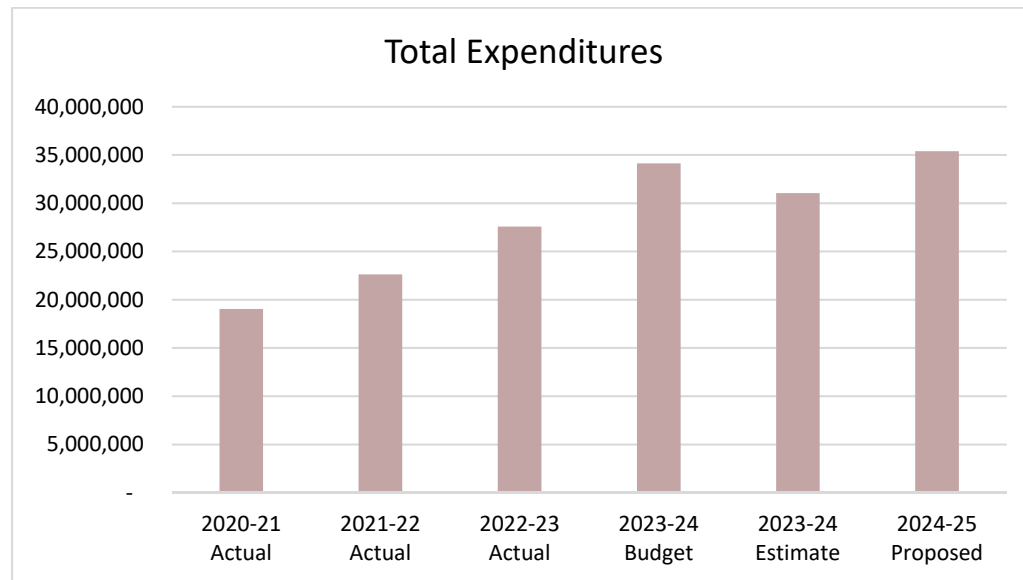
Vulnerability to Extreme Events and Public Safety Concerns

Extreme events require public safety programs that must continue to be funded while waiting for any state and federal aid. For example, reimbursement from the Federal Emergency Management Agency (FEMA) does not always occur right away, so it is important to have reserves to absorb the cost in the

meantime, and FEMA does not necessarily reimburse 100 percent of the cost of responding to an event. Most FEMA is also run through State and counties as well. The district does not hold the same obligations or purpose as other local governments these concerns are not a huge risk factor for the district and is fully insured.

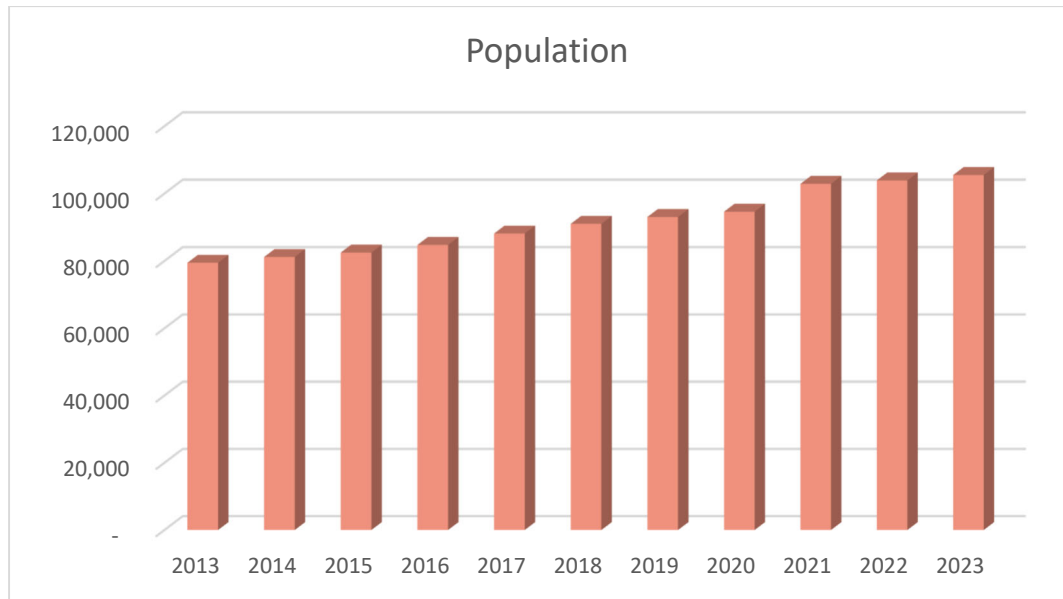
Expenditure Volatility

Operating expenditures have grown over time with a dip during the pandemic. Unexpected expenditures or non-reoccurring expenditures are often funded by reserves, unlike re-occurring that should be funded by reoccurring revenues and not reserves. Reoccurring should be part of the operating budget and the risk of non-reoccurring can be planned for in the reserve. The major expenditure is personnel but the personnel budget is below our property tax income.



Growth of the Community

Rapid growth of the community could call for larger levels of reserves, lest service requirements expand beyond the local government’s ability to continue services in the face of revenue interruption. For instance, property tax revenues may not be received until a couple of years after development occurs, yet the government will still need to provide for the public safety, health and welfare of these members of the community in the meantime.” Our district has averaged 3.2% increase in population over the last 5 years per Portland State University Population Research Center’s Certified Population Estimates. They are forecasting continued growth of another 6.82% by 2025:



The General fund faces level of service constraints as the district grows. We also see SDCs as the district grows and we add to our district's inventory that will need to be maintained and SDCs cannot pay for maintenance.

Appendix C- Financial and Budget Policies

For a complete listing of Board Financial Policies see our website the one included here help shape the budget

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 considering 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.

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 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.

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 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.

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. To limit the financial subsidy of providing services to non-resident users, and 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.

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 general-purpose fund will maintain unrestricted budgetary fund balance as the minimum fund balance for each budget year based on the following:

1. The predictability of its revenues and the volatility of its expenditures (i.e., higher levels of unrestricted fund balance may be needed if significant revenue sources are subject to unpredictable fluctuations or if operating expenditures are highly volatile);
2. Its perceived exposure to significant one-time outlays (e.g., disasters, immediate capital needs, state budget cuts);
3. The potential drain upon general fund resources from other funds, as well as, the availability of resources in other funds;
4. The potential impact on the entity's bond ratings and the corresponding increased cost of borrowed funds;
5. Commitments and assignments (i.e., governments may wish to maintain higher levels of unrestricted fund balance to compensate for any portion of unrestricted fund balance already committed or assigned by the government for a specific purpose). Governments may deem it appropriate to exclude from consideration resources that have been committed or assigned to some other purpose and focus on unassigned fund balance, rather than on unrestricted fund balance.
6. Fund balance of the reserve funds, since these funds are funded by the General fund and can be relied on as a source for the General fund.

Fund balance will meet this minimum determined unless it has been used as described below.

1. Use and Replenishment Available fund balances shall not be used for ongoing operating expenditures, unless a determination has been made that available balances are more than required guidelines and that plans have been established to address any future operating budget shortfalls. Emphasis shall be placed on one-time uses that achieve future operating cost reductions.
2. Uses that would cause going below the minimum should be limited to:

- a. Unanticipated expenditures of a non-reoccurring nature.
- b. Meet unexpected increases in service delivery costs replenishment plan should be established when dropping below the minimum and should be replenished at a maximum of three years.

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 minimum reserve balances 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.

- The Facility Reserve Fund shall be the fund where reserves for asset management repairs and replacements are maintained, the district's target for the minimum reserve balance should be based on the average renovation and replacement needs over the coming five years. Analysis with the capital plan update shall be performed for each budget year.
- 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 shall be the average replacement needs over the coming five years based on the five-year plan for the fund.

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 fund, and shall be adopted by the Board of Directors through the annual budget process.

Accounting, Auditing and Financial Reporting Policy

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

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

ACCOUNTING PRACTICES

The district shall establish and maintain district-wide accounting practices that conform to Generally Accepted Accounting Principles (GAAP) as established by the Governmental Accounting Standards Board (GASB), and state and federal laws and regulations including Oregon Local Budget Law. The district shall also maintain accounting practices that follow best practices prescribed by the Government Finance Officers Association (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. Annual Comprehensive Financial Report (ACFR) and Audit - The district shall prepare a ACFR 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 ACFR.
2. Other district Financial Reports - 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 ACFR.
3. Availability of Reports to the Public - The district's ACFR and other financial reports will be made available for public inspection and, to the extent practicable, be posted on the district's web site.

Capital Improvement Policy

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

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

THE CAPITAL IMPROVEMENT PLAN

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

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

PRIORITIZATION

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.

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. A resolution of the Board of Directors shall authorize all short-term or long-term debt financings. 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.

Appendix D- Glossary of Terms

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 1 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.

Appendix E- All Required Postings and Resolutions

- (a) A copy of the notice(s) of the budget committee meeting showing the dates published, or an affidavit of publication, accompanying a copy of the actual publications
- (b) A copy of the notice of budget hearing showing the date published, or an affidavit of publication, accompanying a copy of the actual publications;
- (d) A copy of the resolution statement or ordinance that adopt the budget, and make appropriations;
- (e) If the district is imposing ad valorem taxes or other taxes on property, a copy of the resolution statement or ordinance that imposes the tax;