

**TUALATIN HILLS PARK & RECREATION DISTRICT
BEAVERTON, OREGON**

**ADOPTED BUDGET
FISCAL YEAR
2016/17**



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PARK & RECREATION DISTRICT**

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PARK & RECREATION DISTRICT**

BEAVERTON, OREGON

The mission of the Tualatin Hills Park & Recreation District is to provide natural areas, high quality park and recreational facilities, services and programs, that meet the needs of the diverse communities it serves.

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **Tualatin Hills Park & Recreation District, Oregon** for its annual budget for the fiscal year beginning July 1, 2015. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Tualatin Hills Park & Recreation District
Oregon**

For the Fiscal Year Beginning

July 1, 2015

A handwritten signature in black ink, appearing to read 'Jeffrey R. Snow'.

Executive Director

TUALATIN HILLS PARK & RECREATION DISTRICT

Fiscal Year 2016/17 Budget

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INTRODUCTION

Budget Committee Information

Message to the Budget Committee

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Minutes of the May 16, 2016 Budget Committee Meeting

Budget Resolution





TUALATIN HILLS PARK & RECREATION DISTRICT

2016/17 BUDGET COMMITTEE

Board of Directors

John Griffiths
Larry Pelatt
Bob Scott
Jerry Jones Jr.
Ali Kavianian

Citizen Members

Stephen Pearson, Chair
Susan Cole, Secretary
Shannon Kennedy
Anthony Mills
Miles Glowacki

DISTRICT STAFF

Doug Menke, General Manager
Keith Hobson, Director of Business & Facilities
Bob Wayt, Director of Communications & Outreach
Geoff Roach, Director of Community Partnerships
Aisha Panas, Director of Park & Recreation Services
Jessica Collins, Executive Assistant





MEMO

To: The Budget Committee
From: Doug Menke, General Manager
Date: April 18, 2016
Re: Proposed Budget Fiscal Year 2016/17

I am pleased to present the Proposed Budget Fiscal Year 2016/17 for the Tualatin Hills Park & Recreation District. This budget represents a financial operating plan for the park district to carry out its mission during the 2016/17 fiscal year.

Mission and Goals

The park district mission statement remains the same: "The mission of the Tualatin Hills Park & Recreation District is to provide natural areas, high quality park and recreational facilities, services and programs that meet the needs of the diverse communities it serves." The strategic direction of the park district is guided by the long-term goals established in the 2013 Comprehensive Plan Update. These goals are:

1. Provide quality neighborhood and community parks that are readily accessible to residents throughout the district's service area.
2. Acquire, conserve and enhance natural areas and open spaces with the district.
3. Develop and maintain a core system of regional trails, complemented by an interconnected system of community and neighborhood trails, to provide a variety of recreational opportunities, such as walking, bicycling and jogging.
4. Provide quality sports and recreational facilities for park district residents and workers of all ages, cultural backgrounds, abilities and income levels.
5. Operate and maintain parks in an efficient, safe and cost-effective manner, while maintaining high standards.
6. Provide value and efficient service delivery for taxpayers, patrons and others who help fund park district activities.
7. Effectively communicate information about park district goals, policies, programs and facilities among district residents, customers, staff, district advisory committees, the district board, partnering agencies and other groups.
8. Incorporate principles of environmental and financial sustainability into the design, operation, improvement, maintenance and funding of park district programs and facilities.

Planning Process

Goal Outcomes and Business Plans

As in prior years, the board of directors uses the strategic plan goals as the foundation for the planning and budgeting process for the coming fiscal year. The board uses these goals to develop goal outcome measures, quantifiable performance measure targets that support the Comprehensive Plan Goals. A summary of the outcome measures follows.

Staff took the goal outcome measures approved for 2016/17 and developed business plans designed to achieve the goal outcomes. Each business plan was assessed based on its return on investment (ROI), the measurable outcome generated for the funding investment required. The plans with a reasonable ROI, and that most directly addressed the desired goal outcomes were approved for inclusion in the proposed budget.

Within each departmental budget narrative, we have described the business plans that are included within that department's proposed budget.

Comprehensive Plan

The park district is continuing the tradition of long-term planning, and the board of directors adopted an update of the comprehensive plan in 2013. This update used a geographic information system (GIS) based measurement of service levels throughout the park district based on the location and quality of our facilities, which resulted in specific recommendations for improving level of service standards. The update also used a resident survey to identify key priorities and unmet needs of district residents.

In conjunction with the Comprehensive Plan Update, the board adopted a Service and Financial Sustainability Analysis. This analysis addressed financial sustainability using the following tools: A cost-recovery philosophy that establishes cost recovery targets for district services based on the nature of the service, and a service assessment that analyzes all park district services relative to our market position and alternate service providers.

The board of directors subsequently adopted the Strategic Plan and the Service and Financial Sustainability Plan, which provided a more structured plan for implementing the recommendations of the Comprehensive Plan Update and the Service and Financial Sustainability Analysis.

The functional plans in five key areas (parks, programs, natural resources, trails, and athletic facilities) to provide direction on how to achieve the recommendations of the plans are now complete. We have also made revisions to policies and operational procedures to implement recommendations of the planning efforts.

Key Themes for the FY 2016/17 Budget

While the park district's mission and the eight long-term strategic goals have not changed, all of the above planning efforts have highlighted some key priorities, or themes, that are being addressed in the FY 2016/17 proposed budget:

1. We are continuing our efforts to ensure that the park district serves our entire community, and we are working to eliminate barriers that may limit participation by segments of our community. Key items in the budget for this theme include:
 - Developing an implementation plan for the completed Americans with Disabilities Act (ADA) access audit
 - Offering a teen-oriented program to connect underserved youth to nature
 - Funding to participate in a comprehensive study of diversity in Washington County to be performed by the Coalition of Communities of Color
2. We are to working to enhance our communication and outreach efforts with patrons and residents. While this will support our marketing efforts it is also intended to provide new channels for patrons to communicate with the district. Key items in the budget for this theme include:
 - Continued funding for a system that allows park and facility users to provide real time feedback on the quality of our facilities as well to provide immediate notice of problems
3. We are working to maintain and enhance our levels of service in the park district's parks, trails, natural areas and recreation facilities while also improving efficiency of maintenance services. The Comprehensive Plan Update identifies opportunities for us to enhance the level of service at our various facilities even as we add to our inventory through the investments funded by the 2008 bond measure. Key items in the budget for this theme include:
 - Implementing several Natural Resources Functional Plan short-term milestones including the improvement of watershed scale habitat
 - Funding to add outdoor fitness equipment along a trail site still to be determined
 - Beginning implementation of a new customer service program to further improve patron experience

- Funding for a part-time staff recognition and training program to continue to attract, retain and train high quality employees
 - Funding for increased maintenance staffing and supplies to keep pace with increased park acreage created through bond or SDC funded projects.
4. We are working to ensure continuity of service for our patrons and minimize service disruptions. Key items in the budget for this theme include:
- Continued funding of a Capital Replacement Reserve fund that, when fully funded, will ensure funding of capital replacements and facilities in the future
 - Continued funding for an enhanced disaster recovery system for critical information systems intended to reduce recovery time from either a local or regional disaster event
 - Extended seasons for the outdoor pools to accommodate swim clubs and lap swim during the maintenance closure of the Aquatic Center
5. We are working to move cost recovery on park district services in line with the targets established by the Service and Financial Sustainability Analysis. While this work will inevitably involve reviewing fees for our services, we are first looking to enhance cost recovery through efficiencies and cost savings, as well as by targeted service divestment. Key items in the budget for this theme include:
- Implementation of the System Development Charge (SDC) rate changes resulting from the updated methodology
 - Funding for energy savings improvements that will ultimately lower the cost of operations through reduced energy usage; these enhancements include installation of exterior LED lighting at the Conestoga Recreation & Aquatic Center, and installation of LED field lighting at new athletic fields.
 - Net overall reduction in full time and regular part time staffing of 2.38 FTE.

Budget Process

The April 18, 2016 Budget Committee Work Session is the second of three meetings for the budget committee, the first being the February 22, 2016 Midyear Budget Meeting and the last being the May 16, 2016 Budget Committee Meeting.

The Midyear Budget Meeting was conducted to review activity for the first six months of the 2015/16 fiscal year budget, and to review the resource and expenditure projections for the proposed 2016/17 fiscal year budget. In an effort to provide for public involvement in the budget process, an opportunity was provided at the Midyear Budget Meeting for public comment on requested budget items.

The Budget Committee Work Session is intended to provide the budget committee an opportunity for in-depth review and discussion of the Proposed Budget Fiscal Year 2016/17, and to provide an opportunity for public comment. While the proposed budget presented for the work session is the final budget proposed by staff, the budget committee has the full ability to make modifications to the budget before recommending approval. The budget committee will also have the opportunity at the work session to request additional information from staff to be provided at the final budget committee meeting in May.

At the final Budget Committee Meeting on May 16, 2016, the budget committee will be asked to approve the park district's 2016/17 fiscal year budget, subject to any adjustments made by the committee. The final step in the budget process, as always, is the Budget Hearing and adoption by the board of directors, scheduled for June 20, 2016. Once again, an opportunity for public comment will be provided at both the budget committee meeting and the budget hearing.

General Fund Resources and Appropriations

You will find that the proposed amount to fund the FY 2016/17 General Fund budget is \$51,584,304. This is an increase of 7.3% from the 2015/16 fiscal year budget, which is primarily attributable to inflationary increases, increases in capital funding, and increases in the capital replacement reserve.

General Fund Resources

Beginning Cash on Hand for the 2016/17 fiscal year is estimated at \$4,649,000, which represents a 8.9% increase from the prior year. The Balance Forward from Prior Year Projects is estimated at \$2,917,285, which represents a 15.8% decrease from the prior year and is due to a large project being completed; specifically the HMT Tennis Center roof. The capital replacement reserve funded in FY 2015/16 also represents an \$850,000 beginning balance in the general fund. When combined the overall General Fund balance forward in the proposed budget, other than the impact of the new capital replacement reserve, is remained relatively unchanged.

The park district's overall assessed valuation is estimated to increase by 4.5%. This represents the 3% allowed under statute for those properties where assessed value is below the real market value, representing actual levy growth of 3.0%, plus 1.5% of exception based growth. Accordingly, the overall assessed value is estimated to increase from \$22.1 billion to \$23.3 billion.

The FY 2016/17 property tax rate per thousand of assessed value for General Fund operations is \$1.31, and the estimated tax rate per thousand for general obligation bonded debt is \$0.31, resulting in a combined property tax rate per thousand of \$1.62. The FY 2015/16 property tax rates for General Fund operations and bonded debt were \$1.31 and \$0.32, respectively.

In FY 2015/16, local government agencies combined tax rates did not exceed the Measure 5 limit of \$10 per thousand in most of the park district. There were some areas within the park district, however, where the combined tax rate did exceed the Measure 5 limit. Within these areas, where an individual property's assessed value was close to or equal to the Measure 5 value, the taxes received were reduced due to Measure 5 compression. The park district's property tax revenue losses in FY 2015/16, due to Measure 5 compression, were insignificant. It is anticipated in FY 2016/17 that if the combined rates again exceed \$10 per thousand that tax reductions to the district due to Measure 5 compression will again be insignificant. Please refer to the table, Measure 5 Impact on Washington County Taxing Agencies (included in your budget document on page RE-3).

The estimates for program fee revenue in the proposed budget are based on a detail review of class offerings and program revenue trends. With the adoption of the Service and Financial Sustainability plan in 2013 the park district is continually reviewing fees and fee policies with the intent of moving toward meeting cost recovery goals. In developing the FY 2016/17 proposed budget, staff carefully reviewed program revenue calculations to ensure that budget revenues are realistic in light of current participation levels. Staff will provide a detailed overview on the program and participation trends at the Budget Committee Work Session.

We are in the process of implementing the recommendations of the Service and Financial Sustainability Plan, with the intent of moving programs toward established cost recovery targets. This process has not been painless and the review of fee policies has created some isolated but noticeable changes for our patrons. We believe that the end result, as recommended by the Service and Financial Sustainability Report, will ensure that we have an equitable and sustainable fee structure. Staff will also provide a detailed overview of how we are doing relative to our cost recovery targets at the Budget Committee Work Session.

General Fund Appropriations

Of the proposed FY 2016/17 General Fund appropriations, 58% supports Personnel Services, 17% supports Materials & Services, 15% supports Capital Outlay, 2% supports Debt Service, 5% supports the Contingency Account and 3% supports the Capital Replacement Reserve funding. This distribution reflects a 1% decrease in Personnel Services funding, 1% decrease in Materials and Services, 1% increase in Capital Outlay, 1% increase in Capital Replacement Reserve and no change in Debt Service or Contingency as compared to the current year distribution.

The General Fund Capital Outlay appropriations of \$7,886,316 comprise 15% of the proposed General Fund budget. Capital Outlay for information technology is included in the Information Services Department, and Capital Outlay for maintenance equipment is included in the Maintenance Operations Department. The balance of the Capital Outlay, \$7,346,917, is included in the Capital Outlay Division which is divided into the following six categories: (1) carry over projects, (2) athletic facility, (3) building, (4) park and trail, (5) facility Challenge Grants, and (6) Americans with Disabilities Act. In accordance with the budget priority to maintain existing facilities and avoid deferring replacements, a maintenance replacement schedule has been developed and the General Fund Capital Outlay has been prioritized toward these replacements. In those Capital Outlay categories that include maintenance replacements, the program funding has been further broken down between replacements and improvements. Please refer to the Capital Outlay section of your budget for details.

Comparison of Proposed General Fund Budget to Prior Projections

To put the proposed General Fund budget in perspective, it may be helpful to compare it to prior projections of FY 2016/17 General Fund resources and appropriations (a summary follows on page 15).

The proposed resources for the General Fund are approximately \$4.7 million higher than the projections provided at the Midyear Budget Meeting. Factors causing this increase include:

- Increase of \$49,000 in Beginning Cash on Hand.
- Increase of \$2.9 million in Project Carryovers; this represents offsetting resources and expenditures.
- Increase of \$1.4 million in Other Resources due to increases in grants and other intergovernmental revenue.
- Increase of \$350,000 in Program and Facility Fees due to targeted program additions.

Total expenditures are also approximately \$4.7 million higher than projected at the Midyear Budget Meeting due to the following factors:

- Personnel Services costs have increased approximately \$37,000 due to the net of proposed position additions less position eliminations plus part-time staffing increases to cover additional land and facilities added to the district's inventory. It is worth noting that although the proposed Personnel Services costs are above the projection from the work session one year ago the amount over the projected midyear balance is much smaller. This reflects position eliminations reflected in the midyear projection and, despite the newly proposed positions, the net increase in personal services over the midyear projection is less than 1%.
- Materials and Services costs have increased approximately \$135,000 primarily attributable to approved business plans, and non-discretionary increases.
- Capital Outlay has increased approximately \$4.5 million due to inclusion of carryover projects and grant-funded capital projects.
- Contingency has increased by \$100,000 from the midyear projection.

Combined Personnel Services

The FY 2016/17 proposed budget reflects a 4.4% overall increase in Personnel Services costs. Included in the increase is a 1.25% cost-of-living adjustment and merit increases for represented full-time and regular part-time employees based on the park district's current collective bargaining agreement, which expires June 30, 2016. The budget also reflects anticipated increases in health insurance cost of 3.0%, and no increase for dental insurance cost. The overall increase in personnel services cost resulting from the cost-of-living and merit increases is 1.1%, and the overall increase resulting from health and dental

insurance cost increases is 0.2%. Retirement plan costs are projected to increase based on the poor market performance and contributed 1.6% of the overall increase. Payroll taxes remained relatively unchanged.

The proposed budget reflects elimination of one vacant full-time position, elimination of one temporary bond position and two vacant regular part-time positions, but includes one new full-time position and three upgraded regular part-time positions to full time. The net effect of all the position changes is an increase of two full-time positions and the decrease of five regular part-time positions, and an overall decrease in cost resulting from the changes of 0.3% of the Personnel Services cost. The balance of the change in Personnel Services cost, an increase in overall cost of 1.8%, results from increases in part-time staffing costs, which include impacts of the phase in of the minimum wage increase.

System Development Charge Fund

In the System Development Charges Fund (SDC) budget tab, you will note that the park district estimates a carryover balance of SDC funds of approximately \$11.3 million. The project carryover commitment to FY 2016/17 is approximately \$9.9 million leaving \$1.4 million of the carryover available for new project commitments. In addition, the park district is projecting to generate approximately \$14.5 million of new SDC revenues in FY 2016/17, which reflects the implementation of the revised SDC fee methodology. As shown in the SDC budget tab, these combined resources are being used as follows:

- To provide \$12.3 million of new funds for land acquisition, and \$750,000 of development funds for new projects.
- This leaves approximately \$3.0 million available for appropriation to new projects in FY 2016/17 once the receipt of the SDC revenue is assured.

The board of directors programs the use of SDC funds using a five-year SDC Capital Improvement Plan (CIP). The most recent update of this five-year plan, approved by the board of directors in April 2016, created a project list for the SDC fund, with priority projects identified for funding through FY 2020/21. The updated CIP reflects an updated cash flow projection, based on the rates resulting from the revised SDC methodology, and anticipates total available SDC resources over the five years of between \$54 million and \$83 million.

While residential construction activity had been at very low levels beginning about six years ago, we have seen notable increases in construction activity over the past few years and our SDC revenue projection reflects continued growth. We have also continued to increase the revenue projection to reflect anticipated revenues from new urban expansion areas such as North Bethany and South Cooper Mountain. Due to the uncertainty in the level of SDC activity, however, the five-year SDC cash flow projections include a revenue estimation reserve that offsets 30 to 40% of estimated revenue. This is the reason for the wide range in estimated five-year SDC resources.

The uncertainty over actual SDC revenue in FY 2016/17 and the timing of its collection are the reasons that the proposed budget leaves a portion of the available SDC resources in an undesignated project appropriation.

Bond Capital Projects Fund

With the approval by district voters of the \$100 million Park Bond Levy request in November 2008, the park district has been actively implementing a capital project program to develop the projects included in the bond measure. The district issued most of the bond authorization in two separate issues. The first issue of \$58.5 million was issued in April 2009, and the second issue of \$40.1 million was issued in September 2011. As we have previously noted to the budget committee, the district was able to issue the bonds at very favorable market rates, resulting in actual bond levy rates well below those estimated in the election materials. The positive interest rate environment in fiscal year 2014-2015 made it possible to refinance the 2009 issue at lower rates resulting in a reduction of debt service cost to district taxpayers of approximately 6%. In conjunction with this refinance, the district also issued the remaining \$1.4 million of authorization under the \$100 million total. The combined bond property tax rate for FY 2016/17 is estimated to be 31 cents per \$1,000 of assessed value, well under the projected rate of 37 cents used in the bond levy information.

The FY 2016/17 appropriation is based on available resources in the Bond Fund of \$29.1 million, which is comprised of \$29.0 million remaining of all of the bonds issued after accounting for estimated cumulative project expenditures through June 30, 2016, plus additional revenues from interest earnings. Bond Fund resources are appropriated to individual projects based on estimates used to create the bond levy package placed before district voters. Where actual project costs on completed projects differ from the project budgets, the park district can reallocate funds to projects within a project category, and, within certain guidelines, between project categories. At this time, the overall bond capital program costs are in excess of available funds. The budget reflects only available funds and any shortfall will need to be addressed prior to awarding the contract on the final bond projects that are creating the shortfall.

The estimated cumulative project expenditures from the Bond Fund through June 30, 2016, are approximately \$75 million. Four development categories, New Neighborhood Park Development, Facility Expansions, ADA/Access Improvements, and Deferred Park Maintenance Replacements, are completed.

Land acquisition activity has also been proceeding and three acquisition categories, New Neighborhood Park Land Acquisition, New Community Park Land Acquisition and Community Center Land Acquisition are complete. As of June 30, 2015, 10 neighborhood park sites, two community park sites, and a community center site, totaling 85 acres, have been acquired under the bond program as well as over 68 acres of natural area and trail corridor.

Other Funds

Debt Service

The Debt Service Fund reflects the revenue and expenditure activity associated with annual debt service on the \$100 million approved by park district voters in 2008. This debt service is supported by a separate tax levy.

Special Revenue

The Maintenance Mitigation Reserve Fund houses funds received from private parties in exchange for mitigation rights on park district property. The funds received from these parties are to cover the cost of maintaining the mitigated sites in future years.

Looking Forward Beyond FY 2016/17

A hallmark of park district budgeting and financial and operational management over the last several years has been the long-term focus applied in decision-making. Over the last 10 years, the district budget has been guided by the Comprehensive Plan and the Long-Term Financial Plan and this long-term focus has ensured that key, and sometimes difficult, decisions were made early and crisis responses were not necessary. This has evolved into our efforts to meet cost recovery goals with the intent of establishing capital replacement reserves to ensure that the park district can continue to provide high quality facility and services into the future. Our strong financial planning and our stable position has been recognized by credit rating agencies allowing us to borrow funds at very competitive interest rates, further reducing cost to our taxpayers.

We are maintaining this long-term focus and we continually monitor a forward-looking 10-year projection of our financial position and our deferred maintenance backlog. We are in the middle of a multi-year cycle of unusually large replacement obligations, but we are managing this and funding these replacements without significant growth in our deferred replacement backlog. The fact that we are able to also continue funding a Capital Replacement Reserve fund is also evidence of the success of our financial planning and cost recovery efforts. Over the next few years, as we continue to move toward our cost recovery targets, this long-term perspective should continue to improve and ensure that we are leaving a legacy of outstanding service and stability for future generations.

Acknowledgments

In closing, I also want to acknowledge the many volunteers who give their time and expertise as well as the community at large who support the park district through their tax dollars. Without their commitment, the park district could not exist as we know it today.

The park district's advisory committees (Nature & Trails, Parks & Facilities, and Programs & Events), as well as special interest groups and individuals, are also to be commended for their time, expert advice and recommendations.

The board of directors and staff strive to keep the Tualatin Hills Park & Recreation District a major partner in enhancing the livability of our area. Staff looks forward to meeting with you at 6 pm, Monday, April 18, 2016, at your budget committee work session, and sharing with you the Proposed Budget Fiscal Year 2016/17 which has a direct impact on why and how the Tualatin Hills Park & Recreation District enhances the quality of life for the residents we serve.

Sincerely,

A handwritten signature in black ink, appearing to read "Doug Menke". The signature is fluid and cursive, with a large initial "D" and "M".

Doug Menke
General Manager

FY 2016/17 THPRD Goal Outcomes

Strategic Plan Goal / Objective	Service and Financial Sustainability Analysis Objective	2011-12 (PY Service Level)	2012-13 (PY Service Level)	Final 2013-14 (PY Service Level)	2014-15 Goal Outcome (Current Serv Level)	2015-16 Goal Outcome (Current Serv Level)	Basis of Measurement	2016-17 Goal Proposed Outcome (Target)
Color Key: PURPLE= New Objective/Action GREEN = Updated								
Goal 1. Quality, Accessible Parks								
Primary Measures:								
Provide quality neighborhood and community parks that are readily accessible to residents through the district's service area.		N/A	N/A	75	82	maintain	Average GRASP Score	maintain
		N/A	N/A	1%	1%	decrease	% of district below service threshold (74.7)	decrease
Secondary Measures:								
1.E - Address walkable level of service in areas where services are currently below the threshold and areas that are not currently served.		N/A	N/A	25%	25%	decrease	% of district that is identified walkable access below service threshold	decrease
Goal 2. Recreational Programs and Facilities								
Primary Measures:								
Provide quality sports and recreation facilities and programs for park district residents and workers of all ages, cultural backgrounds, abilities and income levels.	9 - Implement provision strategies identified through the Service Assessment.	402.87	388.62	377.45	374.12	maintain	Program Registrants / 1,000 population Demographic % served as compared to total population *	maintain
	10 - Explore a systematic approach to and strategies for advancing or affirming market position for identified services.							
Secondary Measures:								
2.A - Provide a variety of programs at recreation centers to address the needs of all user groups, including children, teens, adults, seniors, ethnic and minority residents, and persons with disabilities: provide programs and services that meet the needs of people of all incomes.	10.A - THPRD will advance market position of identified services through increased marketing efforts.	161.0%	163.8%	159.9%	162.7%	maintain	Aggregate registration as % of aggregate class minimums	maintain
		N/A	N/A	N/A	TBD	increase	# of participant hours with patrons	increase
	10.C - THPRD will consider strategies to deal with waiting lists on services which are at or near capacity and are determined to advance the market position.	N/A	N/A	N/A	TBD	decrease	% of classes cancelled by THPRD	decrease
		17.6%	17.6%	18.0%	16.6%	decrease	% of registrations the are dropped/credited (as a % of revenue)	decrease
2.B - Ensure that access to park district facilities for people with disabilities is consistent with the Americans with Disabilities Act (ADA).		N/A	N/A	N/A	TBD	N/A	% of existing facilities not meeting ADA guidelines	decrease
2.D - Conduct a field capacity analysis for peak times.	10.A - THPRD will advance market position of identified services through increased marketing efforts. - Advance field rentals and facility rentals at most locations	84%	81%	82%	85%	increase	% field use hours used v. allocated	increase
* Population measures updated per the park reclassification project, proximity measures determined by GIS mapping								



FY 2016/17 THPRD Goal Outcomes

Strategic Plan Goal / Objective	Service and Financial Sustainability Analysis Objective	2011-12 (PY Service Level)	2012-13 (PY Service Level)	Final 2013-14 (PY Service Level)	2014-15 Goal Outcome (Current Serv Level)	2015-16 Goal Outcome (Current Serv Level)	Basis of Measurement	2016-17 Goal Proposed Outcome (Target)	
Goal 3. Maintenance and Operations									
Primary Measures:									
Operate and maintain parks in an efficient, safe and cost-effective manner, while maintaining high standards.		N/A	N/A	N/A	TBD	maintain	Park and building maintenance scoring relative to standards (Patron satisfaction metric to be determined)	maintain	
Secondary Measures:									
3.A - Continue to improve the efficiency and cost-effectiveness of maintenance operations, including reducing costs associated with the transportation of personnel and equipment.	14.A - THPRD will review internal management practices and evaluate cost savings measures.	\$6.83	\$6.52	\$6.85	\$6.85	maintain	Cost/Square foot building maintained	maintain	
		\$16.19	\$16.15	\$16.81	\$16.72	maintain	Cost/Square foot pool maintained	maintain	
		\$0.15	\$0.22	\$0.22	\$0.17	maintain	Fuel Cost/mile traveled	maintain	
		\$0.15	\$0.22	\$0.23	\$0.20	decrease	Fuel Cost/mile traveled (indexed for fuel cost)	decrease	
		398	372	374	384	decrease	Vehicle miles traveled/developed acre	maintain	
		\$135.21	\$190.56	\$190.67	\$141.52	maintain	Fuel Cost/developed acre	maintain	
			\$135.21	\$194.69	\$199.85	\$171.92	decrease	Fuel costs/developed acre (indexed)	decrease
		15.A - THPRD will continue to maintain a current rolling 10-year capital lifecycle repair and replacement list of the physical assets of THPRD.	\$17,934,668	\$16,722,068	\$15,874,539	\$15,818,039	decrease	5-year balance*	decrease
	\$31,100,236		\$29,565,636	\$29,640,333	\$29,941,383	decrease	10-year balance*	decrease	
			N/A	N/A	N/A	\$37,880,316	decrease	Deferred maintenance and sinking fund liability balance (major replacements only)	decrease
* Replacement balance (includes deferred replacement backlog plus projected future replacements (major replacement only))									
Goal 4. Natural Areas									
Primary Measures:									
Acquire, conserve and enhance natural areas and open spaces within the district.		N/A	% Sites Estimated as Meeting Target: Low= 92% Med= 54% High= 40%	N/A	N/A	increase	Sites categorized & assessed by low-medium-high % native cover by acre. Targets established as follows by property: Low > 40% native ground cover Medium > 60% native ground cover High > 80% native ground cover	increase	
		N/A	N/A	N/A	N/A	N/A	# of natural acres	increase	
Secondary Measures:									
4.C - Use park district facilities and programs, as well as partnerships with schools and other agencies to increase the public's understanding of natural processes, wildlife, and habitats.	9 - Implement provision strategies identified through the Service Assessment.	67,940	79,668	78,597	77,810	increase	# NR education participant hours	increase	
	10 - Explore a systematic approach to and strategies for advancing or affirming market position for identified services.								

FY 2016/17 THPRD Goal Outcomes

Strategic Plan Goal / Objective	Service and Financial Sustainability Analysis Objective	2011-12 (PY Service Level)	2012-13 (PY Service Level)	Final 2013-14 (PY Service Level)	2014-15 Goal Outcome (Current Serv Level)	2015-16 Goal Outcome (Current Serv Level)	Basis of Measurement	2016-17 Goal Proposed Outcome (Target)
Goal 5. System of Connected Trails								
Primary Measures:								
Develop and maintain a core system of regional trails, complemented by an interconnected system of community and neighborhood trails, to provide a variety of recreational opportunities, such as walking, bicycling and jogging.		N/A	N/A	60	60	decrease	# of trailsheds in the district	decrease
Secondary Measures:								
5.B - Continue to link trails to parks, neighborhoods, community facilities such as libraries, civic and community centers, parks, schools, other athletic facilities and shopping areas.		23.33	24.37	26.44	27.33	increase	# Total trail miles (regional & community)	increase
		14 of 42 complete	16 of 42 complete	16 of 42 complete	16 of 42 complete	increase	# of Regional Trail Segments Completed	increase
		11 of 54 complete	12 of 54 complete	15 of 54 complete	16 of 54 complete	increase	# of Community Trail Segments Completed	increase
Goal 6. Efficient Service Delivery								
Primary Measures:								
Provide value and efficient service delivery for taxpayers, patrons and others who help fund park district activities.	17 - Ensure long-term sustainability by focusing taxpayer funding on those services that produce the widest community benefit, using a cost recovery pyramid.	N/A	N/A	N/A	TBD	increase	% Classes with fee at cost recovery target	increase
		N/A	N/A	N/A	54%	increase	Districtwide - Program revenues as a % of revenue needed to meet cost recovery target	increase
Secondary Measures:								
6.B - Continue to pursue partnerships in land acquisition, facility development, programming, marketing, maintenance and other activities with partnering service providers.	17.C - THPRD will review all independent contract agreements in relation to THPRD costs and adjust to match the category of service level on the pyramid annually.	488	488	488	488	increase	Total # acres co-owned/maintained properties	increase
		N/A	N/A	N/A	TBD	maintain	# of partnerships	maintain
	18.A - THPRD will annually review all Intergovernmental Agreements (IGAs), Memorandums of Understanding (MOUs), rentals, and long-term Tenant Lease agreements to ensure compliance with cost recovery goals in relation to the direct cost to provide the service (the value) and the category of service level on the cost recovery pyramid.	N/A	N/A	N/A	TBD	increase	# of partnerships/IGAs evaluated for cost benefit	increase
		N/A	N/A	N/A	TBD	increase	# of partnerships/IGAs at cost recovery	increase
6.E - Continue to attract, retain and train high quality employees.		424	1,283	1,153	1,200	maintain	# Total training contact hours	maintain
	11.A - THPRD will conduct a service assessment and review portfolio of services annually to ensure responsiveness to each unique service area and their socio-economic conditions.	N/A	N/A	N/A	TBD	maintain	% of employees receiving bilingual premium pay v. positions which are bilingual premium pay eligible	maintain



FY 2016/17 THPRD Goal Outcomes

Strategic Plan Goal / Objective	Service and Financial Sustainability Analysis Objective	2011-12 (PY Service Level)	2012-13 (PY Service Level)	Final 2013-14 (PY Service Level)	2014-15 Goal Outcome (Current Serv Level)	2015-16 Goal Outcome (Current Serv Level)	Basis of Measurement	2016-17 Goal Proposed Outcome (Target)
Goal 7. Effective Information & Communication								
Primary Measures:								
Effectively communicate information about park district goals, policies, programs and facilities among district residents, customers, staff, district board and advisory committees, partnering agencies and other groups.	22 - Increase targeted marketing and outreach efforts.	N/A	N/A	N/A	N/A		# of active accounts / population	increase
Secondary Measures:								
7.B - Regularly communicate with and provide opportunities for the general public to learn about and comment on district activities.	22.A - THPRD will increase marketing and promotional opportunities funding.	N/A	N/A	N/A	N/A		Recreation/sports programs usage resulting from contacts with public	increase
		N/A	N/A	N/A	N/A		# of digital conversions (emails, downloads, sign-ups, etc.)	increase
Goal 8. Environmental and Financial Sustainability								
Primary Measures:								
Incorporate principles of environmental and financial sustainability into the design, operation, improvement, maintenance and funding of park district programs and facilities.	19.B - THPRD will pursue alternative funding for efficiency measures to reduce the costs to the taxpayer of operations, maintenance, and safety over the next several years. • <i>Research return on investment (ROI) amortization schedules for investing in and converting to green practices.</i>	48.55	57.79	54.71	54.35	decrease	Water (Gallons) per year per building & pool square foot	decrease
		57,081	59,500	50,319	51,035	decrease	Water (Gallons) per year per developed acre	decrease
		61,809	53,526	62,632	27,965	decrease	Water (Gallons) per year per developed acre normalized for ETR	decrease
		55,400	73,625	60,590	77,692	decrease	Water (Gallons) per year per # of athletic fields & courts maintained	decrease
		59,988	66,232	77,959	15,187	decrease	Water (Gallons) per year per # of athletic fields & courts maintained normalized for ETR	decrease
		14,549	14,408	14,392	14,280	decrease	Total annual metric tons of CO2 generated	decrease
		N/A	N/A	N/A	TBD	increase	Acres of parking surface run off treated on-site	increase
Secondary Measures:								
8.A - Consider the environmental impacts of maintenance and operational activities and standards.	19.B - THPRD will pursue alternative funding for efficiency measures to reduce the costs to the taxpayer of operations, maintenance, and safety over the next several years. • <i>Research return on investment (ROI) amortization schedules for investing in and converting to green practices.</i>	1.06	0.94	0.91	0.85	decrease	Gas (Therms) per year per building & pool square foot	decrease
		12.73	12.42	12.33	12.49	decrease	Electric (kWh) per year per building & pool square foot	decrease
		99.51	117.48	116.72	123.90	decrease	Electric (kWh) per year per developed acre	decrease
		751.93	816.76	811.87	873.26	decrease	Electric (kWh) per year per # of athletic fields & courts maintained	decrease
8.B - Provide and enhance opportunities for employees to reduce impacts on the natural environment (e.g., through use of alternative forms or transportation or energy use).		84.9%	85.2%	91.5%	91.5%	increase	% Number of irrigation systems automated (of irrigation systems desired to be automated)	increase
							% Number of desired lighted sites automated:	
		61.0%	61.0%	61.0%	61.0%	increase	Athletic Fields (of fields desired to light)	increase
		100.0%	100.0%	100.0%	100.0%	maintain	Parking Lots (of parking lots desired to light)	maintain
		92.0%	92.0%	92.0%	92.0%	increase	Pathways (of pathways desired to light)	increase
		N/A	66.80	63.27	64.97	decrease	Fossil fuel usage / mile travelled (Gal / 1,000 mi)	decrease

Tualatin Hills Park & Recreation District

Comparison of FY 2016/17 Proposed General Fund Budget to Prior Projections

	Proposed Budget 2016/17	Per Feb 2016 Midyear Projection		Per April 2015 Work Session Projection	
			Difference		Difference
Capital Replacement Reserve	850,000	850,000	-	850,000	-
Cash on Hand	4,649,000	4,600,000	49,000	3,800,000	849,000
Program & Facility Fees	11,080,840	10,730,831	350,009	11,021,330	59,510
Other Resources	2,482,844	1,053,094	1,429,750	1,876,521	606,323
Project Carryovers	2,917,285	-	2,917,285	-	2,917,285
Transfers in	352,483	349,853	2,630	398,422	(45,939)
Property Taxes	29,251,852	29,251,846	6	28,282,548	969,304
Total Resources	\$ 51,584,304	\$ 46,835,624	\$ 4,748,680	\$ 46,228,821	\$ 5,355,483
Personal Services	29,807,536	29,770,519	37,017	29,501,641	305,895
Materials & Services	8,817,259	8,679,999	137,260	8,769,777	47,482
Capital Outlay	7,886,316	3,411,913	4,474,403	2,971,709	4,914,607
Debt Service - COP and TAN	973,193	973,193	-	985,694	(12,501)
Contingency	2,400,000	2,300,000	100,000	2,300,000	100,000
Ending Replacement Reserve	1,700,000	1,700,000	-	1,700,000	-
Total Requirements	\$ 51,584,304	\$46,835,624	\$4,748,680	\$46,228,821	\$ 5,355,483





Tualatin Hills Park & Recreation District Minutes of a Budget Committee Work Session

A Tualatin Hills Park & Recreation District Budget Committee Work Session was held at 6 pm, Monday, April 18, 2016, at the Elsie Stuhr Center, Manzanita Room, 5550 SW Hall Boulevard, Beaverton.

Present:

Stephen Pearson	Chair/Budget Committee Member
Susan Cole	Secretary/Budget Committee Member
Miles Glowacki	Budget Committee Member
Jerry Jones Jr.	Budget Committee Member
Ali Kavarianian	Budget Committee Member
Shannon Kennedy	Budget Committee Member
Anthony Mills	Budget Committee Member
Bob Scott	Budget Committee Member
Doug Menke	General Manager

Absent:

John Griffiths	Budget Committee Member
Larry Pelatt	Budget Committee Member

Agenda Item #1 – Call to Order

The work session was called to order by Chair Stephen Pearson at 6 pm. All present introduced themselves.

Agenda Item #2 – Approve February 22, 2016 Minutes

Anthony Mills moved that the budget committee approve the minutes of the February 22, 2016 Budget Committee Meeting as submitted. Miles Glowacki seconded the motion. The motion was UNANIMOUSLY APPROVED.

Agenda Item #3 – Opening Comments

Note: A PowerPoint presentation was used throughout agenda items #3, #4, and #5. A copy of the PowerPoint presentation was entered into the record.

General Manager Doug Menke welcomed everyone to the FY 2016/17 Budget Committee Work Session and outlined the interactive process for the public meeting. He announced that THPRD received the Government Finance Officers Association's Distinguished Budget Presentation Award for the twelfth consecutive year.

A. Guiding Themes/Strategies for FY 2016/17

Doug referenced the Comprehensive Plan Update, the Service and Financial Sustainability Analysis, and the updated Strategic Plan approved by the board of directors in 2013. Staff have now completed, and the board has adopted, the five prescribed functional plans: Natural Resources, Parks, Programs, Trails, and Athletic Facilities. With these tools, staff developed five themes that drove the planning and development of the proposed FY 2016/17 budget:

- Ensure THPRD serves our entire community and eliminate barriers that could limit participation from some segments of our community
- Enhance communication and outreach efforts with patrons and residents
- Maintain and enhance levels of service in our parks, trails, natural areas and facilities
- Ensure continuity of service and minimize service disruptions
- Move cost recovery on THPRD services in line with established targets

Doug noted that the proposed amount to fund the General Fund budget is \$51,584,304.

B. Goal Outcomes & Performance Measures

Seth Reeser, Operations Analysis manager, described the process staff have taken for the FY 2016/17 goal outcomes and performance measures, noting that 13 of the total 26 business plans submitted are to be funded in FY 2016/17, six plans will be funded through other sources, and seven plans were denied. He reviewed the amount of funding required for FY 2016/17 and the continued funding for the approved FY 2015/16 business plans.

Agenda Item #4 – Review Proposed 2016/17 Fiscal Year Budget Resources

Keith Hobson, director of Business & Facilities, stated that the proposed budget reflects staff's final proposal. The budget committee may make changes to the proposed budget, which would be reflected in the approved budget and approved by the budget committee. The board of directors may make limited changes to the budget committee's approved budget, which would be reflected in the final adopted budget.

Keith stated that THPRD's total resources for the FY 2016/17 proposed budget are approximately \$114 million. Of the total resources:

- A little less than half is from beginning Cash on Hand (\$49 million), with approximately 60% of Cash on Hand (\$29 million) in the Bond Fund.
- Approximately one-third (\$34 million) is from property taxes.
- The balance is from a variety of sources including program user fees, System Development Charge (SDC) fees, grants, and other income.

Keith noted that there is little change in resources between FY 2015/16 and FY 2016/17, other than a fairly significant increase in SDC revenue due to increased rates and activity.

General Fund Resources

- The tax levy is based on estimated assessed value. The budget committee will be asked to approve tax levies at their May meeting. The proposed budget was prepared with an estimated increase in assessed value of 4.5%, slightly higher than the budgeted increase in FY 2015/16 assessed value (4%), but equal to the actual growth in FY 2015/16. Taxes generally were increased by 3% on existing properties where market value was more than assessed value. In the 2015/16 budget estimate, approximately 13% of property within THPRD is at market value, decreasing the overall growth to 2.6%, but that issue no longer applies to the 2016/17 estimate. New development growth is conservatively estimated at 1.5%, slightly higher than the budgeted increase in FY 2015/16 (1.4%). Staff continue to monitor indicators that show property values are steadily improving, but still estimated growth conservatively.
- The beginning fund balance is projected at \$4.69 million, which is slightly higher than the estimate provided at the February mid-year meeting.
- Program revenue is projected to increase by 3.5% from the FY 2015/16 budget. Program revenue is built from the compilation of all program activities and is based on actual programs, not an overall estimate. The loss of revenue from programs that do not run is offset by costs that are not incurred. The budget is based on minimum levels of

participation in classes; as such, more revenue than budgeted is realized on the programs that do run.

- Grant revenue reflects grants awarded in the current fiscal year, but not yet received, as well as grants that staff will submit applications for in the next fiscal year. For grants staff have not yet applied for, revenue is tied to specific expenditures. In the event the grant is not awarded to THPRD, there will be no budget shortfall. Of the \$1.6 million of budgeted grant and contribution revenue, approximately \$58,000 supports operating expenses, \$1.4 million supports capital projects, and \$180,000 is a federal interest subsidy that supports debt service payments.
- Transfers In reflects bond-related and SDC-related staffing for project management, which is carried in the General Fund, but reimbursed from the Bond and SDC Funds. The decrease in Transfers In is due to the reduction in project management charges due to the completion of projects.
- All other resources remain relatively unchanged from the prior year.

A. Program Revenue Analysis

Seth Reeser, Operations Analysis manager, provided a year-over-year program revenue and participation comparison, noting that overall total revenue increased slightly in calendar year 2015, as did the overall number of patrons. Reductions in the Aquatics and Recreation departments' participation levels are reflective of the district's offering of the Deluxe Pass beginning in January 2015, which incorporated the district's instructor-led fitness programming into a drop-in format. Seth also provided a detailed overview on the impact of two recent district policy changes: out-of-district fees and the district's cancellation policy. Out-of-district revenue increased slightly in calendar year 2015, while participation increased 17%. The cancellation policy changes have also had the intended effect of ensuring maximum participation in district activities and improving district customer service.

Anthony Mills inquired how much revenue the district has received from the cancellation fee.

- ✓ Seth replied that since this is a new policy, the district has enforced the fee rather leniently, but that the amount would be no more than \$40,000.

Chair Pearson inquired whether the district has realized an increased ability to fill classes by widening the cancellation window from two to five days prior to the start of the class.

- ✓ Seth replied that although it is too early to verify, staff has confirmed this anecdotally. By increasing the amount of time between the start of the class and last day to cancel, staff has a better chance to fill the class by contacting those on the waitlist.

B. Cost Recovery Targets

Seth reviewed how cost recovery targets are established based on the type of service being offered. He noted ways to improve cost recovery include decreasing costs, and increasing prices and participation.

- ✓ Keith added that in future years, the district will begin keeping a record of actual cost recovery percentages as compared to the budgeted cost recovery percentages in order to provide a better measure of whether the district's budget is moving in the right direction and how the district is truly performing in meeting cost recovery goals.

Shannon Kennedy asked for clarification regarding the goal of 100% cost recovery. When is the district forecasting that each area will meet its targeted 100% cost recovery?

- ✓ Keith replied that some areas are going to be more challenged than others in meeting this target. The Recreation department is a good example in terms of how much further ahead it is in meeting this target. The difficulty in assigning a timeline to cost recovery is that if the district moves too aggressively in increasing fees, participation would drop to a degree that would require additional fee increases in order to make up for the dramatic

loss in participation, thereby creating a self-perpetuating downward trend. The district's current strategy is to evaluate ways to increase participation and reduce programming costs, while also cautiously reevaluating fee increases. When the cost recovery goals were initially set, the interpretation was that the goal of 100% cost recovery was to be viewed as a direction for the district, rather than the ultimate outcome.

- ✓ General Manager Doug Menke added the historical perspective that for many years cost recovery was not a factor considered when setting program fees. Due to tax support limitations, the first program fee increase in nine years was issued in 2007. The current cost recovery efforts represent a significant change in policy, one which can be aspired toward, but with the recognition that there is a delicate balance between fees and participation.

Shannon asked whether cost recovery is considered a best practice in the park and recreation industry.

- ✓ Keith replied that the district's cost recovery model is based on a national model developed by the district's consultant that has been used by multiple districts throughout the country and that it is also somewhat recognized in park and recreation literature. The model applies more to districts that are heavily fee-dependent, such as THPRD, rather than those that are heavily tax-funded.
- ✓ Doug noted that nation-wide, agencies that are managing this subject matter carefully are better able to manage their asset replacement schedule. Agencies that are not addressing this issue are having difficulty maintaining an ever-growing asset replacement backlog with no identified funding source.

Shannon described that when looking at the existing actual cost recovery percentages compared to the desired targets, the current status is underwhelming. She wondered whether it would be more reflective of the district's progress in this area to show an annual percentage increase goal, such as increasing cost recovery by 2% annually, rather than as a total actual cost recovery percentage versus the 100% target.

- ✓ Anthony expressed agreement with Shannon's suggestion, and asked if there is a better way to reflect the progress desired for some program areas if the target of 100% cost recovery is not realistic and may never be achieved.
- ✓ Keith replied that one of the challenges in setting incremental targets was the uncertainty of how all of the changes being made were going to affect the overall cost recovery rates. As the district develops a two or three-year track record for these adjustments, this is something that could be further explored.

Susan Cole inquired whether the district has considered categorizing cost recovery targets for in-district versus out-of-district participants. She questioned whether the 25% premium paid by out-of-district participants is equal to that of the contributions made by in-district participants via their property taxes.

- ✓ Keith described the previous method of addressing out-of-district participants via an assessment fee equivalent to that of the average property tax payment of an in-district resident. The intent of the change to a 25% surcharge was not to benefit out-of-district patrons, but to benefit in-district patrons by reducing the number of cancelled classes by increasing participation, which in turn increases revenue that benefits the district overall. Keith explained that the entire cost recovery methodology is based on who benefits: a service provided that has a heavy public benefit has lower cost recovery expectations, whereas a service provided that has a mostly individual benefit has higher cost recovery expectations. This is regardless of whether the participant is in or out-of-district. In setting the 25% surcharge, the district reviewed what other agencies were assessing and 25% seemed like a substantial, but supportable percentage. Some agencies' surcharges were as low as 10% while some were as high as 50%. As THPRD monitors out-of-district revenue, if a dramatic spike in participation is seen, that might indicate an opportunity to capture more revenue via a higher surcharge.

Agenda Item #5 – Review Proposed 2016/17 Fiscal Year Budget Resources

A. Operating Expenditures

Keith Hobson, director of Business & Facilities, noted that because THPRD has a balanced budget, appropriations total approximately \$114 million in the FY 2016/17 proposed budget. Total General Fund appropriations are approximately \$52 million, representing an increase of approximately 7%.

- Personal Services costs increased by 4.4%. The current three-year collective bargaining agreement expires on June 30 and tentative consensus has been reached on the new agreement. The budget reflects costs in line with the tentative agreement. A cost of living increase of 1.25% is included, as well as a 3% increase for health benefits and no increase for dental benefits. Payroll tax rates are unchanged with the exception of a decrease in the unemployment tax rate. Given the low market earnings over the last year, a 22% increase in retirement plan costs has been included.
- The FY 2016/17 proposed budget reflects an addition of two new full time positions, although both have already been created through a mid-year reorganization and offset by the elimination of two other full time positions. The proposed budget also reflects an upgrade of three regular part time positions to full time, and the elimination of one other full time and two other regular part time positions. The total effect is a net increase of two full time positions and a net decrease of five regular part time positions, all of which were either vacant or are temporary bond related positions. The district consistently evaluates vacant positions prior to filling as part of the ongoing cost recovery efforts.
- Budget targets for Materials and Services were given an indexed increase of 2.5%. The FY 2016/17 proposed budget includes a 3% increase, which includes the indexed increase plus targeted increases for service and supply costs for program expansions and maintenance service and supply costs to keep up with facility additions. Increases in utility rates, primarily water, were fully offset by decreases in other utility rates, primarily natural gas and vehicle fuel.
- General Fund capital outlay is up about 15% compared to last year.

Shannon Kennedy commented on the capital replacement reserve fund, noting that when the public sees a 7% increase in the General Fund, it should be kept in mind that some of those funds are being set aside now for future capital replacement items.

Board of Directors

Ann Mackiernan, interim chief financial officer, provided a brief overview of the Board of Directors appropriations, which includes legal and audit services, conference expenses, some district memberships as well as the following:

- Election costs of \$33,000 for FY 2016/17
- Technical Service dollars for events related to the SW Quadrant Community Park

Administration

Ann provided a brief overview of the Administration budget highlights including:

- Direct implementation of the 2008 Bond Measure program
- Manage relationships with other local agencies and organizations
- Pursue grant funds for capital improvements
- Continue implementation of the Comprehensive Plan Update and Service and Financial Sustainability Analysis recommendations

Communications & Outreach

Bob Wayt, director of Communications & Outreach, provided a brief overview of the Communications & Outreach Division's budget highlights including:

- Branding of selected THPRD vehicles

- Support for the Coalition of Communities of Color diversity survey of Washington County
- Continue implementation of the THPRD Marketing Plan

Shannon Kennedy inquired whether the district's experiences in participating in diversity studies has been somewhat limited by the overall lack of diversity within its populace. She inquired whether the district has ever seen actual progress result from these types of studies or surveys.

- ✓ Bob replied that one of the great advantages of the surveys the district has participated in has been to learn more about the cultures that reside within district's boundaries. He noted that the Beaverton area is extremely diverse with over 100 languages spoken at the Beaverton School District. THPRD has much to gain by learning about the diversity of its residents and these studies have been beneficial in this regard.
- ✓ Keith added that, regarding the Coalition of Communities of Color diversity survey in particular, this survey is not so much about setting goals for diversity, but looking at the diversity that exists within the community and reviewing opportunities to improve our employment process and program services to ensure that we are serving the diversity already in our community.

Anthony Mills suggested that the district specifically reach out to certain diverse populations to inquire what type of programs they would like to see offered.

- ✓ Bob agreed, noting that the intent is to go out to various populations and welcome them. Anthony agreed, noting that it is not as simple as sending out a postcard in a different language.

Security Operations

Mike Janin, superintendent of Security Operations, provided a brief overview of the Security Operations Department's responsibilities and budget highlights including:

- Continue to promote safe parks through SARA (Scan, Analyze, Respond & Assess)/CPTED (Crime Prevention Through Environmental Design)
- Continue to investigate encroachments on THPRD property
- Continue to manage intrusion and fire alarms, keyless access controls, and security camera systems
- Continue working partnerships with local law enforcement agencies and the Beaverton School District

Chair Pearson referenced the City of Portland's current issues with homeless camps along trails and in their parks and asked if THPRD is having a similar experience.

- ✓ Mike stated that THPRD has a rule about unlawful camping. Camps are identified by staff, neighbors or patrons. THPRD park patrol works with the proper law enforcement agencies as appropriate to remove the camps. Reports of homeless camps are addressed immediately and park patrol will return to the site of the camp in order to ensure that the camp has not been reestablished.

Jerry Jones Jr. inquired how many of the district's development projects go through the full CPTED program with the Beaverton Police Department.

- ✓ Mike replied that the Design & Development department consistently seeks his advice regarding CPTED criteria during the design process. The police department is not usually contacted for this process as he is confident in his background in the CPTED process.
- ✓ Keith added that CPTED is also taken into consideration through the district's maintenance practices for existing sites.

Miles Glowacki asked approximately how many encroachments on THPRD property are identified annually.

- ✓ Mike replied that due to the collaborative effort between multiple district departments, including the Planning Division and Maintenance Operations, as well as neighborhood oversight, encroachments are generally decreasing. He believes the district's residents have become more aware over time of the district's encroachment policy and encroachments are addressed as soon as they are identified.
- ✓ Doug added that there is a direct correlation between identification of encroachments and the implementation of the district's 2008 Bond Measure in that previously undeveloped trail corridors, natural areas and vacant parkland are now being developed and any encroachments identified.
- ✓ Mike noted that in FY 2014/15 the district investigated 44 encroachments, whereas this fiscal year to-date there have been 9 investigations.

Anthony Mills asked how the district balances its desire for clear site lines in natural areas where wildlife prefers habitat to remain concealed.

- ✓ Mike described the process park patrol uses in order to identify homeless camps that are situated deep within natural areas, noting that park patrol is good at finding any makeshift trails into and out of such areas. The camps then get cleaned up and the homeless are given a list of resources available to them.

Susan Cole inquired whether the Beaverton Police Department patrols any of the district's sites.

- ✓ Mike explained that at times during the summer, park patrol and the Beaverton Police Department will ride the district's trails together.

Susan asked if THPRD park patrol officers are commissioned.

- ✓ Mike replied that they are certified by the Oregon Police Academy in the Private Security Program.

Community Partnerships

Geoff Roach, director of Community Partnerships, provided a brief overview of the Community Partnerships Division's responsibilities and budget highlights including:

- Pursue program related fundraising for SW Quadrant Community Park and complete construction capital fundraising
- Build fundraising actions to fit Champions Council, Park Foundation and THPRD programming interests/needs
- Work with emerging partners to advance sponsorships

Business & Facilities

Keith provided an overview of the Business & Facilities Division's budget highlights including:

- Collaborate with local agency partners to meet long-range planning needs
- Continue implementation of the cost recovery strategy outlined in the Service and Financial Sustainability Plan
- Continue progress on capital improvement program
- Provide legislative advocacy at the state and federal level

Finance Services

Ann provided a brief overview of the Finance Services Department's responsibilities and budget highlights including:

- Create a Chief Accountant position by downgrading the Finance Manager position
- Upgrade the Fiscal Operations Coordinator to Fiscal Operations Supervisor
- Upgrade one of the Accounting Clerk II positions to Accounting Clerk I
- Eliminate the temporary bond accountant position

Anthony Mills inquired whether there are any temporary bond positions still on staff.

- ✓ Keith replied that there is one temporary bond planner position, which will conclude at the end of this calendar year.

Risk & Contract Management

Mark Hokkanen, Risk & Contract manager, provided a brief overview of the Risk & Contract Management Department's responsibilities and budget highlights including:

- Reduce claim costs and improve employee injury recovery rates through Risk Management Steering Committee initiatives and Employee Wellness Program
- Support annual accreditation of Oregon OSHA Safety and Health Achievement Recognition Program (SHARP)
- Provide increased procurement opportunities for Minority, Women and Emerging Small Businesses (MWESB)

Miles Glowacki asked how successful the district's MWESB program has been.

- ✓ Mark described the district's program, noting that although the state's website is helpful, it can be challenging to find contractors for the specific type of work needed by the district. He estimates that less than 10% of those solicited through the MWESB vendor list respond to the district's inquiry.

Chair Pearson inquired whether the Coalition of Communities of Color diversity survey of Washington County referenced earlier this evening would impact the MWESB process.

- ✓ Keith replied that while it may have some impact, the district also has an internal diversity effort for which a plan has just been completed. One of the recommendations is to hold reverse vendor fairs as a way to solicit more MWESB contractors.

Human Resources

Nancy Hartman Noye, Human Resources manager, provided a brief overview of the Human Resources Department's responsibilities and budget highlights including:

- Create a part-time staff recognition and training program
- Establish an online employee onboarding system
- Continue best hiring practices and improve outreach
- Review and revise all full time and regular part time job descriptions in accordance with the Americans with Disabilities Act
- Review and revise the employee handbook

Information Services

Phil Young, Information Services manager, provided a brief overview of the Information Services Department's responsibilities and budget highlights including:

- Migrate email to Microsoft Office 365
- Migrate fleet management to new software
- Upgrade network equipment

Jerry Jones Jr. asked for additional information regarding the fleet management software.

- ✓ Phil replied that the software tracks the vehicles' mileage and maintenance needs.
- ✓ Mark Hokkanen, Risk & Contract manager, noted that the district previously used software that tracked driver behavior, but found it to be too cumbersome. While it was useful for defending the district against claims, overall the cost outweighed the value.
- ✓ Jon Campbell, superintendent of Maintenance Operations, added that the district is also able to track the vehicles' routing through the current software.

Susan Cole inquired if the district uses ACTIVE Net to host its registration system.

- ✓ Phil replied that the district uses its own custom software application for its registration system, but recently explored whether there were any superior products available on the market. However, none were identified as any better than the program currently used by the district.

Operations Analysis

Seth Reeser, Operations Analysis manager, provided a brief overview of the Operations Analysis Department's responsibilities and budget highlights including:

- This is a new department as of FY 2016/17 whose appropriations have been transferred out of the Office of the Director of Business & Facilities
- Develop cost basis for affiliate rentals to meet cost recovery goals
- Develop performance-management monthly reporting tools to facilitate informed decision making

Anthony Mills inquired how the cost recovery target is calculated for field sports.

- ✓ Seth explained that all of the staffing that is required for athletic facility maintenance, including program coordinators, as well as the utility costs for operating the fields is added up and divided by the total number of field hours used, which is approximately 65-70,000 hours annually. The district will also begin exploring whether to charge more based on different types of activities, such as tournaments versus practice fields, as well as whether it costs more to maintain certain sports to different standards.

Anthony asked where field sports fall on the cost recovery pyramid and whether the district is recouping the targeted amount desired through the current field fees.

- ✓ Seth replied that private tournaments are at the top of the pyramid, while practice fields are at Tier 3. There are different cost recovery rates based on the type of usage.
- ✓ Keith noted that the district is making progress in moving toward cost recovery for field sports, but that more work is needed. This topic is a great example of fixed-cost variables in that maintaining a field is a relatively fixed cost, but there are some variable costs to the field preparation. One of the keys to improving cost recovery is to increase the utilization of the fields being maintained, whereas maintaining a field that is underutilized has the opposite effect on cost recovery.
- ✓ Doug added that it will take time for the district to realize its goals for cost recovery in this area as the usage is predominantly youth sports. It is a benefit to the entire community to have children active and the district does not want to dissuade this with its field fees.

Chair Pearson described the confusion that occurs when taxpayers are asked to pay field fees. He questioned whether the district is sufficiently communicating what the field fees cover versus what is funded through property taxes.

- ✓ Keith explained the public sorting exercise that occurred when determining where services should be located on the cost recovery pyramid, noting that one of the reasons that a field fee is assessed is because once that field is being used exclusively by a sports group, whether for practice or games, that field then becomes off limits for general public use. The field fee is accounting for the exclusive use of that field.
- ✓ Doug further clarified the different levels of maintenance intensity for various sports, such as lining baseball fields, noting that some teams prefer to line their own fields in order to reduce their field fees.

Maintenance Operations

Jon Campbell, superintendent of Maintenance Operations, provided an overview of the Maintenance Operations Department's responsibilities and budget including:

- Install exterior LED fixtures for the Conestoga Recreation & Aquatic Center
- Purchase of a robotic pool vacuum for the Conestoga Recreation & Aquatic Center

- Install electric deduct meters on the HMT Recreation Complex
- Funding for a digital playground analyzer
- Funding to conduct an Arc Flash study
- Impact of operational changes on utilities

Shannon Kennedy inquired whether the district received any complaints from the public regarding its conservation-based irrigation reductions this past summer.

- ✓ Jon replied that he is not aware of any complaints received.
- ✓ Keith commented that the district posted signage explaining that the change in irrigation practices were due to water conservation efforts.
- ✓ Doug added that most residents appreciated the district's conservation efforts.

Bob Scott asked how close the district is to fulfilling its Signage Master Plan.

- ✓ Jon replied that the district's Priority One sites have been completed and that Priority Two and Three sites may be completed as early as the end of next winter.

Jerry Jones Jr. asked what the anticipated return on investment is for the Conestoga Recreation & Aquatic Center LED lights and whether more sites are being considered.

- ✓ Jon replied approximately 4.5 years, noting that more sites are being explored.
- ✓ Keith added that none of the district's sports fields have LED lights yet as it is a fairly new technology; however, both of the district's upcoming sports field projects, the SE Field Project and SW Quadrant Community Park, will have LED lights. He explained the delay in using LED lights for sports fields due to the upfront capital costs, length of warranty, and payback periods, which have improved over time. Indoor sites are also being further evaluated. He described the district moving from energy savings performance contracts to being a part of Energy Trust of Oregon's Strategic Energy Management cohort. The district has completed enough energy savings projects that we feel able to self-manage future projects.

Jerry suggested that the district reach out to the City of Beaverton's sustainability department regarding its Better Buildings Challenge since it appears that the district is already fulfilling those requirements and could gain recognition for being a leader in the area.

Jerry referenced the decline in fuel prices and asked whether the district has planned to take advantage of those reductions by funding additional paving projects.

- ✓ Keith replied that this is something that the district would look at with any capital savings.

Susan Cole referenced the new parks that are being developed by the district and inquired how the district ensures that it has enough resources to maintain the new properties to the same standard as the current acreage is maintained.

- ✓ Keith replied that maintenance impact statements analyze what the costs are to maintain a site based on its master plan, which helps the board make an informed decision when approving the master plan. As projects are completed, the impact statement amounts are automatically incrementally added to the maintenance budget.

Susan asked whether the district has ever decided against development of a site due to the maintenance impact statement.

- ✓ Keith replied not at this time, as maintenance of sites is prioritized. Before business plans are considered for funding, the district funds its incremental maintenance obligations.

Planning

Jeannine Rustad, superintendent of Planning, provided a brief overview of the Planning Department's responsibilities and budget highlights including:

Minutes; Budget Committee Work Session of April 18, 2016

- Continue coordination with City of Beaverton and Washington County on the South Cooper Mountain, North Bethany and Bonny Slope West developments
- Continue to support the work of the Parks Bond Citizen Oversight Committee
- Prepare a grant tracking and prioritization system based on functional plans and pursue grant funding

Anthony Mills asked for additional information regarding the park locations identified for the Bonny Slope West development area.

- ✓ Jeannine noted that although there are some target areas identified, there are no fixed park locations called out. The district must either work with the developers as one large development project going through the land use process or get ahead of the developers by working with individual land owners to sell their property directly to the district.

Jerry Jones Jr. inquired whether there are fixed park locations for the South Cooper Mountain development area, similar to the North Bethany area.

- ✓ Jeannine replied that the South Cooper Mountain community plan reflects general park locations, but not fixed sites. She described how the first development application for that area that went through the Beaverton Planning Commission was conditioned to provide a 2.5-acre park that would ultimately belong to THPRD.
- ✓ Keith noted that the district was able to acquire some land holdings within the South Cooper Mountain area ahead of the development.

Chair Pearson asked if the grant funding being pursued by the district is in order to develop some of the land purchased through the 2008 Bond Measure.

- ✓ Keith replied that development of some of the district's bond land acquisitions, especially within the neighborhood park category, are included for funding in the SDC Capital Improvement Plan, but it may be several years before that funding becomes available. Grant funds would help expedite that process.

Miles Glowacki asked for additional information regarding the intergovernmental agreement (IGA) being negotiated with the City of Beaverton to memorialize THPRD as the parks provider for the city.

- ✓ Jeannine described the need to formalize the district's agreement with the City of Beaverton to be the area's park provider, noting that THPRD has been providing those services since its inception. The IGA would also offer clarity to some situations arising as the area becomes denser and more urbanized, such as how to address urban plazas, as well as streamlining the more than 30 other IGAs already in place between the two agencies.

Design & Development

Steve Gulgren, superintendent of Design & Development, provided a brief overview of the Design & Development Department's responsibilities and budget highlights including:

- Construction of Westside/Waterhouse Trail, SW Quadrant Community Park, SE Field Project, and Westside Trail #18
- Continue to move forward with Somerset West Park and Cedar Hills Park bond master planning processes
- Continue involvement with developers in North Bethany for numerous trail and park projects
- Monitor Tualatin Valley Water District's redevelopment of Ridgewood View Park

Jerry Jones Jr. inquired whether Westside Trail #18 has a funding shortfall due to the project's grant funding being awarded in 2009 and the increase in construction costs since then.

- ✓ Steve confirmed this, noting that the grant award was \$2.4 million and that the cost has increased since that time. Unfortunately, the district was impacted by the lengthy federal process, which is why there is such a delay between the grant award and the start of project construction.

Park & Recreation Services

Aisha Panas, director of Park & Recreation Services, provided a brief overview of the Park & Recreation Services Division's responsibilities and budget highlights including:

- Enhanced focus on staff development
- Pursue accreditation as a park & recreation agency
- Continue to strive to reach underserved populations

Chair Pearson asked for additional information regarding the part time employee recognition and training effort.

- ✓ Aisha commented that as the economy has been improving, there have been more employment opportunities for part time workers. An internal staff team developed a plan on how to better show the district's appreciation to its part time employees, which is an effort that will begin in the coming year. It will address recruitment efforts, compensation, as well as recognition of current part time employees, who are critical in providing THPRD's services.

Jerry Jones Jr. inquired whether the minimum wage increases are accounted for in the proposed FY 2016/17 budget.

- ✓ Keith noted that district staff has been tracking the minimum wage increase effort as it moved through the legislative process and analyzing what the impact might be to the district. The first year impact on the district is fairly small and has been incorporated into the budget. The impact will be greater in subsequent years. The full phase-in estimate, assuming there is no cascade effect, is about \$1.5 million. The impact will be much greater if adjustments to wages are needed for those already above minimum wage.

Bob Scott asked for additional information regarding the decrease in THPRD scholarship program funds being budgeted for FY 2016/17 as compared to FY 2015/16.

- ✓ Aisha noted that the budget for this program is based on past usage, which has stabilized.

Aquatics

Sharon Hoffmeister, superintendent of Aquatics, provided a brief overview of the Aquatics Department's responsibilities and budget highlights including:

- Expand Make a Splash swim lessons and drowning prevention education
- Four-month Aquatic Center closure for capital improvement projects
- Initiate new partnership with Care Oregon to provide fitness program access to Medicaid recipients

Miles Glowacki inquired how the district would accommodate a new swim team at South Cooper Mountain High School.

- ✓ Sharon replied that this is expected to occur and that the district would likely recommend that the new high school utilize Aloha Swim Center.

Jerry Jones Jr. asked whether the anticipated revenue included within the proposed FY 2016/17 budget accounts for the upcoming closure of the HMT Aquatic Center.

- ✓ Sharon described the challenge in budgeting for a closure where the duration is not yet known. Although there is not much accommodation for the closure within the Aquatic

Center budget, more information regarding the duration and impact of the closure will be known in time for the FY 2016/17 mid-year budget review. If the closure is not started on time, or is not as long as planned, the department still needs the budgeted funding in order to be able to offer programs during the time that the facility is not closed.

Sports

Deb Schoen, interim superintendent of Sports, provided a brief overview of the Sports Department's budget highlights including:

- Transfer of Adaptive Recreation and Inclusion Services from Programs & Special Activities
- Begin implementation of the Athletic Facilities Functional Plan
- Transfer and upgrade regular part time office tech from the Tennis Center to the Athletic Center

Recreation

Eric Owens, superintendent of Recreation, provided a brief overview of the Recreation Department's responsibilities and budget highlights including:

- Develop programs for underserved populations
- Continue to develop and grow other program areas to partner with new or current medical community partners
- Build upon afterschool programs to provide safe and healthy programs for children of working parents

Shannon Kennedy inquired about the proposed increase in FTE in the Recreation Department.

- ✓ Eric replied that the increase is due to expanded programming hours, especially in response to the district's new Deluxe Pass, as well as an increase in demand for summer camps and afterschool programs.

Programs & Special Activities

Lisa Novak, superintendent of Programs & Special Activities, provided a brief overview of the Programs & Special Activities Department's responsibilities and budget highlights including:

- An overview of the volunteer hours received by the district
- Transfer of Adaptive Recreation and Inclusion Services to Sports Department
- Begin implementation of the updated ADA Transition Plan

General Manager Doug Menke recognized Lisa's upcoming retirement after almost 37 years with the district.

Natural Resources & Trails Management

Bruce Barbarasch, superintendent of Natural Resources & Trails Management, provided a brief overview of the Natural Resources & Trails Management Department's responsibilities and budget highlights including:

- Implement at least four Natural Resources Functional Plan short-term milestones for community engagement
- Start one new natural resource restoration/enhancement bond project

Shannon Kennedy inquired what Professional and Technical Services would entail for the Natural Resources & Trails Management budget.

- ✓ Bruce replied that these would be specialized services, such as arborist work and weed management contractors.

B. Capital Expenditures

Keith provided an overview of the funded Capital Projects.

- Information Services capital and Maintenance Operations equipment may be found in their respective department budgets.
- Projects are prioritized toward maintenance replacements and some selected improvements.
- Total replacement funding is approximately \$3.2 million, which includes Information Services and Maintenance Operations capital.
- Capital projects funded by outside sources include approximately \$1.4 million from grants.
- The total carryforward balance is \$2.9 million, plus additional funding of \$800,000 for a total of approximately \$3.7 million. Approximately \$3.4 million of this total is attributed to two large projects: the Aquatic Center roof replacement and the synthetic turf field installation at Conestoga Middle School.
- Challenge Grant allocations are \$90,000 but with the recent revisions to the advisory committee structure, district staff is determining how this will be allocated out to each advisory committee or friends group.
- Replacement projects to note:
 - Replacement of the synthetic turf at HMT field #2
 - Resurfacing of 16 tennis courts at 5 sites, including: PCC Rock Creek, Highland Park Middle School, and Forest Hills, McMillan, and Mitchell Parks
 - Building exterior work at Cedar Hills and Garden Home Recreation Centers, Schlottmann House and Fanno Farmhouse
 - Play structure replacement at Butternut and Greenway Parks and Cedar Hills Recreation Center
 - Continued implementation of the Signage Master Plan
- Investments in items to improve employee safety and significant new funding to address ADA improvement items identified through the recently completed ADA facilities audit.

Keith explained that the Capital Improvement Plan (CIP) section lists all capital expenditures regardless of funding source. The section contains tables that show capital outlay for FY 2016/17 and a five-year projection, and shows the source of funding for this capital.

Keith noted that the CIP section includes the unfunded capital and deferred replacements. The unfunded capital list includes maintenance replacement items as well as new capital requests from staff or advisory committees. Unfunded capital is categorized by severity of need. Overall, the level of unfunded capital has increased slightly from FY 2015/16. It is down in all categories except for an increase in Category 3, which is due to inclusion of the two synthetic turf fields at PCC Rock Creek that have been deferred based on condition of asset.

Keith stated that the amount of replacements due in FY 2016/17 is approximately \$3.6 million. This amount is on the high end of the average, which ranges between \$2.5 and \$3 million. Again, this is largely due to the two synthetic turf fields at PCC Rock Creek. Cost adjustments and purged items (i.e., projects that were on the list due to age, not necessarily the need to be replaced, and project redundancies or service level adjustments) resulted in a reduction in the backlog by approximately \$100,000. The total replacement funding needed is \$7.5 million; however, only \$3.2 million is available to be funded in FY 2016/17. The resulting backlog projected for June 30, 2017 is approximately \$4.3 million.

Keith reviewed the backlog balances over the last 10 years. He noted that the backlog peaked in 2010 and has trended downward since with a slight increase in FY 2014/15 due to an unusually large balance for major replacements. He noted there will be a couple more years

with higher than normal obligations (FY 2016/17 and FY 2018/19), but overall there is a downward trend. The district will be at or below normal obligations in all the other years out until 2022/23. It is not necessarily the district's goal to get the deferred balance to zero as some replacement deferrals are intentional due to condition of assets. Maximizing the useful life of the district's assets ensures that the district receives the best value for its investment.

Bob Scott asked what capital replacement item causes the increase in FY 2018/19.

- ✓ Keith replied the Fanno Creek Service Center roof replacement project.

Keith reviewed the district's reserve fund for major replacement items, noting that the available replacement funding for FY 2015/16 and the proposed FY 2016/17 budget are net of \$850,000 each year, which is being appropriated into the replacement reserve fund. Had this amount been put into current year replacements, the replacement funding in those two years would have easily been the highest ever for the district. The amount of funding for the replacement reserve is based on a sinking fund calculation that sets aside the cost of replacing an asset over the life of the asset, which was a key recommendation of the Service and Financial Sustainability analysis. The \$850,000 annual contribution reflects the current year funding need plus a contribution to the unfunded balance from prior years. The total reserve fund balance includes the backlog items already at the end of their useful life, but also includes the portion of used life of all other major assets that will need to be replaced. The proposed budget provides a good balance of adequately funding current year replacements, while managing the deferred replacements backlog and continuing to build a reserve fund for future major replacements.

Jerry Jones Jr. asked whether the district would ever have the opportunity to contribute more than \$850,000 annually to the replacement reserve fund.

- ✓ Keith explained how the \$850,000 annual contribution amount was calculated, noting that it could be increased but the tradeoff would be taking funds out of maintenance replacements. This amount represents a balance of building the reserve fund without significantly impacting maintenance replacements. In addition, the more funds that are allocated to maintenance replacements now drives down the district's overall net balance in sinking fund liability.

Jerry asked whether funds received that are not otherwise allocated, such as the estimated \$40,000 received from cancellation fees, could be allocated to the replacement reserve fund.

- ✓ Keith replied that this could be further explored for future years.

Bob Scott questioned whether the district is saving too many current dollars for future needs.

- ✓ Keith replied that even with the current reserve fund amount of \$1.7 million, there is an unfunded reserve balance of over \$7 million. This strategy was adopted as part of the district's Service and Financial Sustainability analysis, which recommended that the district move toward a pay-as-you-go basis in that each year the appropriate percentage to fund a major replacement item is set aside so that when the replacement item comes due, the entire amount is not having to be allocated from a single year's replacement budget. Contingency is still at around 5% of the total operating budget, which is a reasonable amount.
- ✓ Keith further explained that while the reserve is funding major replacement items, it does not fund replacement of an entire facility. The point at which that the district can entirely fund its major replacements from the reserve fund gives the district the ability to use general fund dollars that are otherwise going into replacements to fund a new facility.

Chair Pearson asked whether the replacement costs for synthetic turf fields are considered when calculating the field fees.

- ✓ Keith confirmed this, noting that is part of the field fee analysis previously mentioned this evening. The portion of the field fees attributable to the cost of synthetic turf replacement would then be allocated to a sinking fund specifically for replacement of synthetic turf.

C. Special Revenue, Debt Service, and System Development Charge

Aisha Panas, director of Park & Recreation Services, noted that the Special Revenue Fund was created in 2005 for funds collected from those who use THPRD's land for mitigation projects. Funds may be used for enhancement, maintenance, or restoration of THPRD natural areas.

Keith provided an overview of the district's Debt Service Fund that accounts for the repayment of principal and interest of THPRD's General Obligation Bonds.

- Repayment of the \$77 million outstanding bond balance from the \$100 million 2008 bond levy is funded through a separate property tax levy.
- The levy amount is set based on the annual debt service payment required and the rate is then determined based on the total assessed value.
- The total levy amount needed is \$6.95 million and based on the projected growth in assessed value results in a property tax rate of \$0.31 per thousand, which continues to be well below the projected rate of \$0.37 stated in the 2008 election materials.
- This lower rate is due to a combination of the favorable market conditions at the time of the original issue and refinancing, but also due to the district's strong credit ratings by the rating agencies.

Keith provided an overview of the System Development Charge (SDC) Fund projects:

- Two significant activities impacting the SDC fund budget were completed earlier this year: an update to the SDC methodology that resulted in a fairly significant increase in SDC rates, and board approval of an updated five-year Capital Improvement Plan (CIP).
- SDC revenue in the proposed budget is substantially higher than the prior year, which is attributable not only to the increased SDC fees, but also to a significant increase in development activity, especially in the new urban service areas.
- Staff are projecting to carryover \$1.4 million of beginning cash combined with \$9.9 million in beginning fund balance committed to carryover projects, for a total beginning balance of \$11.3 million.
- Carryforward projects were included in the FY 2015/16 adopted budget. Approximately \$900,000 is proposed to be added in FY 2016/17.
- Projected SDC revenue for FY 2016/17 is higher than in prior years, but is based on a detailed projection done as part of the SDC methodology update. Staff met with city and county building officials to estimate the number of units projected to be developed over the next 5 years. This is a change in prior practice where trend lines of prior activity were used as a basis for estimation; however, the new urban areas are creating a large amount of development activity that doesn't follow historic trends.
- In prior years, most of the anticipated resources were left in an undesignated appropriations category to ensure that there was a cushion if revenues did not meet the budgeted amount. While there is still approximately \$3 million left as undesignated, this is now only a portion of the projected revenue. The reason for the change is the need to adequately fund \$12.3 million in land acquisition as part of the concept plans for North Bethany, South Cooper Mountain and Bonny Slope West, for which the district has significant commitments to acquire new park land. District staff will closely monitor collection activity during FY 2016/17 to ensure that the district's SDC resources are not overcommitted.
- The proposed budget also includes \$750,000 of funding for new development projects. This amount is lower than FY 2015/16 due to the high level of land acquisition funding needed. Projects have been prioritized toward those with grant leverage or by funding

design work that will enable the district to move quickly toward construction when more development funding is available. However, carryover projects will include several park, athletic field and trail projects in FY 2016/17.

- The projects proposed for new funding commitments were based on the updated five-year CIP approved by the board in April and is included in the proposed budget.
- If any new project commitments are recommended during FY 2016/17, and if the actual SDC revenue collections meet the projections, the \$3 million in undesignated project funds can be re-appropriated by board action.

Jerry Jones Jr. asked for additional information regarding the \$1 million building expansion allocation noted within the SDC CIP and what the process would be in order to allocate those funds to a specific site.

- ✓ Keith replied that this is a carryforward item that resulted from the district's adventure recreation analysis. One of the outcomes from that analysis was that it would be more cost effective to expand an existing facility to create a space for adventure recreation activities rather than building an entire facility dedicated to that type of use. District staff is currently evaluating whether an expansion is possible at one of the existing facilities and whether doing so creates a viable operating model for that type of activity. If staff is unable to make a recommendation to the board on this topic by the middle of FY 2016/17 that appropriation will likely be removed.

Bob Scott referenced the district's requirement to fund half-street improvements for streets bordering district park land in the North Bethany area. He asked how the district's half-street obligations would be funded since the street system will likely be constructed before much of the development occurs, which is how the district receives its SDC funding to pay for the half-street improvements.

- ✓ Keith replied that if the district is not developing the park site right away, the developer responsible for constructing the other side of the half-street improvements would complete the district's portion of half-street improvements in exchange for SDC credits.
- ✓ Jeannine Rustad, superintendent of Planning, confirmed this, noting that the developer would construct a quarter of the district's half-street improvement obligation, leaving the remaining quarter for the district to construct once the site is developed. She explained that developers typically own all of the property surrounding linear parks and trails, so the county is conditioning the developer to provide whole street improvements for those areas.
- ✓ Keith added that he does not believe that the district will see too many cases such as what Bob is inquiring about, but when it does occur, the district will attempt to drive the developer toward completing the obligation in exchange for SDC credits.

Susan Cole asked about the various placeholders within the SDC CIP for land acquisition in specific areas.

- ✓ Keith replied that those costs have been calculated based on actual acreage assessments for the district's obligations in those developing areas. Although it is not enough funding to meet the district's total commitment for the areas, it meets the minimum level of commitment the district can make next year based on available funding.

Chair Pearson inquired whether the \$2.6 million in SDC funds currently dedicated to the 2008 Bond Measure will fully offset the deficit within the bond fund.

- ✓ Keith replied that the \$2.6 million will offset the deficit for the SW Quadrant Community Park project only. There may be additional SDC appropriations necessary in future years for any additional bond fund deficit resulting from the other last large projects, Cedar Hills Park and Somerset West Park.

Chair Pearson asked whether any concerns were expressed regarding affordable housing when the district was considering the SDC methodology update.

- ✓ Keith replied that there were extensive discussions on this topic with representatives of the developers and the Home Builders Association of Metropolitan Portland. However, the district is heavily reliant on land acquisition and the district's SDC fee takes into account current land values over which the district has no control. If the district were to make an accommodation for affordability, there is no guarantee that it would translate into lower housing prices for the buyers and it would essentially subsidize new park development through other funding sources or would fund new park development at a lower level of service than currently exists, thereby reducing our overall service level.
- ✓ Bob Scott expressed agreement with Keith's comments, noting that the board was not willing to compromise on the level of service provided to these newly developing areas.

D. Bond Capital Projects

Keith provided an overview of the Bond Capital Projects Fund:

- THPRD has issued all of the \$100 million authorization and continues to spend it down.
- Staff have estimated \$29 million in appropriations, down from \$31 million for FY 2015/16. The last year has been focused on planning efforts versus construction, which will change in FY 2016/17 with the construction of SW Quadrant Community Park, Westside to Waterhouse Connector Trail and SE Field Project.
- The Bond Fund Overview by project illustrates project appropriations included in the bond package.
- Based on the Parks Bond Citizen Oversight Committee's fiscal policy, interest earnings on unspent bond funds are allocated to the projects based on the remaining appropriation in order to help offset inflation.
- Staff project a budget shortfall based on estimated project costs. The budget reflects available funds, and the appropriations for the three projects with budget shortfalls do not cover the full estimated cost of these projects. This has been a point of discussion for the oversight committee and they are actively monitoring the budget status to ensure that budget issues do not result in a failure to meet commitments in any bond categories.
- The SW Quadrant Community Park project was one such project that had a budget shortfall. Prior to awarding this bid, district staff communicated extensively with the board and oversight committee on how to address the shortfall. In awarding the bid, the board approved using savings from the Bond Facility Rehabilitation category along with supplemental SDC funding in order to fully fund the project bid award.

Shannon Kennedy inquired about the total estimated bond fund shortfall.

- ✓ Keith replied approximately \$3.9 million.

Steve Gulgren, superintendent of Planning & Development, and Bruce Barbarasch, superintendent of Natural Resources & Trails Management, reviewed bond capital accomplishments as well as showed pictures of various bond projects and explained the status of the different bond areas.

Agenda Item #6 – Public Comment

There was no public comment.

Agenda Item #7 – Budget Committee Questions and Recommendations

Susan Cole inquired about the district's beaver management practices.

- ✓ Bruce Barbarasch, superintendent of Natural Resources & Trails Management, provided a brief overview of the district's beaver management practices, noting that beaver have

both an ecological benefit and can present some challenges. How, or whether, they are addressed by the district depends on the location and severity of the impact.

Chair Pearson asked how district staff would recommend allocating an additional \$1 million of revenue within the budget.

- ✓ Keith replied additional funding for replacements and the reserve fund. In addition, the district may further review business plans that were not selected for funding, although those plans would still be run through the filter of cost recovery.
- ✓ Doug agreed and described the unique situation the district is in as a special district, noting that he believes THPRD is cognizant of managing the public's money carefully.

Jerry Jones Jr. commented that he is pleased to see the increase in both out-of-district usage and revenue.

Agenda Item #8 – Date of Next Budget Committee Meeting: May 16, 2016

Chair Stephen Pearson announced that the next budget committee meeting will be at 6:30 pm on May 16, 2016.

Agenda Item #9 – Adjourn

Chair Stephen Pearson noted that he would entertain a motion to adjourn.

Shannon Kennedy moved that the budget committee adjourn the work session. Bob Scott seconded the motion. The motion was UNANIMOUSLY APPROVED.

There being no further business, the meeting adjourned at 9:30 pm.

Recording Secretary,
Jessica Collins





Tualatin Hills Park & Recreation District Minutes of a Budget Committee Meeting

A Tualatin Hills Park & Recreation District Budget Committee Meeting was held at 6:30 pm, Monday, May 16, 2016, at the HMT Recreation Complex, Peg Ogilbee Dryland Training Center, 15707 SW Walker Road, Beaverton.

Present:

Stephen Pearson	Chair/Budget Committee Member
Susan Cole	Secretary/Budget Committee Member
John Griffiths	Budget Committee Member
Jerry Jones Jr.	Budget Committee Member
Ali Kavarianian	Budget Committee Member
Shannon Kennedy	Budget Committee Member
Bob Scott	Budget Committee Member
Doug Menke	General Manager

Absent:

Miles Glowacki	Budget Committee Member
Anthony Mills	Budget Committee Member
Larry Pelatt	Budget Committee Member

Agenda Item #1 – Call Meeting to Order

The meeting was called to order by Chair Stephen Pearson at 6:30 pm.

Agenda Item #2 – Approve April 18, 2016 Work Session Minutes

Bob Scott moved the budget committee approve the minutes of the April 18, 2016 Budget Committee Work Session. Ali Kavarianian seconded the motion. The motion was UNANIMOUSLY APPROVED.

Agenda Item #3 – General Budget Information

Keith Hobson, director of Business & Facilities, announced that tonight is the third and final meeting of the budget committee to review the district's FY 2016/17 budget. At the conclusion of the meeting, staff will request the budget committee approve the budget and property tax levies.

Keith reviewed the property tax levies to be approved at tonight's meeting.

- The General Fund Property Tax Levy is based on a permanent tax rate of \$1.3073 per \$1,000 of assessed value. The actual amount received is dependent on the total assessed value as determined by Washington County; staff anticipates a 4.5% increase over the current year.
- The Bonded Debt Fund Levy is based on the amount needed to satisfy principal and interest payments on the district's voter-approved general obligation bonds. Staff determines the amount needed and the tax rate will be dependent on the total assessed value. For FY 2016/17, staff determined the amount to be slightly over \$7.3 million.

Agenda Item #4 – Review Budget Information & Recommendations

Keith Hobson, director of Business & Facilities, provided an overview of a recommended budget adjustment to the General Fund for the proposed budget.

- The adjustment is an increase in capital carryforward resources and an offsetting increase in capital outlay appropriations, and has no net effect on the rest of the budget.
- Three additional projects were identified that will not be completed by end of FY 2015/16 and need to be carried over to FY 2016/17.
- The project descriptions and carryforward amounts are described within this evening's meeting informational materials.
- The staff recommendation is for budget committee approval of this adjustment to the proposed budget in order for it to be included in the approved budget.

Shannon Kennedy moved that the General Fund resources and appropriations be increased by \$111,800 as recommended by staff. Jerry Jones Jr. seconded the motion. The motion was UNANIMOUSLY APPROVED.

Agenda Item #5 – Public Comment

There was no public comment.

Agenda Item #6 – Budget Committee Discussion

There was no discussion.

Agenda Item #7 – Approve 2016/17 Budget & Property Taxes to be Imposed

Susan Cole moved that the budget committee approve the Proposed Fiscal Year 2016/17 Budget and the appropriations contained therein, as adjusted earlier this evening. Jerry Jones Jr. seconded the motion. The motion was UNANIMOUSLY APPROVED.

Shannon Kennedy moved that the budget committee establish and approve the General Fund Property Tax Levy at the Permanent Tax Rate of \$1.3073 and establish and approve the Bond Fund Property Tax Levy in the amount of \$7,308,996 for the fiscal year 2016/17. Bob Scott seconded the motion. The motion was UNANIMOUSLY APPROVED.

Agenda Item #8 – Adjourn

The meeting adjourned at 6:38 pm.

Recording Secretary,
Jessica Collins

RESOLUTION NO. 2016-10

TUALATIN HILLS PARK & RECREATION DISTRICT, OREGON

A RESOLUTION CONSISTENT WITH THE REQUIREMENTS OF ORS 294.456 APPROVING A BUDGET, MAKING APPROPRIATIONS, DETERMINING, MAKING, DECLARING, ITEMIZING AND CATEGORIZING THE AD VALOREM PROPERTY TAX AMOUNTS AND RATES TO BE CERTIFIED TO THE WASHINGTON COUNTY ASSESSOR FOR FISCAL YEAR 2016/17 FOR THE TUALATIN HILLS PARK & RECREATION DISTRICT

WHEREAS, Tualatin Hills Park & Recreation District (THPRD) must, consistent with the requirements of the Oregon Local Budget Law (ORS 294.305 to 294.565) prepare and adopt an annual budget; and

WHEREAS, THPRD has complied with the procedures set out in Oregon’s Local Budget Law for preparing the budget, involving the public, estimating revenues, expenditures and proposed ad valorem property taxes and outlining the programs and services provided by THPRD.

NOW THEREFORE, it is hereby resolved as follows:

Section 1. Budget Approved and Adopted. The THPRD Board of Directors hereby approves and adopts a budget for Fiscal Year 2016/17 in a total amount of \$114,202,763. A copy of the budget will be kept on file in THPRD’s Administration Offices.

Section 2. Levy of Taxes. The THPRD Board of Directors hereby make the appropriations described in Section #3 below and determine, make and declare the ad valorem property tax amount provided for in the budget at the rate of \$1.3073 per \$1,000 of assessed value (AV) and a property tax of \$7,308,996 for bonded debt. Taxes are hereby imposed and categorized for Tax Year 2016/17 upon the assessed value of all taxable property within the boundaries of THPRD. The following allocations and categorization (subject to the limitations of OR. CONST. Article XI, Sec. 11b) make up the levy:

	Subject to the General Government Limitations	Excluded from Limitations
General Fund	\$1.3073 / \$1,000 AV	
Bonded Debt Fund		\$7,308,996

Section 3. Fiscal Year 2016/17 Appropriations. The amounts for the fiscal year beginning July 1, 2016 and for the purposes shown below are hereby appropriated as follows:

	<u>General Fund</u>
Board of Directors	\$ 288,100

Administration	\$ 2,379,289
Business & Facilities	\$20,357,451
Park & Recreation Services	\$17,112,547
Capital Outlay	\$ 7,458,717
Contingency	\$ 2,400,000
Capital Replacement Reserve	\$ 1,700,000
TOTAL APPROPRIATIONS	<u>\$51,696,104</u>

Bonded Debt Fund

Bond Principal Payments	\$ 4,160,000
Bond Interest Payments	\$ 3,172,081
TOTAL APPROPRIATIONS	<u>\$ 7,332,081</u>

Systems Development Charge Fund

Capital Outlay	<u>\$25,858,023</u>
TOTAL APPROPRIATIONS	<u>\$25,858,023</u>

Maintenance Mitigation Fund

Materials and Service	\$ 160,600
TOTAL APPROPRIATIONS	<u>\$ 160,600</u>

Bond Capital Projects Fund

Capital Outlay	<u>\$29,155,955</u>
TOTAL APPROPRIATIONS	<u>\$29,155,955</u>

Section 4. The Budget Officer, Keith D. Hobson, is hereby authorized consistent with the terms of ORS 310.060 to certify to the Washington County Clerk and Washington County Assessor the tax levy made by this resolution and shall file with the State Treasurer and the Division of Audits of the Secretary of State a true copy of the Budget as finally adopted.

Section 5. This resolution takes effect on July 1, 2016.


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SIGNATURES APPEAR ON THE FOLLOWING PAGE

BOARD OF DIRECTORS APPROVAL: June 20, 2016



Larry Pelatt
President/Director



Jerry Jones Jr.
Secretary/Director

Adoption and date attested by:



Jessica Collins
Recording Secretary



BUDGET INFORMATION

Guide to Budget Document

Budget Document Overview

Budget Process

Budget Calendar

Organizational Chart



GUIDE TO BUDGET DOCUMENT

The budget document describes how the Tualatin Hills Park & Recreation District plans to meet the needs of the community and is a resource to citizens interested in learning more about the operation of their park district.

BUDGET DOCUMENT SECTIONS

The park district's budget is divided into 16 sections:

- **INTRODUCTION** General manager's message, budget committee members.
- **BUDGET INFORMATION** Includes the budget document overview, which provides detailed information on budget practices, the reporting entity and services. Also included are expenditure and revenue summaries, the budget process, and budget calendar.
- **RESOURCES** Provides a narrative description and summary of all district resources.
- **CAPITAL IMPROVEMENT PLAN** Provides information on the district-wide capital improvements from all funding sources, as well as the unfunded capital projects list.
- **GENERAL FUND** Provides graphs of revenue and expenditures, includes summary of historical and proposed General Fund resources and appropriations.
- **BOARD OF DIRECTORS** Provides narrative overview and summary of historical and proposed expenditures for the Board of Directors' Division.
- **ADMINISTRATION** Provides narrative overview, graphs and summary of historical and proposed expenditures for the departments within the Administration Division. The departments are General Manager, Communications & Outreach, Security Operations and Community Partnerships. Includes: Organizational Summaries, Overviews, Accomplishments and Goals, Budget Highlights, Key Performance Indicators, and Detail of Program Expenditures.
- **BUSINESS & FACILITIES** Provides narrative overview, graphs and summary of historical and proposed expenditures for the departments within the Business & Facilities Division. The departments are Office of the Director, Finance, Risk & Contract Management, Human Resources, Information Services, Operations Analysis, Maintenance Operations, Planning and Design & Development. Includes: Organizational Summaries, Overviews, Accomplishments and Goals, Budget Highlights, Key Performance Indicators, and Detail of Program Expenditures. It also includes Capital Outlay for Information Technology Replacements and Improvements and Maintenance Equipment Replacements, as well as maturity schedule for all debt (Full Faith and Credit Obligations and Financing Agreements) being repaid from the General Fund.
- **PLANNING** Provides overview of historical expenditures for the departments within the Planning Division. The Planning departments within the Planning Division - Planning and Design & Development - have been moved to the Business & Facilities Division beginning FY 2016/17.
- **PARK & RECREATION SERVICES** Provides narrative overview, graphs and summary of historical and proposed expenditures for the departments within the Park & Recreation Services Division. The departments are Office of the Director, Aquatics, Sports, Recreation, Programs & Special Activities and Natural Resources & Trails. Includes: Organizational Summaries, Overviews, Accomplishments and Goals, Budget Highlights, Key Performance Indicators, and Detail of Program Expenditures.
- **CAPITAL OUTLAY** Provides summary of historical and proposed expenditures for General Fund funded Capital Projects. Includes: complete listing and detailed narratives of proposed projects for the 2016/17 fiscal year.
- **OTHER FUNDS** Provides narrative overview and summary of historical and proposed expenditures of the Mitigation Maintenance Reserves Fund.
- **DEBT SERVICE FUND** Provides detailed information on the park district's General Obligation debt. Includes: Local Budget Form 35, and maturity schedules for the General Obligation Bonds, Series 2011 and Series 2015.
- **SYSTEM DEVELOPMENT CHARGES FUND** Provides narrative overview, and summary of historical and proposed expenditures of System Development Charge Fees collected for new residential and non-residential development. Includes: complete listing and detailed narratives of proposed projects for the 2016/17 fiscal year.
- **BOND CAPITAL PROJECTS FUND** Provides narrative overview, and summary of historical and proposed expenditures of the Bond Capital Projects funding approved by voters in November 2008. Includes: complete listing and detailed narratives of proposed projects for the 2016/17 fiscal year.

- **SUPPLEMENTAL DATA** Provides information on the park district's history and general information, along with park district policies and procedures. Includes: Comprehensive Plan Summary, General Fund Five-Year Projections, Summary of Staffing by Program, and a Glossary.

BUDGET DOCUMENT ORGANIZATION

The park district accounts for its operations both by line-item (the category of the revenue or expenditure) and by cost center (the sub-program, program, department or division in which the activity occurs). This budget document is organized by cost center and the following table shows the organization structure of each cost center level, along with the type of information presented for each level.

Cost Center Level	Definition	Information included in the budget document
Fund	A fiscal and accounting entity with a self-balancing set of accounts. The funds for the district are: <ul style="list-style-type: none"> • General Fund • Special Revenue Fund • Capital Project Fund • Debt Service Fund • Systems Development Charge Fund • Bond Capital Projects Fund 	<ul style="list-style-type: none"> • Narrative description of the fund and its purpose. • Summary of historical and estimated resources. • Summary of historical and proposed expenditures. • Graphs of historical and proposed resources and expenditures (General Fund only).
Division	Major administrative sub-divisions of the district with overall responsibility for an operational area. Divisions within the General Fund are: <ul style="list-style-type: none"> • Board of Directors • Administration • Business & Facilities • Park & Recreation Services • Capital Outlay • Contingency • Capital Replacement Reserve 	<ul style="list-style-type: none"> • Narrative overview of the Division and its mission. • Organization chart of Departments within the Division. • Summary of historical and proposed expenditures by category and by Department. • Summary of historical and proposed staff levels (FTE).
Department	Administrative sub-divisions of a Division with management responsibility for a functional area.	<ul style="list-style-type: none"> • Narrative overview of the Department, significant accomplishments and goals, budget highlights and performance standards. • Organization chart of staff within the Department. • Summary of historical and proposed expenditures by category and by Program. • Summary of historical and proposed FTE.
Program	An activity at a distinct service location (i.e. aquatic facilities, recreation centers, sports facility) or a service provided for a specific purpose (i.e. Planning, Natural Resources).	<ul style="list-style-type: none"> • Table of key workload and performance indicators (where available). • Detail of historical and proposed expenditures by line-item. • Summary of historical and proposed FTE. • Summary of funded service level measures for direct service programs
Sub-program	A functional sub-division of a Program.	No sub-program information is presented in this budget document except debt service obligations within the Business & Facilities Division, and recreation activities at Conestoga Recreation & Aquatic Center.

BUDGET DOCUMENT OVERVIEW

In compliance with the State of Oregon Local Budget Law, the Tualatin Hills Park & Recreation District adopted budget, for the year beginning July 1, 2016 and ending June 30, 2017, is presented as adopted by the district's Board of Directors. As prepared, proposed and approved by the budget committee, and adopted by the Board of Directors, the adopted budget is intended to serve as:

1. A financial plan for the next fiscal year (2016/17), outlining the forecasted expenditure requirements and the adopted means for financing these requirements.
2. An operational plan for the use and deployment of personnel, materials and services and other resources during the 2016/17 fiscal year.
3. An operations guide for programs and department goals and objectives.

Budgetary Accounting Basis

The budgetary and accounting policies contained in the adopted budget conform to generally accepted accounting principles as established by the Governmental Accounting Standards Board. The accounts of the park district are organized on the basis of funds, each of which is considered a separate budgetary and accounting entity. Within the annual budget, the park district's various funds are grouped into governmental fund types, which include the General Fund, Other Funds (Special Revenue and Capital Project), Debt Service Fund, System Development Charge Fund, and Bond Capital Projects Fund.

In accordance with generally accepted accounting principles, all governmental funds are both budgeted and accounted for using the modified accrual basis of accounting with revenues being recorded when measurable and available and expenditures being recorded when the goods or services are received.

Budget Process

The park district budgets all funds that are subject to the requirements of state local budget law. The budgeting process includes: citizen input through various stages of preparation, public Budget Committee meetings, approval of the proposed budget by the Budget Committee, public hearing, and adoption of the approved budget by the Board of Directors.

Balanced Budget

In accordance with Oregon Budget Law, the park district must plan its budget with an equal amount of resources and requirements, thereby meeting the definition of a balanced budget. This ensures that the district does not spend more on goods and services than its available resources can provide for them.

Budget Management

The Board of Directors' resolution authorizing appropriations for each fund sets the expenditure limits that cannot be exceeded. These appropriations are made by Organization Unit totals for each fund. For the General Fund, these Organization Units are in turn based on Divisions within the district:

Board of Directors - includes personnel services costs and materials and services costs including Legal, Audit, and Elections.

Administration - includes personnel services costs and materials and services costs for the Division.

Business & Facilities - includes personnel services costs and materials and services costs for the Division, debt service cost on general fund supported debt, and capital outlay for information technology and maintenance equipment.

Park & Recreation Services - includes personnel services costs and materials and services costs for the Division.

Capital Outlay - includes capital outlay costs for general capital replacements and improvements.

Contingency - includes the General Fund contingency appropriation.

Capital Replacement Reserve - includes funds set aside for future capital replacement.

Budgetary control is maintained at the Department and Program level through monitoring of costs against these categories.

Budget Amendment Procedure

Oregon Local Budget Law sets forth procedures to be followed to amend the budget after adoption. The adopted budget appropriates contingency funds to be used at the discretion of the Board of Directors. Contingency funds can only be transferred to another appropriation for specific unforeseen events and by approval of a resolution by the Board of Directors.

Most other budget changes after adoption require a supplemental budget. Additional resources not anticipated in the original budget may be added through the use of a supplemental budget. Supplemental budgets not exceeding 10% of a fund's original appropriation may be proposed by the park district's board of directors at a regular board meeting, and notice must be published stating that a supplemental budget will be considered. Supplemental budgets in excess of 10% of original fund appropriations require a hearing before the public, publications in newspapers for consideration of a supplemental budget along with a summary of funds being adjusted, and approval by the Board of Directors. Original and supplemental budgets may be modified by the use of appropriation transfers between the expenditures categories; such transfers require approval by the Board of Directors.

The Reporting Entity and its Services

The Tualatin Hills Park & Recreation District (THPRD) operates under Oregon Revised Statutes Chapter 266 as a separate municipal corporation and has a Board of Directors comprised of a President and four (4) Directors, two of whom serve as Secretary and Secretary Pro-Tempore. The Board hires a General Manager to manage the day-to-day operations of the park district. The governing Board appoints members of the community to serve on various committees including the Budget Committee.

- THPRD provides park and recreation services to more than 240,000 residents within 50 square miles of east Washington County, including the City of Beaverton.
- THPRD facilities include five (5) indoor and two (2) outdoor swim centers, a combined recreation/aquatic center, two recreation centers, an athletic center with six (6) indoor multipurpose athletic courts, a senior center, historic sites (Jenkins Estate, Fanno Farmhouse and the John Quincy Adams Young House), a 220-acre Nature Park and Center, the Cooper Mountain Nature Park and Center, a tennis center with six (6) indoor and eight (8) outdoor courts, and a camp for developmentally disabled youth.
- THPRD maintains, either through direct ownership or joint use agreement (including school sites), 106 baseball/softball fields, 150 soccer/football/lacrosse fields, 3 bocce courts, 5 volleyball courts, 102 outdoor tennis courts, 6 indoor tennis courts, 50 outdoor basketball pads, 3 skate parks, 1 hockey rink, and 8 long/high jump courts.
- THPRD has 295 park and recreation facility sites comprised of approximately 2,366 acres; 1,284 acres of wetland/natural areas and 1,082 acres of developed sites including neighborhood, community and regional parks. THPRD sites include three lakes, 27 miles of stream corridor, and 51 miles of off-street pathways.
- THPRD programs include aquatics instruction, leagues and drop-in programs, youth and adult sports leagues and fitness programs, youth and adult general and specialized recreation programs, youth after-school and day camps, senior fitness and recreation programs, developmentally disabled and special needs recreation programs, and natural resource education programs.

Permanent Rate

With the passage of Measure 50, the park district has a permanent tax rate of \$1.3073 per \$1,000 of assessed value. This rate will be a limit on the park district's permanent taxing authority for operating taxes.

Debt Administration

Debt Outstanding consists of the 2006 \$2,430,000 Full Faith and Credit Advance Refunding of two 1997 Certificates of Participation and the 2000 Full Faith and Credit Obligation, the 2010 \$1,695,000 Full Faith and Credit Obligation (Series A), the 2010 \$7,815,000 Full Faith and Credit Obligation (Series B&C), the 2013 \$457,100 Financing Agreement, the 2009 \$58,505,000 General Obligation Bond (most of which was advance refunded in 2015 with \$1,435,000 in additional funds borrowed), and the 2011 \$40,060,000 General Obligation Bond.

As of June 30, 2016, the non-general obligation outstanding balances are as follows: the 2006 Full Faith and Credit Advance Refunding Obligation \$485,000, the 2010 Full Faith and Credit Obligation (Series A) \$1,355,000,

the 2010 Full Faith and Credit Obligation (Series B&C) \$7,300,000 and the 2013 Financing Agreement \$381,695.

The general obligation bond balances outstanding as of June 30, 2016 are \$6,525,000 (Series 2009) \$33,360,000 (Series 2011) and \$37,465,000 (Series 2015).

All debt issuances were utilized to fund construction of parks and buildings, purchase of equipment, and purchase of land needed to meet the needs of the community.

BUDGET SUMMARY FOR REQUIREMENTS:

The adopted budget requirements for the 2016/17 fiscal year for all funds are \$114,202,763 and are \$102,584,780 for the 2015/16 fiscal year. Requirements, both current and adopted are:

	Actual 2013/14	Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17	% Change over 2015/16
Personnel Services Costs	\$26,243,909	\$26,627,327	\$28,546,400	\$29,807,536	\$29,807,536	4.4%
Materials & Services	6,862,453	7,181,356	8,718,880	8,977,859	8,977,859	3.0%
General Fund Capital Outlay	3,333,585	2,207,958	6,873,151	7,886,316	7,998,116	16.4%
Debt Service	9,214,767	9,615,949	8,044,382	8,305,274	8,305,274	3.2%
General Fund Contingency	-0-	-0-	2,300,000	2,400,000	2,400,000	4.3%
System Development Charge	1,319,987	1,285,805	16,221,498	25,858,023	25,858,023	59.4%
Bond Capital Projects Fund	17,909,748	5,927,431	31,030,469	29,155,955	29,155,955	-6.0%
TOTAL EXPENDITURES	64,884,449	52,845,826	101,734,780	111,740,971	112,442,763	10.5%
Ending Balance – Capital Replacement Reserve	-0-	-0-	850,000	1,700,000	1,700,000	100%
TOTAL REQUIREMENTS	\$64,884,449	\$52,845,826	\$102,584,780	\$114,090,963	\$114,202,763	11.3%

SIGNIFICANT CHANGES:

Personnel Services

The adopted budget for Personnel Services has increased 4.4% since FY 2015/16. The park district will have 180 full-time positions for the 2016/17 fiscal year, a net increase of two positions from upgrading three regular part-time positions and decreasing one net full-time position. Two other regular part-time positions were also eliminated for the 2016/17 fiscal year budget.

The budget reflects a 1.25% cost-of-living adjustment and merit increases for all represented full-time and regular part-time employees in accordance with the collective bargaining agreement, and funding for non-represented staff increases in accordance with the Board-approved Compensation Policy, the total of which accounts for 1.1% of the overall increase. The budget reflects an estimated health increase of 3.0% and no increase in dental, accounting for 0.2% of the overall increase. Retirement benefits increased by 21.9% due to lower market performance and contributed 1.6% of the overall increase. Payroll taxes remained relatively unchanged. Finally, the net reduction in positions accounted for a 0.3% decrease against the overall increase. The balance of the increase in overall cost, approximately 1.8%, comes from budgeted increases for part-time personnel.

Materials and Services

The adopted budget for Materials and Services has increased 3.0% over FY 2015/16. Factors include an inflationary adjustment of 3.0%, increased maintenance supplies for newly acquired acreage and the costs of program expansions. All approved business plans have been accounted for in the adopted budget amounts.

Capital Outlay

General Fund Capital Outlay has been differentiated between maintenance replacement expenditures and new asset expenditures. Within these two categories, the expenditures include funding for: Carry Over Projects, Athletic Facility, Park, and Building Replacements/Improvements, ADA Improvements, Maintenance Equipment

and Computer/Office Equipment. Capital Outlay expenditures have been prioritized to maintenance replacement projects in order to minimize the balance of deferred maintenance replacements. General Fund Capital Outlay has increased by 16.4% from FY 2015/16 due to increased grant revenue funded projects and increased funding available for replacements. In FY 2016/17, capital outlay funds will largely be focused on maintenance replacements, a renovation of the Aquatic Center including a large roofing project along with tank and pool deck resurfacing, and replacement of the HMT Field #2 synthetic turf.

As explained above, the Bond Capital Projects Fund balance in FY 2016/17 reflects the remaining funds available from the \$100 million general obligation bond as approved by voters.

The System Development Charges Fund continues to complete current expansion projects, fund land acquisition, and master plan and construct new projects.

Ending Balance - Capital Replacement Reserve

The Capital Replacement Reserve has increased 100% over FY 2015/16. Funding of this reserve began in FY 2015/16 and will continue in FY 2016/17. These reserves are for future capital replacement needs.

BUDGET SUMMARY FOR RESOURCES:

Total resources for all funds for the current budgeted years and the prior years are:

	Actual 2013/14	Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17	% Change over 2015/16
Beginning Fund Balance	\$63,412,817	\$49,204,697	\$48,729,788	\$49,137,304	\$49,249,104	0.9%
Property Taxes-Current Year	33,722,472	34,948,011	34,192,540	35,898,933	35,898,933	5.0%
Prior Year Taxes	481,377	523,667	350,000	375,000	375,000	7.1%
Interest on Investments	365,783	380,711	353,667	386,500	386,500	9.3%
Swim Center & Tennis Revenue	3,513,892	3,859,722	3,954,104	4,129,216	4,129,216	4.4%
Recreation & Sports Revenue	6,598,234	6,811,408	6,746,216	6,951,624	6,951,624	3.0%
Grants and Contributions	1,037,470	1,039,231	626,458	1,615,844	1,615,844	157.9%
Misc. and Rental Revenue	281,996	556,769	480,350	523,500	523,500	9.0%
Sponsorships/Cellular Leases	237,636	261,528	240,000	198,500	198,500	-17.3%
System Development Charge	3,858,370	5,855,512	4,740,600	14,522,059	14,522,059	206.3%
Debt Proceeds	-0-	-0-	1,750,000	-0-	-0-	-100.0%
Transfers In	579,099	511,362	421,057	352,483	352,483	-16.3%
TOTALS	\$114,089,146	\$103,952,618	\$102,584,780	\$114,090,963	\$114,202,763	11.3%

Beginning Fund Balances

Beginning balance from all funds for FY 2016/17 consists of \$8,528,085 from the General Fund (\$850,000 is from the Capital Replacement Reserve and \$7,678,085 is the remaining General Fund cash on hand), \$160,100 from the Maintenance Mitigation Fund, \$275,000 from the Debt Service Fund, \$11,279,964 from the System Development Charge Fund, and \$29,005,955 from the Bond Capital Projects Fund. The General Fund cash on hand balance reflects FY 2015/16 revenues in excess of budget, expenditures less than budget, and projects budgeted, but not completed. The Maintenance Mitigation Fund balance includes funds received from developers for maintenance of existing mitigation sites. The Debt Service Fund balance represents carryforward of taxes levied in previous years plus interest earnings. The System Development Charge Fund balance includes funds accumulated for budgeted current, and future, capital expansion projects. The Bond Capital Project Fund includes available funds to complete the designated list of projects.

Property Taxes - Current Year

Taxes levied against an estimated \$23.3 billion in assessed valuation total \$37,753,702 of which \$7,308,996 is for the General Obligation Debt Service Fund with \$6,943,546 expected to be collected. Of the \$30,444,706 General Fund Levy, the park district expects to collect 95%, or \$28,922,470. The payments in lieu of taxes (PILOT) amounts are additional taxes expected to be collected (\$4,382 General Fund and \$28,535 Debt Service Fund.) The PILOT funds result from de-annexed property that had long-term debt obligations associated at the time of withdrawal from District boundaries. The PILOT funds will be collected annually until the obligations are paid in full.

The FY 2015/16 taxable assessed property valuation of the park district is \$22,285,389,488 and is estimated to increase by 4.5% in the 2016/17 fiscal year to \$23,288,232,015.

Property Taxes - Prior Year

Prior year taxes are property taxes that have been levied but remain uncollected. The park district expects to collect \$375,000 (both General Fund and Debt Service Fund). Prior year collection projections for the 2016/17 fiscal year are slightly higher than the amounts budgeted in the 2015/16 fiscal year due to the increase in the property tax levy amounts in prior years.

Interest on Investments

Interest revenue is earned on investments of temporary excess cash. Interest rates have remained at historically low rates the past year, show no indication of significant improvement, and capital funds continue to be spent down. Accordingly, interest revenue for FY 2016/17 is projected only slightly higher than the previous year budget for all funds.

In accordance with district policy, the park district's primary investment vehicles are State of Oregon Local Government Investment Pool (LGIP), commercial paper, bankers' acceptance and United States Government Treasury and agency securities. The LGIP consists of a diversified portfolio, and transfers into and out of the LGIP accounts can be made daily. This provides a flexible mode for keeping surplus cash invested.

The investable cash balance within the Bond Capital Projects Fund will be invested in the Oregon Local Government Investment Pool, along with allowable securities as approved by the district's Investment Policies. The anticipated revenue will be used strictly for related expenditures of the fund.

Swim Center & Tennis Revenue

Swim Center revenue is generated from passes, open swim and swim lesson instruction. The park district has six (6) indoor and two (2) outdoor pools. Tennis revenue is generated by both indoor and outdoor open play, instruction and merchandise sales.

Recreation & Sports Revenue

Recreation program revenue is generated by classes and activities at six (6) recreation center sites. Sports revenue is generated by the Athletic Center programs and by sport programs for all ages, such as softball, volleyball and basketball. Field rental fees are generated from district affiliated sports league usage of district owned or maintained sports fields.

The district regularly evaluates program fees to ensure progress toward achieving targeted recovery rates, along with application of annual inflationary increases as needed.

Program revenue estimates are based upon anticipated instructional, camp and class offerings, along with historical trending analysis of other fees, such as pass sales and rentals. Patron usage has remained stable and program revenues are increasing. The district continually evaluates all programs, readjusting them to emphasize the popular offerings, and discontinues those with less participation.

Grants and Intergovernmental Revenue

Grants include funding from federal, state and regional agencies, as well as funding from private foundations including the Tualatin Hills Park Foundation. Grant revenue is predominantly for funding of capital improvements, although it also provides funding for reimbursement of certain operating and debt service expenditures.

Miscellaneous Revenue

Miscellaneous revenue is earned from various sources including purchasing card program rebates, refunds, surplus equipment sold at auction, easement and mitigation payments, miscellaneous fees and forfeitures, and insurance proceeds.

Rental Revenue

Rental revenue is generated from the rental of residential houses located on district property, concessionaire services at Jenkins Estate and leased space within the Fanno Creek Service Center.

Sponsorships/Cellular Lease Revenue

Sponsorships/cellular lease revenue is from corporate advertising, partnerships (including concessions) and 19 cellular telecommunication site leases at 14 sites within the district.

System Development Charge

System Development Charges are assessed against new construction within the district.

Debt Proceeds

Debt Proceeds are from financing agreements or other debt instruments and are used for identified purposes, generally capital improvements or equipment purchases.

Transfers In

Transfers In reflect the district's policy of allowing project management staff time from SDC and Bond related capital projects to be reimbursed to the General Fund. The amount budgeted, \$352,483, is the estimate of the costs to manage both SDC Fund (\$35,000) and Bond Fund (\$317,483) capital projects during FY 2016/17.

SUMMARY OF ALL FUNDS
Adopted Budget for FY 2016/17

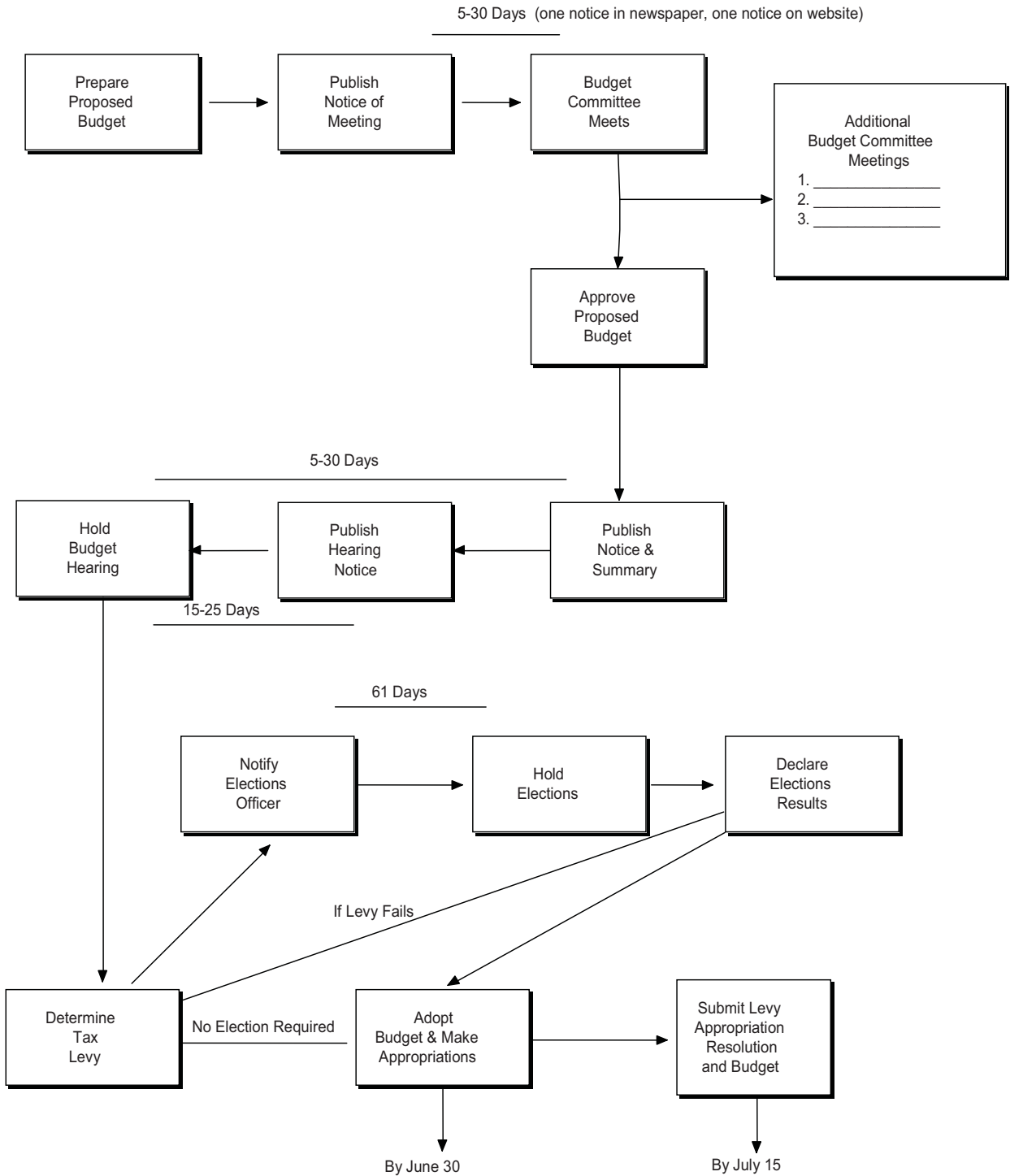
	Governmental Funds					Total All Funds
	Other Funds					
	Maintenance Mitigation Fund	Debt Service Fund	System Dev. Charge Fund	Bond Capital Proj. Fund		
General Fund						
RESOURCES						
Beginning Balance						
Capital Replacement Reserve	\$ 850,000	\$ -	\$ -	\$ -	\$ -	\$ 850,000
Beginning Cash Balance	7,678,085	160,100	275,000	11,279,964	29,005,955	48,399,104
Beginning Fund Balance	\$ 8,528,085	\$ 160,100	\$ 275,000	\$11,279,964	\$29,005,955	\$ 49,249,104
Revenues						
Property Taxes-Current Year	\$28,926,852	\$ -	\$6,972,081	\$ -	\$ -	\$ 35,898,933
Prior Year Taxes	325,000	-	50,000	-	-	375,000
Interest on Investments	145,000	500	35,000	56,000	150,000	386,500
Swim Center & Tennis Revenue	4,129,216	-	-	-	-	4,129,216
Recreation & Sports Revenue	6,951,624	-	-	-	-	6,951,624
Grants & Intergovernmental Revenue	1,615,844	-	-	-	-	1,615,844
Miscellaneous & Facility Rental	523,500	-	-	-	-	523,500
Sponsorships/Cellular Leases	198,500	-	-	-	-	198,500
System Development Charges	-	-	-	14,522,059	-	14,522,059
Transfers In	352,483	-	-	-	-	352,483
Total Revenues	\$43,168,019	\$ 500	\$7,057,081	\$14,578,059	\$ 150,000	\$ 64,953,659
TOTAL RESOURCES	\$51,696,104	\$ 160,600	\$7,332,081	\$25,858,023	\$29,155,955	\$114,202,763
REQUIREMENTS						
Appropriations by Category:						
Personnel Services	\$29,807,536	\$ -	\$ -	\$ -	\$ -	\$ 29,807,536
Materials and Services	8,817,259	160,600	-	-	-	8,977,859
Capital Outlay	7,998,116	-	-	25,858,023	29,155,955	63,012,094
Debt Service	973,193	-	7,332,081	-	-	8,305,274
Contingency	2,400,000	-	-	-	-	2,400,000
Total Appropriations	\$49,996,104	\$ 160,600	\$7,332,081	\$25,858,023	\$29,155,955	\$112,502,763
Ending Unappropriated Fund Balance	\$ 1,700,000	\$ -	\$ -	\$ -	\$ -	\$ 1,700,000
Capital Replacement Reserve						
TOTAL REQUIREMENTS	\$51,696,104	\$ 160,600	\$7,332,081	\$25,858,023	\$29,155,955	\$114,202,763

Staffing Changes
Full-time and Regular Part-time

The following table summarizes the changes in full-time and regular part-time staffing levels by Division and Program

Division	Program	Adopted 2015/16 Staffing	Adjustments	Adopted 2016/17 Staffing
Business & Facilities	Office of the Director	4.00 FTE	Added one Chief Financial Officer, transferred Operations Analysis Manager and Operations Analyst to Operations Analysis Department	3.00 FTE
Business & Facilities	Operations Analysis	0.00 FTE	Transferred Operations Analysis Manager and Operations Analyst to Operations Analysis Department from Office of the Director of Business & Facilities	2.00 FTE
Business & Facilities	Finance	7.00 FTE	Deleted one Bond Accountant	6.00 FTE
Business & Facilities	Design & Development	7.00 FTE	Deleted one Office Tech I	6.00 FTE
Business & Facilities	Maintenance Operations	74.00 FTE	Deleted one RPT Aquatic Maintenance Tech II	73.13 FTE
Park & Recreation Services	Office of the Director	2.00 FTE	Added one Program Analyst	3.00 FTE
Park & Recreation Services	Aquatics	25.01 FTE	Deleted one Center Supervisor at Aloha Swim Center and one RPT Aquatics Coord. II at Harman Swim Center. Upgraded one RPT Office Tech II to FT at Beaverton Swim Center	23.26 FTE
Park & Recreation Services	Programs & Special Activities	4.00 FTE	Transferred one Specialized Recreation & Inclusion Specialist from Stuhr Center to Superintendent of Sports	3.00 FTE
Park & Recreation Services	Nature Park Interpretive Center	3.88 FTE	Upgraded one RPT Office Tech I to FT	4.00 FTE
Park & Recreation Services	Superintendent of Sports	2.00 FTE	Transferred one Specialized Recreation & Inclusion Specialist from Stuhr Center and transferred one Program Coordinator to the Athletic Center	2.00 FTE
Park & Recreation Services	Athletic Center	5.00 FTE	Transferred one Program Coordinator from Superintendent of Sports and transferred one RPT Office Tech II from Tennis and upgraded to FT	7.00 FTE
Park & Recreation Services	Tennis Center	3.51 FTE	Transferred one RPT Office Tech II to Athletic Center	2.63 FTE
		Increase in Full-time FTE		2.00 FTE
		Decrease in Reg Part-time FTE		(4.38) FTE
		Net Change		(2.38) FTE

BUDGET PROCESS



**FISCAL YEAR 2016/17
BUDGET CALENDAR**

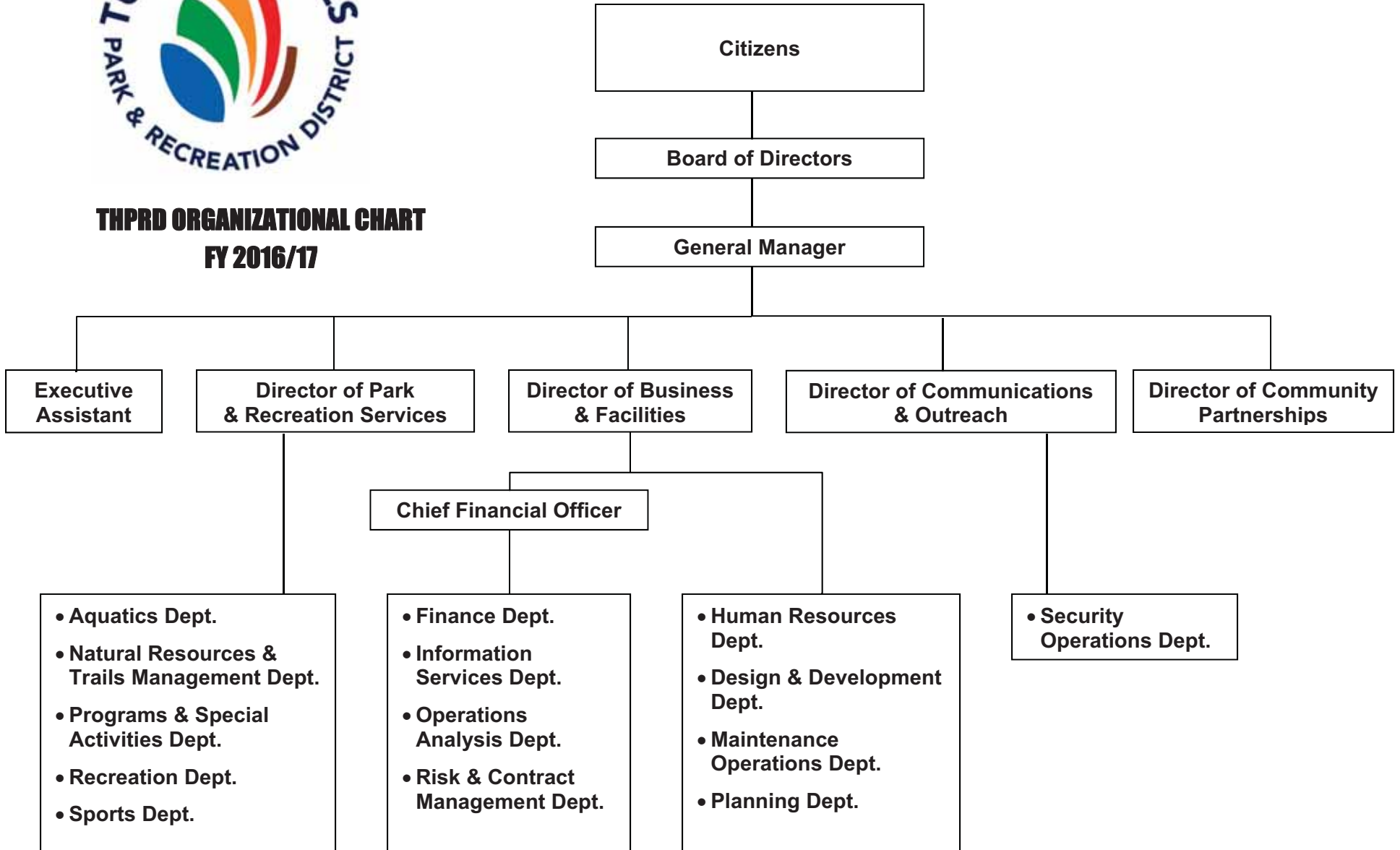
In accordance with District Budget Policy:

2016

February 4	Publish Notice (<i>Valley Times</i> submission deadline – January 27)
February 11	Post Notice on District Website
February 22	Midyear Budget Review Meeting (Public Input)
April 7	Publish Notice (<i>Valley Times</i> submission deadline – March 30)
April 14	Post Notice on District Website
April 13	Deliver Proposed Budget to Budget Committee
April 18	Budget Committee Work Session (Public Input)
April 28	Publish Notice (<i>Valley Times</i> submission deadline – April 20)
May 5	Post Notice on District Website
May 16	Budget Committee Meeting to Approve Budget (Public Input)
June 9	Publish Notice & Summary (<i>Valley Times</i> submission deadline – June 2)
June 20	Hold Public Hearing to Adopt Budget (Public Input)
July 15	Tax Levy Certified by Washington County



**THPRD ORGANIZATIONAL CHART
FY 2016/17**





RESOURCES

Analysis of Property Tax Rate and Collections

Analysis of Measure 5 and 50

Revenue Summary



**ANALYSIS OF TAX RATE AND COLLECTIONS
FISCAL YEAR 2016/17**

ESTIMATED ASSESSED VALUATION

Real and Personal Property Within the Park District

\$ 23,288,232,015

FY 2015/16 Assessed Valuation	\$22,285,389,488	
Value Growth from Annual Increase ¹	668,561,685	3.00%
Estimated Exception Based Value Growth ²	<u>334,280,842</u>	<u>1.50%</u>
Estimated Assessed Value	<u>\$23,288,232,015</u>	

% Increase in Estimated Assessed Valuation

4.50%

ESTIMATED TAX LEVY

	<u>Tax Rate per</u> <u>\$1,000 Valuation</u>	<u>Amount</u>
--	---	---------------

General Fund

Permanent Tax Rate for District 1.3073

General Fund Operating Levy:

Estimated Assessed Valuation multiplied by
Permanent Rate

\$ 30,444,706

Bonded Debt Fund

Bonded Debt Levy

7,308,996

Estimated Tax Rate:

Bonded Debt Levy divided by Estimated
Assessed Valuation

0.3138

Estimated Tax Levy Totals

1.62

\$ 37,753,702

ESTIMATED TAX COLLECTIONS

Amount

Based on Estimated Collection Rate: 95.00%

General Fund Current Year Tax Collections

\$ 28,922,470

Payment in lieu of Tax Collections

4,382

Bonded Debt Fund Current Year Tax Collections

6,943,546

Payment in lieu of Tax Collections

28,535

\$ 35,898,933

¹ Measure 50 allows for an annual 3% increase on maximum assessed valuation up to market value for individual properties.

² Measure 50 allows increases in maximum assessed value due to changes in property including new construction, land partitions, rezoning, etc.

PROPERTY TAX MEASURES

PROPERTY TAX

The property tax is used by Oregon cities, counties, schools and other special districts to raise revenue to cover the expense of local government. The State of Oregon has the authority to levy property taxes; however, the state has not levied property taxes since 1941 and obtains its revenue from tax and lottery sources.

The Oregon Constitution places certain limits on property tax rates for general purposes. The constitution does not limit property tax rates for general obligation bonds, such as Refunding Bonds for capital construction and improvements approved in accordance with voting requirements or used to refund certain outstanding General Obligation Bonds.

MEASURE 5

Article XI, Section 11b (known as "Measure 5") of the Oregon Constitution contains various limitations on property taxes levied by local jurisdictions. Approved in November 1990, Measure 5 placed certain limits on property tax rates and modifications to the system of property tax administration then in place.

- Measure 5 limitations remain in place despite the passage of Measure 50.
- Measure 5 separates taxes imposed upon property into two categories, one for public schools and community colleges and one for jurisdictions other than public schools.
- Combined tax rates for non-school jurisdictions are limited to \$10.00 per \$1,000 of Real Market Value. Combined tax rates for public school systems are limited to \$5.00 per \$1,000 Real Market Value.
- Measure 5 does not limit property tax rates for General Obligation Bonds or refunding bonds.

MEASURE 50

Ballot Measure 50 was approved by Oregon voters on May 20, 1997. Measure 50 repeals a previously approved property tax reduction measure, referred to as Measure 47. Measure 50 with some modifications, retains many of Measure 47's key features, including: a reduction of property taxes and a limit on the growth in annual assessed valuation. Specific provisions include:

- Measure 50 rolls back the "assessed value" on property for the fiscal year 1997/98 to its 1995/96 value, less 10 percent.
- Measure 50 establishes a permanent tax rate which replaces its old levies. This rate will be a permanent limit on the Park District's taxing authority for operating taxes.
- Measure 50 limits your assessed value growth to 3% unless your property has an exception because the property was improved, re-zoned, subdivided, or ceases to qualify for exemptions.
- Measure 50 allows voters to approve new short-term local option levies outside the permanent rate limit.
- Measure 50 has no impact on Measure 5. The Measure 5 tax limitation remains intact.

TUALATIN HILLS PARK & RECREATION DISTRICT

MEASURE #5
Impact on Washington County Taxing

FY 2015/16

Taxing Agencies Excluding City of Beaverton	Rates Subject to \$10 Limit	Rates Excluded from Limit	Total
Enhanced Sheriff Patrol	1.32	-	1.32
Washington County	2.84	-	2.84
Urban Road Improvements	0.25	-	0.25
THPRD	1.31	0.32	1.63
Tualatin Valley Fire & Rescue	1.98	0.13	2.11
Port of Portland	0.07	-	0.07
Metro Service District	0.19	0.20	0.39
Total Tax Rate	7.96	0.65	8.61
Taxing Agencies Including City of Beaverton			
Washington County	2.81	-	2.81
Tualatin Valley Fire & Rescue	1.96	0.13	2.09
THPRD	1.29	0.32	1.61
City of Beaverton	4.13	0.20	4.33
Port of Portland	0.07	-	0.07
Metro Service District	0.19	0.20	0.39
Urban Renewal-Beaverton	0.17	-	0.17
Total Tax Rate	10.62	0.85	11.47

FY 2014/15

Taxing Agencies Excluding City of Beaverton	Rates Subject to \$10 Limit	Rates Excluded from Limit	Total
Enhanced Sheriff Patrol	1.32	-	1.32
Washington County	2.84	-	2.84
Urban Road Improvements	0.24	-	0.24
THPRD	1.31	0.41	1.72
Tualatin Valley Fire & Rescue	1.78	0.12	1.90
Port of Portland	0.07	-	0.07
Metro Service District	0.19	0.27	0.46
Total Tax Rate	7.75	0.80	8.55
Taxing Agencies Including City of Beaverton			
Washington County	2.82	-	2.82
Tualatin Valley Fire & Rescue	1.77	0.12	1.89
THPRD	1.31	0.41	1.72
City of Beaverton	4.16	0.19	4.35
Port of Portland	0.07	-	0.07
Metro Service District	0.19	0.27	0.46
Urban Renewal-Beaverton	0.09	-	0.09
Total Tax Rate	10.41	0.99	11.40

TUALATIN HILLS PARK & RECREATION DISTRICT

MEASURE #5
Impact on Washington County Taxing

FY 2013/14

Taxing Agencies Excluding City of Beaverton	Rates Subject to \$10 Limit	Rates Excluded from Limit	Total
Enhanced Sheriff Patrol	1.32	-	1.32
Washington County	2.84	0.13	2.97
Urban Road Improvements	0.25	-	0.25
THPRD	1.31	0.42	1.73
Tualatin Valley Fire & Rescue	1.78	0.13	1.91
Port of Portland	0.07	-	0.07
Metro Service District	0.19	0.27	0.46
Total Tax Rate	7.76	0.95	8.71
Taxing Agencies Including City of Beaverton			
Washington County	2.84	0.13	2.97
Tualatin Valley Fire & Rescue	1.78	0.13	1.91
THPRD	1.31	0.42	1.73
City of Beaverton	4.14	0.23	4.37
Port of Portland	0.07	-	0.07
Metro Service District	0.19	0.27	0.46
Total Tax Rate	10.33	1.18	11.51

FY 2012/13

Taxing Agencies Excluding City of Beaverton	Rates Subject to \$10 Limit	Rates Excluded from Limit	Total
Enhanced Sheriff Patrol	1.23	-	1.23
Washington County	2.84	0.13	2.97
Urban Road Improvements	0.25	-	0.25
THPRD	1.31	0.42	1.73
Tualatin Valley Fire & Rescue	1.78	0.14	1.92
Port of Portland	0.07	-	0.07
Metro Service District	0.10	0.31	0.41
Total Tax Rate	7.58	1.00	8.58
Taxing Agencies Including City of Beaverton			
Washington County	2.84	0.13	2.97
Tualatin Valley Fire & Rescue	1.78	0.14	1.92
THPRD	1.31	0.42	1.73
City of Beaverton	4.01	0.22	4.23
Port of Portland	0.07	-	0.07
Metro Service District	0.10	0.31	0.41
Total Tax Rate	10.11	1.22	11.33

TUALATIN HILLS PARK & RECREATION DISTRICT

MEASURE #5
Impact on Washington County Taxing

FY 2011/12

Taxing Agencies Excluding City of Beaverton	Rates Subject to \$10 Limit	Rates Excluded from Limit	Total
Enhanced Sheriff Patrol	1.25	-	1.25
Washington County	2.84	0.14	2.98
Urban Road Improvements	0.25	-	0.25
THPRD	1.31	0.43	1.74
Tualatin Valley Fire & Rescue	1.78	0.16	1.94
Port of Portland	0.07	-	0.07
Metro Service District	0.10	0.22	0.32
TriMet	-	0.06	0.06
Total Tax Rate	7.60	1.01	8.61
Taxing Agencies Including City of Beaverton			
Washington County	2.84	0.14	2.98
Tualatin Valley Fire & Rescue	1.78	0.16	1.94
THPRD	1.31	0.43	1.74
City of Beaverton	3.96	0.21	4.17
Port of Portland	0.07	-	0.07
Metro Service District	0.10	0.22	0.32
TriMet	-	0.06	0.06
Total Tax Rate	10.06	1.22	11.28

FY 2010/11

Taxing Agencies Excluding City of Beaverton	Rates Subject to \$10 Limit	Rates Excluded from Limit	Total
Enhanced Sheriff Patrol	1.27	-	1.27
Washington County	2.84	0.14	2.98
Urban Road Improvements	0.25	-	0.25
THPRD	1.31	0.44	1.75
Tualatin Valley Fire & Rescue	1.77	0.11	1.88
Port of Portland	0.07	-	0.07
Metro Service District	0.10	0.31	0.41
TriMet	-	0.09	0.09
Total Tax Rate	7.61	1.09	8.70
Taxing Agencies Including City of Beaverton			
Washington County	2.84	0.14	2.98
Tualatin Valley Fire & Rescue	1.77	0.11	1.88
THPRD	1.31	0.44	1.75
City of Beaverton	3.96	0.24	4.20
Port of Portland	0.07	-	0.07
Metro Service District	0.10	0.31	0.41
TriMet	-	0.09	0.09
Total Tax Rate	10.05	1.33	11.38

SUMMARY OF RESOURCES - ALL FUNDS

RESOURCES:	General Fund	Special Revenue Fund	Capital Projects Fund	Debt Service Fund	Total Resources
Beginning Balance- Capital Replacement Reserve	\$ 850,000	\$ -	\$ -	\$ -	\$ 850,000
Cash on Hand for Fiscal Year	4,649,000	160,100	1,424,464	275,000	6,508,564
Beginning Fund Balance from Previous Year Projects Carried Forward	3,029,085	-	38,861,455	-	41,890,540
Previously Levied Taxes estimated to be received during ensuing year	325,000	-	-	50,000	375,000
PROGRAM REVENUES:					
Swim Center Revenue	3,038,333	-	-	-	3,038,333
Tennis Revenue	1,090,883	-	-	-	1,090,883
Recreation Program Revenue	4,975,712	-	-	-	4,975,712
Sports Program/Athletic Center Revenue	1,583,634	-	-	-	1,583,634
Natural Resources Revenue	392,278	-	-	-	392,278
OTHER REVENUES:					
Miscellaneous Revenue	142,350	-	-	-	142,350
Interest Revenue	145,000	500	206,000	35,000	386,500
Telecommunication Site Lease Revenue	193,500	-	-	-	193,500
Facility Rental Revenue	381,150	-	-	-	381,150
Grants and Intergovernmental Revenue	1,615,844	-	-	-	1,615,844
Sponsorships	5,000	-	-	-	5,000
System Development Charges	-	-	14,522,059	-	14,522,059
Transfers In	352,483	-	-	-	352,483
Total Resources except taxes to be levied..... Subtotal	<u>\$ 22,769,252</u>	<u>\$ 160,600</u>	<u>\$ 55,013,978</u>	<u>\$ 360,000</u>	<u>\$ 78,303,830</u>
Current Year Property Taxes (Permanent Rate multiplied by Assessed Value)	<u>28,926,852</u>	<u>-</u>	<u>-</u>	<u>6,972,081</u>	<u>35,898,933</u>
TOTAL RESOURCES	<u><u>\$ 51,696,104</u></u>	<u><u>\$ 160,600</u></u>	<u><u>\$ 55,013,978</u></u>	<u><u>\$ 7,332,081</u></u>	<u><u>\$ 114,202,763</u></u>

Listed below are narratives and financial information on the adopted resources for all funds.

Beginning Balance- Capital Replacement Reserve: The estimated Beginning Balance- Capital Replacement Reserve for FY 2016/17 (\$850,000) is the accumulated balance of funds reserved for future capital replacements.

Beginning Fund Balance: Beginning Fund Balance is a resource derived from prior year's budget. Beginning Fund Balance generally results from an over-collection of budgeted resources and under-expenditures of budget appropriations. The estimated Beginning Fund Balance for FY 2016/17 consists of General Fund (\$4,649,000), Maintenance Mitigation Fund (\$160,100), Debt Service Fund (\$275,000), System Development Charge Fund (\$1,424,464).

Beginning Fund Balance from Previous Year Projects Carried Forward: Beginning Fund Balance from projects carried forward represents fund balance committed to projects in a prior year but not yet expended. The full listing of carryforward projects can be found within the Capital Projects and System Development Charges sections, pages CP-3 and SDC-4, under the Carry Over Projects heading, plus all of the Bond Capital Projects Fund. The estimated total of project carryforward from the previous year consists of General Fund (\$3,029,085), System Development Charge Fund (\$9,855,500) and Bond Capital Projects Fund (\$29,005,955).

Prior Year's Taxes: Prior Year's Taxes are property taxes that have been levied but remain uncollected. During the 2016/17 fiscal year, the park district is projected to collect approximately one-half of the uncollected property taxes. The estimated amount of previously levied taxes to be received for the fiscal year 2016/17 consists of General Fund (\$325,000) and Debt Service Fund (\$50,000).

PROGRAM REVENUES: Estimated revenue from programs is based on funded program levels multiplied by established fees and estimated attendance. Adjustments are continually made to ensure classes are making progress toward achieving the target rate of cost recovery.

Swim Center Revenue: Swim Center revenue is generated from passes, open swim, instruction and Beaverton School District #48. The total swim center revenue is \$3,038,333. The following is a breakdown of revenue generated by each swim center and program type:

<u>Swim Center Revenue</u>		<u>Program Revenue</u>	
Aloha	\$ 390,396	Swim Passes	\$ 486,967
Beaverton	532,775	General Admission	303,018
Conestoga - Aquatic	625,559	Aquatic Instruction	1,965,307
Harman	324,465	Facility Rentals	
Sunset	294,109	- School District #48	23,140
Aquatic Center	695,834	- Other Rental Events	259,901
Raleigh	70,048		
Somerset West	105,147		
	<u>\$ 3,038,333</u>		<u>\$ 3,038,333</u>

Tennis Revenue: Tennis Revenue of \$1,090,883 is generated by open play, instruction, special interest events and the sale of tennis balls.

<u>Tennis Program Revenue</u>	<u>Program</u>	<u>Facility Rental</u>	<u>Total</u>
Open play	340,464	-	340,464
Instruction	664,879	-	664,879
Special interest	62,435	12,860	75,295
Tennis ball sales	10,245	-	10,245
	<u>\$ 1,078,023</u>	<u>\$ 12,860</u>	<u>\$ 1,090,883</u>

Recreational Program Revenue: Recreational program and rental revenue of \$4,975,712 is generated from Cedar Hills Recreation Center, Garden Home Recreation Center, the Elsie Stuhr Center, Conestoga Recreation & Aquatic Center, Administration registrations, out-of-district assessments and facility room rentals.

Recreational Program Revenue	Program	Facility Rental	Total
Garden Home Recreation Center	950,597	72,000	1,022,597
Cedar Hills Recreation Center	1,676,577	-	1,676,577
Elsie Stuhr Center	516,113	12,000	528,113
Conestoga - Recreation	1,468,925	82,000	1,550,925
Administration	197,500	-	197,500
	\$ 4,809,712	\$ 166,000	\$ 4,975,712

Sports Program/Athletic Center Revenue: Sports program and Athletic Center revenue of \$1,583,634 is generated primarily from Camp Rivendale and inclusion services, basketball, softball and volleyball, along with rentals and field use fees received from the affiliated sports groups field usage.

Sports Program/Athletic Center Revenue	Program	Facility Rental	Total
Concessions	96,500	-	96,500
Fitness & Exercise	41,420	-	41,420
Special Events	4,800	-	4,800
Special Interest	250,027	-	250,027
Indoor Sports	295,341	111,479	406,820
Outdoor Sports	81,537	479,945	561,482
Passes	87,280	-	87,280
Camp Rivendale	120,080	-	120,080
Inclusion Services	15,225	-	15,225
	\$ 992,210	\$ 591,424	\$ 1,583,634

Natural Resources Revenue: Natural Resources revenue of \$392,278 is generated from instruction and outdoor recreation programs held at both the Tualatin Hills Nature Center and Cooper Mountain Nature Park.

Natural Resources Revenue	Program	Facility Rental	Total
Instruction/Environmental Education	354,689	33,199	387,888
Outdoor Recreation	4,390	-	4,390
	\$ 359,079	\$ 33,199	\$ 392,278

OTHER REVENUES: Except as otherwise noted estimated revenue is based on prior year history as adjusted for anticipated variances.

Miscellaneous Revenue: Miscellaneous revenue of \$142,350 is earned from purchasing card program rebates (\$50,000), items sold at auctions (\$40,000), easements, miscellaneous fees and forfeitures, compensation for insurance proceeds and various other sources (\$52,350).

Interest Revenue: Interest revenue in the total amount of \$386,500 is derived from available cash-on-hand that is invested in the State of Oregon Local Government Investment Pool or other allowable vehicles per the district's Investment Policy. These invested funds will be used at a later date to meet payroll, operating costs and capital improvements. Interest Revenue consists of General Fund (\$145,000), Maintenance Mitigation Fund (\$500), Debt Service Fund (\$35,000), System Development Charge Fund (\$56,000) and Bond Capital Projects Fund (\$150,000).

Telecommunication Site Lease Revenue: Lease revenue of \$193,500 from site leases for cellular telephone transmission equipment.

Rental Revenue: Rental revenue of \$381,150 is generated from the rental of park district owned homes, concessionaire services at Jenkins Estate, along with leased space within the Fanno Creek Service Center.

Grants and Intergovernmental Revenue: Grants include funding from the following sources: Natural Resources Park Restoration (\$30,000), Environmental Education Grant (\$25,000), Memorial Benches (\$8,000), Special Districts Association of Oregon Safety Intern Grant (\$3,000), Connect Oregon Waterhouse Trail #4 (\$400,000), Rails to Trails Westside to Waterhouse Trail Connection (\$48,000), Vietnam War Memorial Grant (\$35,000), LGGP SW Community Park Shelters (\$283,600), Recovery Zone Economic Development Bond (RZEDB) interest subsidy (\$183,244), Metro Nature in Neighborhoods (\$400,000) and Oregon Watershed Enhancement Board (\$200,000).

Sponsorships: Sponsorships in the amount of \$5,000 are from corporation advertising, partnerships and various community events.

System Development Charges: These charges are assessed against new construction within the district. Projected revenue for FY 2016/17 is \$14,522,059 and may only be utilized for improvements related to expansion.

Transfers In: Transfers In reflect the fiscal policy of recovering project management staff time from capital projects to the General Fund. In FY 2016/17, \$35,000 is anticipated from SDC and other projects, and \$317,483 from the Bond Capital Fund projects.

Current Year's Taxes for FY 2016/17 Current Taxes levied against an estimated \$23.3 billion in assessed valuation total \$37,753,702. Of that amount, Debt Service Fund generates \$7,308,996, with collections anticipated at \$6,943,546, for retirement of general obligation debt. The General Fund levy totals \$30,444,706, with collections anticipated at \$28,922,470. The payments in lieu of taxes (PILOT) amounts are additional taxes expected to be collected (\$4,382 General Fund and \$28,535 Debt Service Fund). The PILOT funds result from de-annexed property with associated long-term debt obligations, and will be collected annually until the obligations are paid in full.



CAPITAL IMPROVEMENT PLAN

Capital Funding Sources FY 2016/17

Five-year Capital Funding Sources

Projects by Funding Source



CAPITAL IMPROVEMENT PLAN

Capital Funding Sources FY 2016/17

The Capital Funding Sources FY 2016/17 schedule shows the distribution of capital funding for the budget year 2016/17 between the various available sources of funding, including the General Fund, Bond Project Fund, SDC Fund and Grant Fund.

Five-year Capital Funding Sources

The Five-year Capital Funding Sources schedule shows the total capital funding sources by year, including carryover funds, the current budget year funds, along with a forecast for four subsequent

Projects by Funding Source

The Projects by Funding Source schedule shows the grouping of projects by category within each funding source by year, along with individual category sheets detailing projects and anticipated budget



Capital Funding Sources FY 2016/17

	Funding Sources					Total Funds
	General Fund	Bond Fund	SDC Fund	Grant Funds	Other Funds	
Athletic Facility Replacements						
HMT Field #2 Synthetic Turf	575,000					575,000
Tennis Court - Resurfacing (5 sites)	165,000					165,000
Other Athletic Facility Replacements	95,000					95,000
Athletic Facility Replacements Total	835,000					835,000
Athletic Facility Improvements						
New Synthetic Turf Field - Conestoga Middle School	650,000	437,613	1,255,000			2,342,613
Other Athletic Facility Improvements	3,300					3,300
Athletic Facility Improvements Total	653,300	437,613	1,255,000			2,345,913
Building Replacements						
Aquatic Center Renovation	2,617,584					2,617,584
Underwater Lights	121,067					121,067
Other Building Replacements	465,649					465,649
Building Replacements Total	3,204,300					3,204,300
Building Improvements						
Other Building Improvements	106,400					106,400
Building Improvements Total	106,400					106,400
Park & Trail Replacements						
Parking Lot	249,414					249,414
Pedestrian Pathway and Playground Equipment	220,251					220,251
Play Equipment (3 sites)	338,000					338,000
Other Park & Trail Replacements	206,578					206,578
Park & Trail Replacements Total	1,014,243					1,014,243
Park & Trail Improvements						
Other Park & Trail Improvements	25,062					25,062
Grant Funded Projects						
Connect Oregon - Waterhouse Trail Segment				400,000		400,000
LGGP - SW Quadrant Community Park				283,600		283,600
Metro Nature in Neighborhoods				400,000		400,000
Oregon Watershed Enhancement Board				200,000		200,000
Other Grant Funded Projects				83,000		83,000
Park & Trail Improvements Total	25,062			1,366,600		1,391,662
Information Technology Replacement						
Color Plot Printer	2,500					2,500
LAN/WAN	5,000					5,000
Laptops	8,000					8,000
Network Switches	80,000					80,000
Printers	5,000					5,000
Servers	37,000					37,000
Vehicle Maintenance Software	6,500					6,500
Information Technology Replacement Total	144,000					144,000
Information Technology Improvement						
PCI Compliance	55,000					55,000
PCI Compliance Backup Tapes (off-site)	3,000					3,000
Software	20,000					20,000
Information Technology Improvement Total	78,000					78,000
Facility Challenge Grants Total	140,000					140,000
ADA Improvements						
ADA Improvements	13,812					13,812
ADA Improvements - Aquatic Center	92,000					92,000
ADA Improvements - Athletic Center	8,000					8,000
ADA Improvements Total	113,812					113,812
Land Acquisition						
Acquisition of Community Park Land - North Bethany			2,500,000			2,500,000
Acquisition of Natural Area Land - So. Cooper Mountain			400,000			400,000
Acquisition of Neighborhood Park Land - North Bethany			7,650,000			7,650,000
Acquisition of Trails Land - Bonny Slope West			150,000			150,000
Acquisition of Trails Land - North Bethany			1,300,000			1,300,000
Acquisition of Trails Land - So. Cooper Mountain			300,000			300,000
Land Acquisition - FY 2015/16 Carryforward			1,485,000			1,485,000
Land Acquisition Total			13,785,000			13,785,000
Maintenance Equipment Replacement						
Autoscrubber	3,000					3,000
Pool Covers (2 sites)	12,900					12,900
Maintenance Equipment Replacement Total	15,900					15,900
Maintenance Equipment Improvement						
Pool Vacuum Robot	3,499					3,499
Maintenance Equipment Improvement Total	3,499					3,499

Capital Funding Sources FY 2016/17

	Funding Sources					Total Funds
	General Fund	Bond Fund	SDC Fund	Grant Funds	Other Funds	
Fleet & Equipment Improvement						
Digital Playground Analyzer	2,500					2,500
Vehicle Wraps	12,200					12,200
Fleet & Equipment Improvement Total	14,700					14,700
Fleet & Equipment Replacement						
Electric utility vehicle	14,000					14,000
Front loader	9,800					9,800
Full size pickup with liftgate	33,000					33,000
Hydraulic press	2,500					2,500
Infield rake	15,000					15,000
Mini Backhoe	35,000					35,000
Minibus	52,500					52,500
Mower - 52" (4)	32,000					32,000
Mower - 72"	15,000					15,000
Mower blade grinder	18,000					18,000
Single axle trailer - 1 ton (4)	20,000					20,000
Sod cutter (2)	10,000					10,000
Tandem axle trailer - 3.5 ton (3)	22,500					22,500
Wire feed welder	4,000					4,000
Fleet & Equipment Replacement Total	283,300					283,300
Undesignated Projects Total			2,952,523			2,952,523
Development/Improvement						
Bethany Creek Falls Phases 1, 2, 3 & 5 - Proj. Mgmt.			110,000			110,000
Bonny Slope / BSD Trail Development			500,000			500,000
Building Expansion - site to be determined			1,000,000			1,000,000
Cedar Mill Creek Community Trail Segment #4 Master Planning and Design			250,000			250,000
Connect Oregon Grant Match - Waterhouse Trail, Segment 4			300,000			300,000
Deck Expansion - Aquatic Center			150,000			150,000
MTIP Grant Match - Beaverton Crk. Trail Land Acq./ROW			250,000			250,000
MTIP Grant Match - Beaverton Crk. Trail Master Plan			115,000			115,000
MTIP Grant Match - Westside Trail, Segment 18			210,500			210,500
Natural Area Master Plan			100,000			100,000
North Bethany Park and Trail Development - Proj. Mgmt.			150,000			150,000
NW Quadrant Neighborhood Park Master Plan			100,000			100,000
NW Quadrant Neighborhood Park Master Plan & Design			200,000			200,000
NW Quadrant New Neighborhood Park Development			1,500,000			1,500,000
SW Quadrant Community Park - additional funding for bond project			2,600,000			2,600,000
SW Quadrant Neighborhood Park Master Plan and Design			200,000			200,000
Other Development/Improvement			130,000			130,000
Development/Improvement Total			7,865,500			7,865,500
Renovate and Redevelop Neighborhood Parks						
Somerset West Park		874,966				874,966
Renovate and Redevelop Neighborhood Parks Total		874,966				874,966
New Community Park Development						
SW Community Park		9,937,929				9,937,929
New Community Park Development Total		9,937,929				9,937,929
Renovate and Redevelop Community Parks						
Cedar Hills Park & Athletic Field		7,238,175				7,238,175
Renovate and Redevelop Community Parks Total		7,238,175				7,238,175
Natural Area Preservation						
Cooper Mountain Area		213,226				213,226
Crystal Creek Park		137,762				137,762
Jenkins Estate Phase 2		112,993				112,993
NE/Bethany Meadows Trail Habitat Connection		256,030				256,030
Raleigh Park		102,027				102,027
Restoration of new properties to be acquired		632,582				632,582
Rock Creek Greenway		155,804				155,804
Somerset		150,778				150,778
Other Natural Area Preservation		904,487				904,487
Natural Area Preservation Total		2,665,689				2,665,689
Natural Area Preservation - Land Acquisition						
Natural Area Acquisitions		4,153,449				4,153,449
Natural Area Preservation - Land Acquisition Total		4,153,449				4,153,449
New Linear Park and Trail Development						
Rock Creek Trail Segments 2 & 5, and North Bethany Trail Segment 2		793,766				793,766
Westside/Waterhouse Trail Connection		594,708				594,708
Other New Linear Park And Trail Development		72,829				72,829
New Linear Park and Trail Development Total		1,461,303				1,461,303
New Linear Park and Trail Acquisitions Total		1,575				1,575

Capital Funding Sources FY 2016/17

	Funding Sources					Total Funds
	General Fund	Bond Fund	SDC Fund	Grant Funds	Other Funds	
Multifield/Multipurpose Athletic Field Development						
New Field in NW Quadrant		533,319				533,319
New Field in SW Quadrant		532,710				532,710
Multifield/Multipurpose Athletic Field Development Total		1,066,029				1,066,029
Facility Rehabilitation						
Structural Upgrades at 50M Pool (Roof Replacement)		444,915				444,915
Structural Upgrades at Garden Home Recreation Center		629,858				629,858
Other Facility Rehabilitation		100,712				100,712
Facility Rehabilitation Total		1,175,485				1,175,485
Grand Total	6,631,516	29,012,213	25,858,023	1,366,600		62,868,352



Five-year Capital Funding Sources FY 2017-2021

Sources of Funds	Carryover Funds	2017 Funding	2018 Funding	2019 Funding	2020 Funding	2021 Funding	Total 5-Year Funding
Sources of Funds							
General Fund	3,029,085	3,602,431					6,631,516
Bond Fund		29,012,213					29,012,213
SDC Fund	8,935,000	16,923,023					25,858,023
Grant Funds		1,366,600					1,366,600
Other Funds							
Total Funds	11,964,085	50,904,267					62,868,352
Athletic Facility Replacements							
HMT Field #2 Synthetic Turf		575,000					575,000
Tennis Court - Resurfacing (5 sites)		165,000					165,000
Other Athletic Facility Replacements	60,000	35,000					95,000
Athletic Facility Replacements Total	60,000	775,000					835,000
Athletic Facility Improvements							
New Synthetic Turf Field - Conestoga Middle School	1,500,000	842,613					2,342,613
Other Athletic Facility Improvements	3,300						3,300
Athletic Facility Improvements Total	1,503,300	842,613					2,345,913
Building Replacements							
Aquatic Center Renovation	1,821,584	796,000					2,617,584
Underwater Lights		121,067					121,067
Other Building Replacements	21,600	444,049					465,649
Building Replacements Total	1,843,184	1,361,116					3,204,300
Building Improvements							
Other Building Improvements	1,800	104,600					106,400
Building Improvements Total	1,800	104,600					106,400
Park & Trail Replacements							
Parking Lot	194,414	55,000					249,414
Pedestrian Pathway and Playground Equipment	197,115	23,136					220,251
Play Equipment (3 sites)		338,000					338,000
Other Park & Trail Replacements	15,460	191,118					206,578
Park & Trail Replacements Total	406,989	607,254					1,014,243
Park & Trail Improvements							
Other Park & Trail Improvements		25,062					25,062
Grant Funded Projects							
Connect Oregon - Waterhouse Trail Segment		400,000					400,000
LGGP - SW Quadrant Community Park		283,600					283,600
Metro Nature in Neighborhoods		400,000					400,000
Oregon Watershed Enhancement Board		200,000					200,000
Other Grant Funded Projects		83,000					83,000
Park & Trail Improvements Total		1,391,662					1,391,662
Information Technology Replacement							
Color Plot Printer		2,500					2,500
LAN/WAN		5,000					5,000
Laptops		8,000					8,000
Network Switches		80,000					80,000
Printers		5,000					5,000
Servers		37,000					37,000
Vehicle Maintenance Software		6,500					6,500
Information Technology Replacement Total		144,000					144,000
Information Technology Improvement							
PCI Compliance		55,000					55,000
PCI Compliance Backup Tapes (off-site)		3,000					3,000
Software		20,000					20,000
Information Technology Improvement Total		78,000					78,000
Facility Challenge Grants Total	50,000	90,000					140,000
ADA Improvements							
ADA Improvements	13,812						13,812
ADA Improvements - Aquatic Center		92,000					92,000
ADA Improvements - Athletic Center		8,000					8,000
ADA Improvements Total	13,812	100,000					113,812
Land Acquisition							
Acquisition of Community Park Land - North Bethany		2,500,000					2,500,000
Acquisition of Natural Area Land - So. Cooper Mountain		400,000					400,000
Acquisition of Neighborhood Park Land - North Bethany		7,650,000					7,650,000
Acquisition of Trails Land - Bonny Slope West		150,000					150,000
Acquisition of Trails Land - North Bethany		1,300,000					1,300,000
Acquisition of Trails Land - So. Cooper Mountain		300,000					300,000
Land Acquisition - FY 2015/16 Carryforward	1,485,000						1,485,000
Land Acquisition Total	1,485,000	12,300,000					13,785,000
Maintenance Equipment Replacement							
Autoscrubber		3,000					3,000
Pool Covers (2 sites)		12,900					12,900
Maintenance Equipment Replacement Total		15,900					15,900
Maintenance Equipment Improvement							
Pool Vacuum Robot		3,499					3,499
Maintenance Equipment Improvement Total		3,499					3,499
Fleet & Equipment Improvement							
Digital Playground Analyzer		2,500					2,500
Vehicle Wraps		12,200					12,200
Fleet & Equipment Improvement Total		14,700					14,700

Five-year Capital Funding Sources FY 2017-2021

	Carryover Funds	2017 Funding	2018 Funding	2019 Funding	2020 Funding	2021 Funding	Total 5-Year Funding
Fleet & Equipment Replacement							
Electric utility vehicle		14,000					14,000
Front loader		9,800					9,800
Full size pickup with liftgate		33,000					33,000
Hydraulic press		2,500					2,500
Infield rake		15,000					15,000
Mini Backhoe		35,000					35,000
Minibus		52,500					52,500
Mower - 52" (4)		32,000					32,000
Mower - 72"		15,000					15,000
Mower blade grinder		18,000					18,000
Single axle trailer - 1 ton (4)		20,000					20,000
Sod cutter (2)		10,000					10,000
Tandem axle trailer - 3.5 ton (3)		22,500					22,500
Wire feed welder		4,000					4,000
Fleet & Equipment Replacement Total		283,300					283,300
Undesignated Projects Total		2,952,523					2,952,523
Development/Improvement							
Bethany Creek Falls Phases 1, 2, 3 & 5 - Proj. Mgmt.	80,000	30,000					110,000
Bonny Slope / BSD Trail Development	500,000						500,000
Building Expansion - site to be determined	1,000,000						1,000,000
Cedar Mill Creek Community Trail Segment #4 Master Planning and Design		250,000					250,000
Connect Oregon Grant Match - Waterhouse Trail, Segment 4		300,000					300,000
Deck Expansion - Aquatic Center	130,000	20,000					150,000
MTIP Grant Match - Beaveron Crk. Trail Land Acq./ROW	250,000						250,000
MTIP Grant Match - Beaverton Crk. Trail Master Plan	115,000						115,000
MTIP Grant Match - Westside Trail, Segment 18		210,500					210,500
Natural Area Master Plan	100,000						100,000
North Bethany Park and Trail Development - Proj. Mgmt.	45,000	105,000					150,000
NW Quadrant Neighborhood Park Master Plan	75,000	25,000					100,000
NW Quadrant Neighborhood Park Master Plan & Design	75,000	125,000					200,000
NW Quadrant New Neighborhood Park Development	1,500,000						1,500,000
SW Quadrant Community Park - additional funding for bond project	2,600,000						2,600,000
SW Quadrant Neighborhood Park Master Plan and Design		200,000					200,000
Other Development/Improvement	130,000						130,000
Development/Improvement Total	6,600,000	1,265,500					7,865,500
Renovate and Redevelop Neighborhood Parks							
Somerset West Park		874,966					874,966
Renovate and Redevelop Neighborhood Parks Total		874,966					874,966
New Community Park Development							
SW Community Park		9,937,929					9,937,929
New Community Park Development Total		9,937,929					9,937,929
Renovate And Redevelop Community Parks							
Cedar Hills Park & Athletic Field		7,238,175					7,238,175
Renovate And Redevelop Community Parks Total		7,238,175					7,238,175
Natural Area Preservation							
Cooper Mountain Area		213,226					213,226
Crystal Creek Park		137,762					137,762
Jenkins Estate Phase 2		112,993					112,993
Mt Williams Park		91,380					91,380
NE/Bethany Meadows Trail Habitat Connection		256,030					256,030
Raleigh Park		102,027					102,027
Restoration of new properties to be acquired		632,582					632,582
Rock Creek Greenway		155,804					155,804
Somerset		150,778					150,778
Whispering Woods Phase 2		95,493					95,493
Other Natural Area Preservation		717,614					717,614
Natural Area Preservation Total		2,665,689					2,665,689
Natural Area Preservation - Land Acquisition							
Natural Area Acquisitions		4,153,449					4,153,449
Natural Area Preservation - Land Acquisition Total		4,153,449					4,153,449
New Linear Park and Trail Development							
Rock Creek Trail Segments 2 & 5, and North Bethany Trail Segment 2		793,766					793,766
Westside/Waterhouse Trail Connection		594,708					594,708
Other New Linear Park And Trail Development		72,829					72,829
New Linear Park and Trail Development Total		1,461,303					1,461,303
New Linear Park and Trail Acquisitions Total		1,575					1,575
Multifield/Multipurpose Athletic Field Development							
New Field in NW Quadrant		533,319					533,319
New Field in SW Quadrant		532,710					532,710
Multifield/Multipurpose Athletic Field Development Total		1,066,029					1,066,029
Facility Rehabilitation							
Structural Upgrades at 50M Pool (Roof Replacement)		444,915					444,915
Structural Upgrades at Garden Home Recreation Center		629,858					629,858
Other Facility Rehabilitation		100,712					100,712
Facility Rehabilitation Total		1,175,485					1,175,485
Grand Total	11,964,085	50,904,267					62,868,352

Tualatin Hills Park & Recreation District

Capital Improvement Plan

2017 thru 2021

PROJECTS BY FUNDING SOURCE

Source	Project#	Priority	2017	2018	2019	2020	2021	Total
Bond Fund								
Athletic Facility Improvements Total	02 Ath Fac I	n/a	437,613					437,613
Renovate and Redevelop Neighborhood Parks Total	18 Ren Neigh	n/a	874,966					874,966
New Community Park Development Total	19 New Comm	n/a	9,937,929					9,937,929
Renovate and Redevelop Community Parks Total	20 Ren Comm	n/a	7,238,175					7,238,175
Natural Area Preservation Total	21 NR Preser	n/a	2,665,689					2,665,689
Natural Area Preservation - Land Acquisition Total	22 NR Land A	n/a	4,153,449					4,153,449
New Linear Park and Trail Development Total	23 Lin Pk Tr	n/a	1,461,303					1,461,303
New Linear Park and Trail Land Acquisition	24 Trl LA	n/a	1,575					1,575
Multifield/Multipurpose Athletic Field Dev Total	25 Ath Field	n/a	1,066,029					1,066,029
Facility Rehabilitation Total	26 Fac Rehab	n/a	1,175,485					1,175,485
Bond Fund Total			29,012,213					29,012,213
General Fund								
Athletic Facility Replacements Total	01 Ath Fac R	n/a	835,000					835,000
Athletic Facility Improvements Total	02 Ath Fac I	n/a	653,300					653,300
Building Replacements Total	03 Bldg Rplc	n/a	3,204,300					3,204,300
Building Improvements Total	04 Bldg Impr	n/a	106,400					106,400
Park & Trail Replacements Total	05 Pk & Tr R	n/a	1,014,243					1,014,243
Park & Trail Improvements Total	06 Pk & Tr I	n/a	25,062					25,062
Information Technology Replacement Total	07 IT Rplc	n/a	144,000					144,000
Information Technology Improvement Total	08 IT Imprv	n/a	78,000					78,000
Facility Challenge Grants Total	09 Chall Grt	n/a	140,000					140,000
ADA Improvements Total	10 ADA Imp	n/a	113,812					113,812
Maintenance Equipment Replacement Total	12 Main Eq R	n/a	15,900					15,900
Maintenance Equipment Improvement Total	13 Main Eq I	n/a	3,499					3,499
Fleet & Equipment Improvement Total	14 Fleet I	n/a	14,700					14,700
Fleet & Equipment Replacement Total	15 Fleet R	n/a	283,300					283,300
General Fund Total			6,631,516					6,631,516
Grant Funds								
Park & Trail Improvements Total	06 Pk & Tr I	n/a	1,366,600					1,366,600
Grant Funds Total			1,366,600					1,366,600
SDC Fund								
Athletic Facility Improvements Total	02 Ath Fac I	n/a	1,255,000					1,255,000
Land Acquisition Total	11 Land Acq	n/a	13,785,000					13,785,000
Undesignated Total	16 Undesig	n/a	2,952,523					2,952,523
Development/Improvement Total	17 Dvp/I	n/a	7,865,500					7,865,500
SDC Fund Total			25,858,023					25,858,023
GRAND TOTAL			62,868,352					62,868,352



Capital Improvement Plan

2017 *thru* 2021

Department Summary

Tualatin Hills Park & Recreation District

Contact

Project # 01 Ath Fac R
Project Name Athletic Facility Replacements Total

Type Maintenance

Useful Life

Category Unassigned

Priority n/a

Status Active

Total Project Cost: \$835,000

Description

Includes the following projects:
 Baseball/Softball Backstops
 HMT Field #2 Synthetic Turf
 Skate Park Ramps
 Tennis Court - Resurfacing (5 sites)
 Tennis Court Resurfacing - HMT Tennis Center (6 indoor courts) (Carryover)

Justification

Athletic field surface and fixture replacements based on need and asset useful life.

Expenditures	2017	2018	2019	2020	2021	Total
Capital Outlay	835,000					835,000
Total	835,000					835,000

Funding Sources	2017	2018	2019	2020	2021	Total
General Fund	835,000					835,000
Total	835,000					835,000

Budget Impact/Other

No incremental operating or maintenance costs anticipated for the replacements listed.

Capital Improvement Plan

2017 *thru* 2021

Tualatin Hills Park & Recreation District

Department Summary

Contact

Type Unassigned

Useful Life

Category Unassigned

Priority n/a

Status Active

Total Project Cost: \$2,345,913

Project #	02 Ath Fac I
Project Name	Athletic Facility Improvements Total

Description
Includes the following projects: New Synthetic Turf Field - Conestoga Middle School (Carryover) (SDC) (Bond) PCC Push Button Tennis Lights (Carryover)

Justification
Athletic field surface additions to enhance field usability.

Expenditures	2017	2018	2019	2020	2021	Total
Capital Outlay	2,345,913					2,345,913
Total	2,345,913					2,345,913

Funding Sources	2017	2018	2019	2020	2021	Total
Bond Fund	437,613					437,613
General Fund	653,300					653,300
SDC Fund	1,255,000					1,255,000
Total	2,345,913					2,345,913

Budget Impact/Other
No incremental operating or maintenance cost anticipated for these athletic facility improvements.

Capital Improvement Plan

2017 *thru* 2021

Tualatin Hills Park & Recreation District

Department Summary
Contact
Type Maintenance
Useful Life
Category Unassigned
Priority n/a
Status Active

Project # 03 Bldg Rplc
Project Name Building Replacements Total

Total Project Cost: \$3,204,300

Description

Includes the following items and categories:
 Aquatic Center Renovation (Carryover)
 Jenkins Estate lead abatement (Carryover)
 Ergonomic Office Equipment (incl. Carryover)
 Building Exteriors
 Building Furnishings
 Floor Covering Replacement/Short Life
 Floor Covering Replacements/Long Life
 HVAC Components
 Major
 Plumbing 15 Year Life
 Plumbing 25 Year Life
 Pool Apparatus
 Pool Mechanical Systems
 Pool Tank Underwater Lights
 Security
 Windows & Doors

Justification

Building and pool equipment and structural replacements based on need and asset useful life.

Expenditures	2017	2018	2019	2020	2021	Total
Capital Outlay	3,204,300					3,204,300
Total	3,204,300					3,204,300

Funding Sources	2017	2018	2019	2020	2021	Total
General Fund	3,204,300					3,204,300
Total	3,204,300					3,204,300

Budget Impact/Other

No incremental operating or maintenance costs are anticipated for the replacement projects listed.

Capital Improvement Plan

2017 *thru* 2021

Tualatin Hills Park & Recreation District

Department Summary
 Contact
 Type Improvement
 Useful Life
 Category Unassigned
 Priority n/a
 Status Active

Project # 04 Bldg Impr
Project Name Building Improvements Total

Total Project Cost: \$106,400

Description
 Includes the following projects:
 Changing Tables
 Deduct Meters
 Inflatable Paddle Boards
 JQAY House Renovation (Carryover)
 LED lighting
 Roof safety protection (3 sites)
 Ventilation System

Justification
 Building and pool equipment and structural additions to enhance facility usability.

Expenditures	2017	2018	2019	2020	2021	Total
Capital Outlay	106,400					106,400
Total	106,400					106,400

Funding Sources	2017	2018	2019	2020	2021	Total
General Fund	106,400					106,400
Total	106,400					106,400

Budget Impact/Other
 No incremental operating or maintenance costs anticipated for the building improvement projects.

Capital Improvement Plan

2017 *thru* 2021

Department Summary

Tualatin Hills Park & Recreation District

Contact

Project # 05 Pk & Tr R
Project Name Park & Trail Replacements Total

Type Maintenance

Useful Life

Category Unassigned

Priority n/a

Status Active

Total Project Cost: \$1,014,243

Description

Includes the following projects:
 Bridge Replacement
 Concrete Sidewalk Repair (3 sites)
 Drinking Fountain
 Entry Garbage Cans (Carryover)
 Fence Replacements
 Irrigation Systems Redesign & Reconfiguration (5 sites)
 Parking Lot (incl. Carryover)
 Pedestrian Pathway and Playground Equipment (incl. Carryover)
 Picnic Tables and Park Benches (3 sites)
 Play Equipment (3 sites)
 Play Equipment Design (Carryover)
 Signage Master Plan Phase 2
 Storm Water Management Redesign

Justification

General Fund park and trail equipment, surface and system replacements based on need and asset useful life.

Expenditures	2017	2018	2019	2020	2021	Total
Capital Outlay	1,014,243					1,014,243
Total	1,014,243					1,014,243

Funding Sources	2017	2018	2019	2020	2021	Total
General Fund	1,014,243					1,014,243
Total	1,014,243					1,014,243

Budget Impact/Other

No incremental operating or maintenance costs anticipated for the park and trail replacement projects.

Capital Improvement Plan

2017 *thru* 2021

Tualatin Hills Park & Recreation District

Department Summary
 Contact
 Type Improvement
 Useful Life
 Category Unassigned
 Priority n/a
 Status Active

Project # 06 Pk & Tr I
Project Name Park & Trail Improvements Total

Total Project Cost: \$1,391,662

Description
 Includes the following projects:
 Memorial Benches
 Outdoor Fitness Equipment
 ConnectOregon - Waterhouse Trail Segment (Grant)
 LGGP - SW Quadrant Community Park (Grant)
 Metro Nature in Neighborhoods (Grant)
 Oregon Parks and Recreation Department - Vietnam War Memorial (Grant)
 Oregon Watershed Enhancement Board (Grant)
 Rails to Trails - Westside to Waterhouse (Grant)

Justification
 General Fund and grant funded park and trail equipment, surface and system additions to enhance park usability.

Expenditures	2017	2018	2019	2020	2021	Total
Capital Outlay	1,391,662					1,391,662
Total	1,391,662					1,391,662
Funding Sources	2017	2018	2019	2020	2021	Total
General Fund	25,062					25,062
Grant Funds	1,366,600					1,366,600
Total	1,391,662					1,391,662

Budget Impact/Other
 Minimal operating and maintenance costs are anticipated for the park and trail improvement projects.

Capital Improvement Plan

2017 *thru* 2021

Tualatin Hills Park & Recreation District

Department Summary

Contact

Type Unassigned

Useful Life

Category Unassigned

Priority n/a

Status Active

Total Project Cost: \$144,000

Project #	07 IT Rplc
Project Name	Information Technology Replacement Total

Description
Includes the following projects: Color Plot Printer LAN/WAN Laptops Network Switches Printers Servers Vehicle Maintenance Software

Justification
Information technology equipment replacements based on need and asset useful life.

Expenditures	2017	2018	2019	2020	2021	Total
Capital Outlay	144,000					144,000
Total	144,000					144,000

Funding Sources	2017	2018	2019	2020	2021	Total
General Fund	144,000					144,000
Total	144,000					144,000

Budget Impact/Other
No incremental operating or maintenance costs anticipated for these replacements.

Capital Improvement Plan

2017 *thru* 2021

Tualatin Hills Park & Recreation District

Department Summary

Contact

Type Unassigned

Useful Life

Category Unassigned

Priority n/a

Status Active

Total Project Cost: \$78,000

Project # 08 IT Imprv
Project Name Information Technology Improvement Total

Description

Includes the following projects:
 PCI Compliance
 PCI Compliance Backup Tapes (off-site)
 Software

Justification

Information technology equipment additions to enhance working efficiencies.

Expenditures	2017	2018	2019	2020	2021	Total
Capital Outlay	78,000					78,000
Total	78,000					78,000

Funding Sources	2017	2018	2019	2020	2021	Total
General Fund	78,000					78,000
Total	78,000					78,000

Budget Impact/Other

Purchase of this equipment will add these components to the four-year replacement cycle.

Capital Improvement Plan

2017 *thru* 2021

Tualatin Hills Park & Recreation District

Department Summary
 Contact
 Type Unassigned
 Useful Life
 Category Unassigned
 Priority n/a
 Status Active

Project # 09 Chall Grt
Project Name Facility Challenge Grants Total

Total Project Cost: \$140,000

Description
 Includes the following project:
 Challenge Grant Competitive Fund (Carryover)
 Challenge Grants

Justification
 District matching funds for advisory committee and friends groups' capital projects.

Expenditures	2017	2018	2019	2020	2021	Total
Capital Outlay	140,000					140,000
Total	140,000					140,000

Funding Sources	2017	2018	2019	2020	2021	Total
General Fund	140,000					140,000
Total	140,000					140,000

Budget Impact/Other
 No incremental operating or maintenance costs anticipated for these Challenge Grant projects.

Capital Improvement Plan

2017 *thru* 2021

Tualatin Hills Park & Recreation District

Department Summary
 Contact
 Type Improvement
 Useful Life
 Category Unassigned
 Priority n/a
 Status Active

Project # 10 ADA Imp
Project Name ADA Improvements Total

Total Project Cost: \$113,812

Description
 Includes the following projects:
 ADA Improvements (Carryover)
 ADA Improvements - Aquatic Center
 ADA Improvements - Athletic Center

Justification
 Asset additions and replacements in accordance with the District's ADA Compliance Plan.

Expenditures	2017	2018	2019	2020	2021	Total
Capital Outlay	113,812					113,812
Total	113,812					113,812

Funding Sources	2017	2018	2019	2020	2021	Total
General Fund	113,812					113,812
Total	113,812					113,812

Budget Impact/Other
 No incremental operating or maintenance costs anticipated for these ADA improvement projects.

Capital Improvement Plan

2017 *thru* 2021

Tualatin Hills Park & Recreation District

Department Summary

Contact

Type Unassigned

Useful Life

Category Unassigned

Priority n/a

Status Active

Total Project Cost: \$13,785,000

Project #	11 Land Acq
Project Name	Land Acquisition Total

Description
Includes the following projects: Acquisition of Community Park Land - North Bethany (SDC) Acquisition of Natural Area Land - So. Cooper Mountain (SDC) Acquisition of Neighborhood Park Land - North Bethany (SDC) Acquisition of Trails Land - Bonny Slope West (SDC) Acquisition of Trails Land - North Bethany (SDC) Acquisition of Trails Land - So. Cooper Mountain (SDC) Land Acquisition - FY 2015/16 Carryforward (SDC)

Justification
Additional SDC land acquisition funds.

Expenditures	2017	2018	2019	2020	2021	Total
Capital Outlay	13,785,000					13,785,000
Total	13,785,000					13,785,000

Funding Sources	2017	2018	2019	2020	2021	Total
SDC Fund	13,785,000					13,785,000
Total	13,785,000					13,785,000

Budget Impact/Other
Approximate annual cost to maintain one acre of undeveloped land is \$355. Total incremental expenditure unknown until land acquisitions are complete.

Capital Improvement Plan

2017 *thru* 2021

Tualatin Hills Park & Recreation District

Department Summary
Contact
Type Equipment
Useful Life
Category Unassigned
Priority n/a
Status Active

Project # 12 Main Eq R
Project Name Maintenance Equipment Replacement Total

Total Project Cost: \$15,900

Description

Includes the following projects:
 Autoscrubber
 Pool Covers (2 sites)

Justification

Maintenance equipment replacements based on need and asset useful life.

Expenditures	2017	2018	2019	2020	2021	Total
Capital Outlay	15,900					15,900
Total	15,900					15,900

Funding Sources	2017	2018	2019	2020	2021	Total
General Fund	15,900					15,900
Total	15,900					15,900

Budget Impact/Other

No incremental operating or maintenance costs anticipated for the maintenance equipment replacements.

Capital Improvement Plan

2017 *thru* 2021

Tualatin Hills Park & Recreation District

Department Summary
Contact
Type Unassigned
Useful Life
Category Unassigned
Priority n/a
Status Active

Project # 13 Main Eq I
Project Name Maintenance Equipment Improvement Total

Total Project Cost: \$3,499

Description

Includes the following project:
 Pool Vacuum Robot

Justification

Maintenance equipment additions to enhance working efficiencies.

Expenditures	2017	2018	2019	2020	2021	Total
Capital Outlay	3,499					3,499
Total	3,499					3,499

Funding Sources	2017	2018	2019	2020	2021	Total
General Fund	3,499					3,499
Total	3,499					3,499

Budget Impact/Other

No incremental operating or maintenance costs anticipated for the maintenance equipment improvements.

Capital Improvement Plan

2017 *thru* 2021

Tualatin Hills Park & Recreation District

Department Summary
Contact
Type Unassigned
Useful Life
Category Unassigned
Priority n/a
Status Active

Project # 14 Fleet I
Project Name Fleet & Equipment Improvement Total

Total Project Cost: \$14,700

Description

Includes the following projects:
 Digital Playground Analyzer
 Vehicle Wraps

Justification

Maintenance equipment additions to enhance working efficiencies.

Expenditures	2017	2018	2019	2020	2021	Total
Capital Outlay	14,700					14,700
Total	14,700					14,700

Funding Sources	2017	2018	2019	2020	2021	Total
General Fund	14,700					14,700
Total	14,700					14,700

Budget Impact/Other

No incremental operating or maintenance costs are anticipated for the vehicle wraps, whereas small cost savings are anticipated with the acquisition of the digital playground analyzer.

Capital Improvement Plan

2017 *thru* 2021

Tualatin Hills Park & Recreation District

Department Summary
 Contact
 Type Equipment
 Useful Life
 Category Unassigned
 Priority n/a
 Status Active

Project # 15 Fleet R
Project Name Fleet & Equipment Replacement Total

Total Project Cost: \$283,300

Description

Includes the following projects:
 Electric utility vehicle
 Front loader
 Full-size pickup with liftgate
 Hydraulic press
 Infield rake
 Mini Backhoe
 Minibus
 Mower - 52" (4)
 Mower - 72"
 Mower blade grinder
 Single axle trailer - 1 ton (4)
 Sod cutter (2)
 Tandem axle trailer - 3.5 ton (3)
 Wire feed welder

Justification

Maintenance equipment replacements based on need and asset useful life.

Expenditures	2017	2018	2019	2020	2021	Total
Capital Outlay	283,300					283,300
Total	283,300					283,300

Funding Sources	2017	2018	2019	2020	2021	Total
General Fund	283,300					283,300
Total	283,300					283,300

Budget Impact/Other

No incremental operating or maintenance costs anticipated for these fleet and equipment replacements.

Capital Improvement Plan

2017 *thru* 2021

Tualatin Hills Park & Recreation District

Department Summary
 Contact
 Type Unassigned
 Useful Life
 Category Unassigned
 Priority n/a
 Status Active

Project # 16 Undesig
Project Name Undesignated Total

Total Project Cost: \$2,952,523

Description
 Includes the following project:
 Undesignated Projects

Justification
 Undesignated SDC funds for future project assignment.

Expenditures	2017	2018	2019	2020	2021	Total
Capital Outlay	2,952,523					2,952,523
Total	2,952,523					2,952,523

Funding Sources	2017	2018	2019	2020	2021	Total
SDC Fund	2,952,523					2,952,523
Total	2,952,523					2,952,523

Budget Impact/Other
 No specific projects identified at this time.

Capital Improvement Plan

2017 *thru* 2021

Department Summary

Tualatin Hills Park & Recreation District

Contact

Project # 17 Dvp/I
Project Name Development/Improvement Total

Type Improvement

Useful Life

Category Unassigned

Priority n/a

Status Active

Total Project Cost: \$7,865,500

Description
Includes the following projects: Bethany Creek Falls Phases 1, 2, 3 & 5 - Proj. Mgmt. (Carryover) Bonny Slope / BSD Trail Development (Carryover) Building Expansion - site to be determined (Carryover) Cedar Mill Creek Community Trail Segment #4 Master Planning and Design ConnectOregon Grant Match - Waterhouse Trail, Segment 4 Deck Expansion - Aquatic Center (Carryover) Matching Funds - WaCo Augusta Lane Pedestrian/Trail Bridge Project (Carryover) MTIP Grant Match - Beaverton Crk. Trail Land Acq./ROW (Carryover) MTIP Grant Match - Beaverton Crk. Trail Master Plan (Carryover) MTIP Grant Match - Westside Trail, Segment 18 Natural Area Master Plan (Carryover) North Bethany Park and Trail Development - Proj. Mgmt. (Carryover) NW Quadrant Neighborhood Park Master Plan (Carryover) NW Quadrant Neighborhood Park Master Plan & Design (Carryover) NW Quadrant New Neighborhood Park Development (Carryover) SW Quadrant Community Ctr - Site Feasibility Analysis (Carryover) SW Quadrant Community Park - additional funding for bond project (Carryover) SW Quadrant Neighborhood Park Master Plan and Design

Justification
SDC funded park equipment, surface and system additions to enhance park usability.

Expenditures	2017	2018	2019	2020	2021	Total
Capital Outlay	7,865,500					7,865,500
Total	7,865,500					7,865,500

Funding Sources	2017	2018	2019	2020	2021	Total
SDC Fund	7,865,500					7,865,500
Total	7,865,500					7,865,500

Budget Impact/Other
Approximate annual cost to maintain one mile of trail is \$24,130. Total incremental costs unknown until trail sections are complete and inventoried. No incremental operating or maintenance costs anticipated for the parks and other projects listed until construction is complete.

Capital Improvement Plan

2017 *thru* 2021

Tualatin Hills Park & Recreation District

Department Summary

Contact

Type Unassigned

Useful Life

Category Unassigned

Priority n/a

Status Active

Total Project Cost: \$874,966

Project #	18 Ren Neigh
Project Name	Renovate and Redevelop Neighborhood Parks Total

Description
Includes the following projects: Somerset West Park

Justification
2008 Bond approved renovation and redevelopment neighborhood park project. Anticipated completion date for this park is fiscal year 2018/19.

Expenditures	2017	2018	2019	2020	2021	Total
Capital Outlay	874,966					874,966
Total	874,966					874,966

Funding Sources	2017	2018	2019	2020	2021	Total
Bond Fund	874,966					874,966
Total	874,966					874,966

Budget Impact/Other
Minimal incremental maintenance costs anticipated for this redeveloped neighborhood park.

Capital Improvement Plan

2017 *thru* 2021

Tualatin Hills Park & Recreation District

Department Summary
Contact
Type Unassigned
Useful Life
Category Unassigned
Priority n/a
Status Active

Project # 19 New Comm
Project Name New Community Park Development Total

Total Project Cost: \$9,937,929

Description
 Includes the following project:
 SW Community Park

Justification
 2008 Bond approved new community park development project. Anticipated completion date for this park is fiscal year 2017/18.

Expenditures	2017	2018	2019	2020	2021	Total
Capital Outlay	9,937,929					9,937,929
Total	9,937,929					9,937,929

Funding Sources	2017	2018	2019	2020	2021	Total
Bond Fund	9,937,929					9,937,929
Total	9,937,929					9,937,929

Budget Impact/Other
 The completed park will be 22 acres. Annual incremental maintenance costs of approximately \$2,830 per acre, or \$62,260, are anticipated.

Capital Improvement Plan

2017 *thru* 2021

Tualatin Hills Park & Recreation District

Department Summary
Contact
Type Unassigned
Useful Life
Category Unassigned
Priority n/a
Status Active

Project # 20 Ren Comm
Project Name Renovate and Redevelop Community Parks Total

Total Project Cost: \$7,238,175

Description

Includes the following project:
Cedar Hills Park & Athletic Field

Justification

2008 Bond approved renovation and redevelopment community park project. Anticipated completion date for this park is fiscal year 2018/19.

Expenditures	2017	2018	2019	2020	2021	Total
Capital Outlay	7,238,175					7,238,175
Total	7,238,175					7,238,175

Funding Sources	2017	2018	2019	2020	2021	Total
Bond Fund	7,238,175					7,238,175
Total	7,238,175					7,238,175

Budget Impact/Other

Minimal incremental maintenance costs anticipated for this redeveloped community park.

Capital Improvement Plan

2017 *thru* 2021

Tualatin Hills Park & Recreation District

Department Summary
 Contact
 Type Unassigned
 Useful Life
 Category Unassigned
 Priority n/a
 Status Active

Project #	21 NR Preser
Project Name	Natural Area Preservation Total

Total Project Cost: \$2,665,689

Description
Includes the following projects: Allenbach Acres Park AM Kennedy Park Bannister Creek Greenway/NE Park Beaverton Creek Greenway Duncan Beaverton Creek Trail Bethany Wetlands Park Bluegrass Downs Park Camille Park Cedar Mill Park Church of Nazarene Cooper Mountain Area Crystal Creek Park Fanno Creek Park Greenway Park/Koll Center Hideaway Park Hyland Woods Phase 2 Interpretive Sign Network Jenkins Estate Phase 2 Jordan/Jackie Husen Park Kaiser (Hansen) Ridge Park Lilly K. Johnson Woods Lowami Hart Woods Park Morrison Woods Park Mt Williams Park NE/Bethany Meadows Trail Habitat Connection Pioneer Park Raleigh Park Restoration of new properties to be acquired Rock Creek Greenway Roger Tilbury Memorial Park Somerset Vista Brook Park Whispering Woods Phase 2

Justification
2008 Bond approved natural area preservation projects.

Expenditures	2017	2018	2019	2020	2021	Total
Capital Outlay	2,665,689					2,665,689
Total	2,665,689					2,665,689

Funding Sources	2017	2018	2019	2020	2021	Total
Bond Fund	2,665,689					2,665,689

Capital Improvement Plan

2017 *thru* 2021

Department Summary

Tualatin Hills Park & Recreation District

Contact

Total 2,665,689

2,665,689

Budget Impact/Other

Minimal incremental maintenance costs anticipated for preservation sites.

Capital Improvement Plan

2017 *thru* 2021

Tualatin Hills Park & Recreation District

Department Summary
Contact
Type Unassigned
Useful Life
Category Unassigned
Priority n/a
Status Active

Project # 22 NR Land A
Project Name Natural Area Preservation - Land Acquisition Total

Total Project Cost: \$4,153,449

Description
 Includes the following project:
 Natural Area Acquisitions

Justification
 2008 Bond approved natural area preservation land acquisition projects.

Expenditures	2017	2018	2019	2020	2021	Total
Capital Outlay	4,153,449					4,153,449
Total	4,153,449					4,153,449

Funding Sources	2017	2018	2019	2020	2021	Total
Bond Fund	4,153,449					4,153,449
Total	4,153,449					4,153,449

Budget Impact/Other
 Approximate annual cost to maintain one acre of undeveloped land is \$355. Total incremental expenditure unknown until land acquisitions are complete.

Capital Improvement Plan

2017 *thru* 2021

Department Summary

Tualatin Hills Park & Recreation District

Contact

Project # 23 Lin Pk Tr
Project Name New Linear Park and Trail Development Total

Type Unassigned

Useful Life

Category Unassigned

Priority n/a

Status Active

Total Project Cost: \$1,461,303

Description

Includes the following projects:
 Miscellaneous Natural Trails
 Rock Creek Trail Segments 2 & 5, and North Bethany Trail Segment 2
 Westside/Waterhouse Trail Connection

Justification

2008 Bond approved trail and linear park projects.

Expenditures	2017	2018	2019	2020	2021	Total
Capital Outlay	1,461,303					1,461,303
Total	1,461,303					1,461,303

Funding Sources	2017	2018	2019	2020	2021	Total
Bond Fund	1,461,303					1,461,303
Total	1,461,303					1,461,303

Budget Impact/Other

Approximate annual cost to maintain one mile of trail is \$24,130. Total incremental costs unknown until all trail sections are complete and inventoried.

Capital Improvement Plan

2017 *thru* 2021

Tualatin Hills Park & Recreation District

Department Summary

Contact

Type Unassigned

Useful Life

Category Unassigned

Priority n/a

Status Active

Total Project Cost: \$1,575

Project #	24 Trl LA
Project Name	New Linear Park and Trail Land Acquisition

Description
Includes the following projects: New Linear Park and Trail Land Acquisitions

Justification
2008 Bond approved linear park and trail land acquisitions.

Expenditures	2017	2018	2019	2020	2021	Total
Capital Outlay	1,575					1,575
Total	1,575					1,575

Funding Sources	2017	2018	2019	2020	2021	Total
Bond Fund	1,575					1,575
Total	1,575					1,575

Budget Impact/Other
Approximate annual cost to maintain one acre of undeveloped land is \$355. Total incremental expenditure unknown until land acquisitions are complete.

Capital Improvement Plan

2017 *thru* 2021

Tualatin Hills Park & Recreation District

Department Summary
 Contact
 Type Unassigned
 Useful Life
 Category Unassigned
 Priority n/a
 Status Active

Project # 25 Ath Field
Project Name Multifield/Multipurpose Athletic Field Dev Total

Total Project Cost: \$1,066,029

Description
 Includes the following projects:
 New Field in NW Quadrant
 New Field in SW Quadrant

Justification
 2008 Bond approved multifield/multipurpose athletic field development projects.

Expenditures	2017	2018	2019	2020	2021	Total
Capital Outlay	1,066,029					1,066,029
Total	1,066,029					1,066,029

Funding Sources	2017	2018	2019	2020	2021	Total
Bond Fund	1,066,029					1,066,029
Total	1,066,029					1,066,029

Budget Impact/Other
 Annual cost to maintain one sports field is approximately \$3,000. Total incremental expenditure unknown until all fields are constructed and placed into service.

Capital Improvement Plan

2017 *thru* 2021

Tualatin Hills Park & Recreation District

Department Summary
 Contact
 Type Unassigned
 Useful Life
 Category Unassigned
 Priority n/a
 Status Active

Project # 26 Fac Rehab
Project Name Facility Rehabilitation Total

Total Project Cost: \$1,175,485

Description
 Includes the following projects:
 Auto Gas Meter Shut Off Valves at All Facilities
 Structural Upgrades at several facilities

Justification
 2008 Bond approved facility rehabilitation projects.

Expenditures	2017	2018	2019	2020	2021	Total
Capital Outlay	1,175,485					1,175,485
Total	1,175,485					1,175,485

Funding Sources	2017	2018	2019	2020	2021	Total
Bond Fund	1,175,485					1,175,485
Total	1,175,485					1,175,485

Budget Impact/Other
 No incremental operating or maintenance costs anticipated for these facility upgrades.



GENERAL FUND

General Fund Summary



GENERAL FUND

FUND DESCRIPTION

The General Fund accounts for the District's general operations. It is used to account for all transactions not specifically related to the District's other funds.

The General Fund resources have been detailed within the Resources section of this budget document. Major resources are property taxes and user fees.

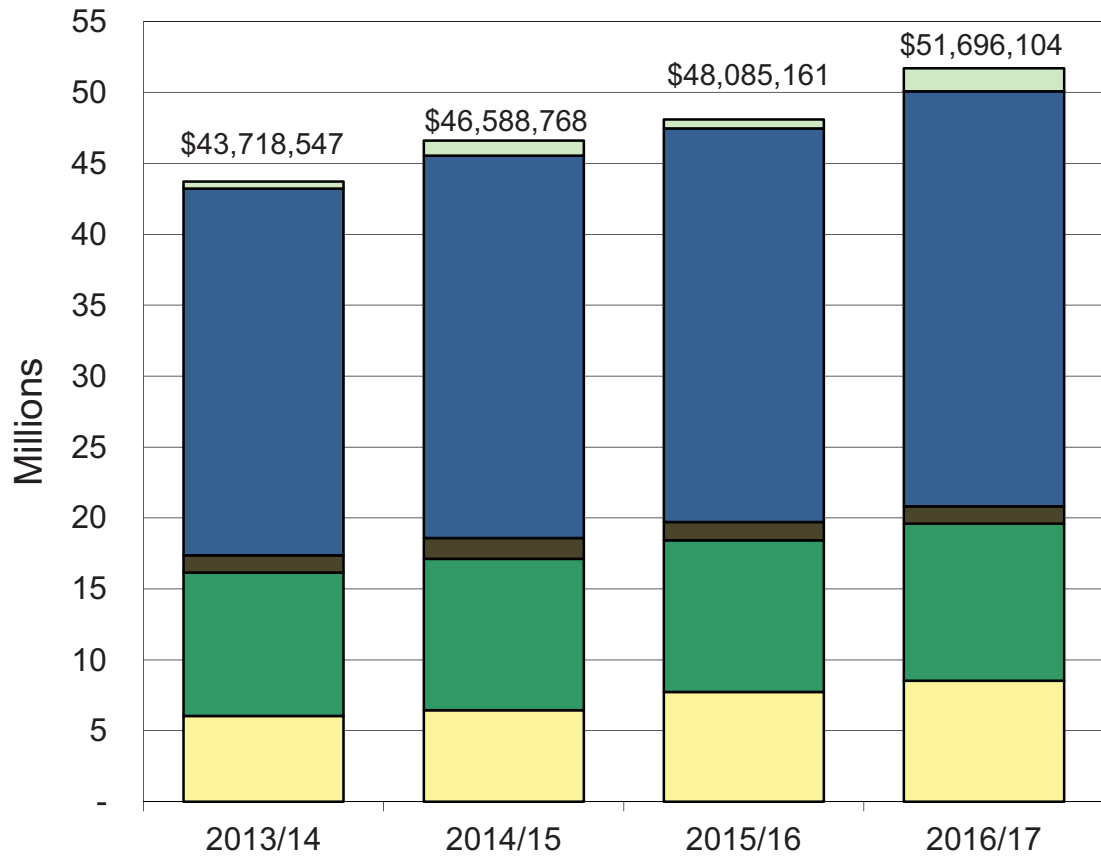
The requirements of the General Fund are for program operations and for capital outlay. The main operating Divisions of the General Fund are Board of Directors, Administration, Business & Facilities and Park & Recreation Services, along with Contingency and Capital Replacement Reserve.



GENERAL FUND SUMMARY
FY 2013/14 - FY 2016/17

	Actual 2013/14	Actual 2014/15	Current 2015/16	Proposed 2016/17	Adopted 2016/17
RESOURCES					
Beginning Balance- Capital Replacement Reserve	\$ -	\$ -	\$ -	\$ 850,000	\$ 850,000
Cash on Hand for Fiscal Year	4,906,792	5,039,919	4,270,000	4,649,000	4,649,000
Balance Forward from Previous Year Projects	1,133,728	1,405,860	3,466,071	2,917,285	3,029,085
Previously Levied Taxes estimated to be received during ensuing year	364,259	396,984	300,000	325,000	325,000
Program Resources	10,112,126	10,671,130	10,700,320	11,080,840	11,080,840
Other Resources	1,722,746	2,498,544	1,902,865	2,835,327	2,835,327
Subtotal Resources except taxes to be levied	18,239,651	20,012,437	20,639,256	22,657,452	22,769,252
Current Year Taxes (Permanent Rate multiplied by Assessed Value)	25,478,896	26,576,331	27,445,905	28,926,852	28,926,852
TOTAL RESOURCES	\$ 43,718,547	\$ 46,588,768	\$ 48,085,161	\$ 51,584,304	\$ 51,696,104
EXPENDITURES					
Board of Directors	\$ 154,475	\$ 218,847	\$ 236,900	\$ 288,100	\$ 288,100
Administration	1,953,992	2,028,622	2,242,238	2,379,289	2,379,289
Business & Facilities	16,254,469	16,880,699	18,236,151	20,357,451	20,357,451
Planning	1,497,804	1,211,690	1,337,057	-	-
Park & Recreation Services	14,580,136	14,721,418	16,438,264	17,112,547	17,112,547
Capital Projects	2,831,892	1,776,421	6,444,551	7,346,917	7,458,717
Contingency	-	-	2,300,000	2,400,000	2,400,000
TOTAL EXPENDITURES	\$ 37,272,768	\$ 36,837,697	\$ 47,235,161	\$ 49,884,304	\$ 49,996,104
Ending Unappropriated Fund Balance Capital Replacement Reserve	\$ -	\$ -	\$ 850,000	\$ 1,700,000	\$ 1,700,000
TOTAL REQUIREMENTS	\$ 37,272,768	\$ 36,837,697	\$ 48,085,161	\$ 51,584,304	\$ 51,696,104
ENDING GENERAL FUND BALANCE	\$ 6,445,779	\$ 9,751,071	\$ -	\$ -	\$ -

General Fund Resources FY 2013/14- FY 2016/17

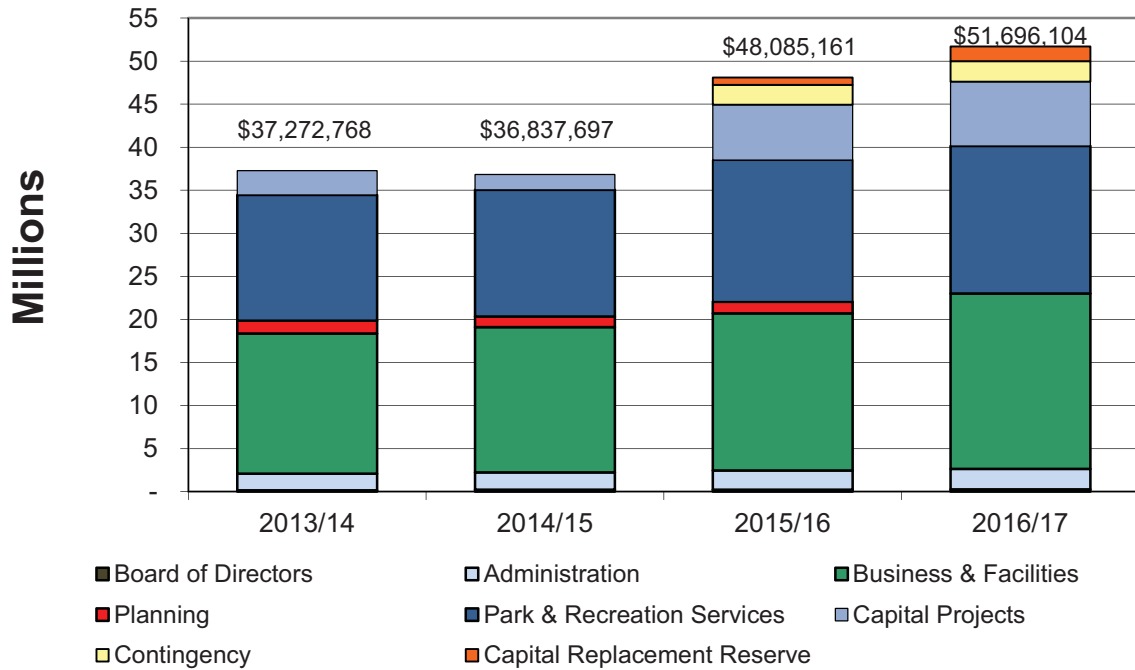


- Carry Forward-Project/Non-project
- Program Fees & Charges
- Other Income
- Taxes
- Grants & Sponsorships

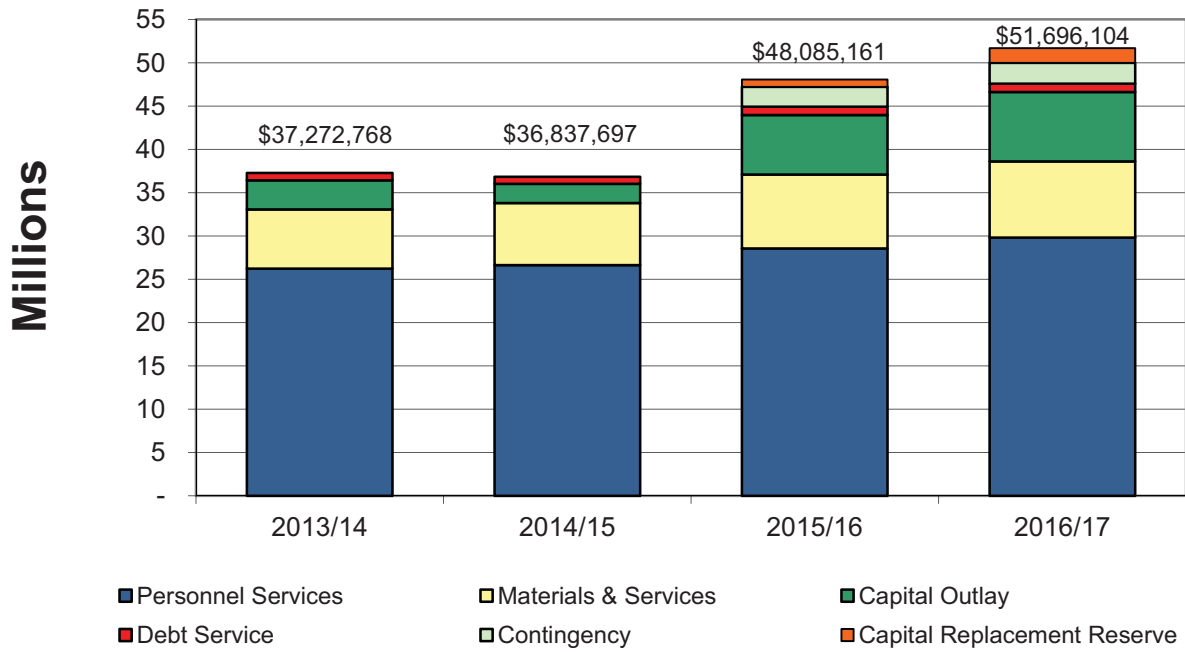
GENERAL FUND RESOURCES
FY 2013/14 - FY 2016/17

GENERAL FUND RESOURCES:	Actual 2013/14	Actual 2014/15	Current 2015/16	Proposed 2016/17	Adopted 2016/17
Beginning Capital Replacement Reserve	\$ -	\$ -	\$ -	\$ 850,000	\$ 850,000
Cash on Hand for Fiscal Year	4,906,792	5,039,919	4,270,000	4,649,000	4,649,000
Balance Forward from Previous Year Projects	1,133,728	1,405,860	3,466,071	2,917,285	3,029,085
Previously Levied Taxes estimated to be received during ensuing year	364,259	396,984	300,000	325,000	325,000
PROGRAM RESOURCES:					
Swim Center Income	2,558,048	2,834,717	2,899,023	3,038,333	3,038,333
Tennis Income	955,844	1,025,005	1,055,081	1,090,883	1,090,883
Recreation Program Income	4,792,013	4,953,062	5,104,267	4,975,712	4,975,712
Sports Program/Athletic Center Income	1,433,139	1,463,038	1,279,734	1,583,634	1,583,634
Natural Resources Income	373,082	395,308	362,215	392,278	392,278
OTHER RESOURCES:					
Miscellaneous Income	159,818	195,421	160,350	142,350	142,350
Interest Income	123,974	129,654	135,000	145,000	145,000
Telecommunication Site Lease Income	234,764	259,302	235,000	193,500	193,500
Rental Properties/Concession Income	122,178	361,348	320,000	381,150	381,150
Grants and Intergovernmental Income	500,040	1,039,231	626,458	1,615,844	1,615,844
Sponsorships	2,873	2,226	5,000	5,000	5,000
Transfers In	579,099	511,362	421,057	352,483	352,483
Total Resources except taxes to be levied..... Subtotal	\$ 18,239,651	\$ 20,012,437	\$ 20,639,256	\$ 22,657,452	\$ 22,769,252
Current Year (Permanent Rate multiplied by Assessed Value)	25,478,896	26,576,331	27,445,905	28,926,852	28,926,852
TOTAL RESOURCES	\$ 43,718,547	\$ 46,588,768	\$ 48,085,161	\$ 51,584,304	\$ 51,696,104

General Fund Requirements By Division FY 2013/14 - FY 2016/17



General Fund Requirements By Account FY 2013/14 - FY 2016/17



**SUMMARY GENERAL FUND BUDGET
FY 2013/14 - FY 2016/17**

	Actual 2013/14	Actual 2014/15	Current 2015/16	Proposed 2016/17	Adopted 2016/17
<u>REQUIREMENTS BY DIVISION</u>					
Board of Directors	\$ 154,475	\$ 218,847	\$ 236,900	\$ 288,100	\$ 288,100
Administration	1,953,992	2,028,622	2,242,238	2,379,289	2,379,289
Business & Facilities	16,254,469	16,880,699	18,236,151	20,357,451	20,357,451
Planning	1,497,804	1,211,690	1,337,057	-	-
Park & Recreation Services	14,580,136	14,721,418	16,438,264	17,112,547	17,112,547
Capital Projects	2,831,892	1,776,421	6,444,551	7,346,917	7,458,717
Contingency	-	-	2,300,000	2,400,000	2,400,000
TOTAL EXPENDITURES	\$ 37,272,768	\$ 36,837,697	\$ 47,235,161	\$ 49,884,304	\$ 49,996,104
Ending Unappropriated Fund Balance					
Capital Replacement Reserve	-	-	850,000	1,700,000	1,700,000
TOTAL REQUIREMENTS	\$ 37,272,768	\$ 36,837,697	\$ 48,085,161	\$ 51,584,304	\$ 51,696,104
<u>EXPENDITURES BY ACCOUNT</u>					
Personnel Services	\$ 26,243,909	\$ 26,627,327	\$ 28,546,400	\$ 29,807,536	\$ 29,807,536
Materials & Services	6,843,503	7,174,664	8,555,880	8,817,259	8,817,259
Capital Outlay	3,333,585	2,207,958	6,873,151	7,886,316	7,998,116
Debt Service	851,771	827,748	959,730	973,193	973,193
Contingency	-	-	2,300,000	2,400,000	2,400,000
TOTAL EXPENDITURES	\$ 37,272,768	\$ 36,837,697	\$ 47,235,161	\$ 49,884,304	\$ 49,996,104
Ending Unappropriated Fund Balance					
Capital Replacement Reserve	\$ -	\$ -	\$ 850,000	\$ 1,700,000	\$ 1,700,000
TOTAL REQUIREMENTS	\$ 37,272,768	\$ 36,837,697	\$ 48,085,161	\$ 51,584,304	\$ 51,696,104

Personnel Services - Includes full-time, regular part-time, part-time employees, employee benefits and payroll taxes.

Materials & Services - Includes supplies, maintenance and repair, rentals, utilities and contracts for professional services such as printing, maintenance, legal counsel and audit.

Capital Outlay - Includes the cost of land, building and improvements, furniture and equipment.

Debt Service - Includes the annual principal and interest payments due on Certificates of Participation and Full Faith and Credit Obligations and the interest on Tax Anticipation Notes.

Contingency - Includes funds set aside for expenditures which cannot be foreseen or anticipated.

Capital Replacement Reserve - Includes funds set aside for future capital replacement needs.



BOARD OF DIRECTORS

Larry Pelatt
President

Jerry Jones Jr.
Secretary

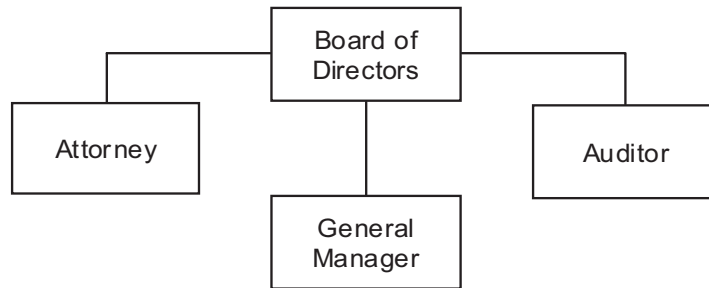
John Griffiths
Secretary Pro-Tempore

Bob Scott
Director

Ali Kavarianian
Director



BOARD OF DIRECTORS



Mission

The mission of the Tualatin Hills Park & Recreation District is to provide high-quality park and recreation facilities, programs, services and natural areas that meet the needs of the diverse communities it serves.

Overview

The governing board is composed of five elected members who are responsible for the overall budgetary and policy direction of the park district. The board of directors approves the scope and direction of services to be provided to all citizens and ensures that the needs of the citizens are met, in so far as possible, with available resources.

In addition to setting policy and hiring the general manager, the board appoints advisory committee members, including the budget committee.



Division: Board of Directors

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Summary of Appropriations					
Personnel Services	3,287	3,278	3,300	3,300	3,300
Materials & Services	151,188	215,568	233,600	284,800	284,800
Total Appropriations	154,475	218,846	236,900	288,100	288,100
Summary by Department					
Board of Directors	154,475	218,846	236,900	288,100	288,100
Total Appropriations	154,475	218,846	236,900	288,100	288,100



Division: Board of Directors
Department: Board of Directors

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Program Appropriations					
<u>Board of Directors</u>					
P.T. Salaries	3,000	3,000	3,000	3,000	3,000
Payroll Taxes	287	278	300	300	300
Personnel Services	3,287	3,278	3,300	3,300	3,300
Professional and Technical Services	723	523	15,000	30,875	30,875
Elections	-	34,500	-	33,000	33,000
Supplies	18,303	2,949	6,000	3,000	3,000
Training, Travel and Memberships	21,534	34,099	41,100	41,100	41,100
Small Furniture and Equipment	-	-	-	-	-
Material & Services	40,560	72,071	62,100	107,975	107,975
<u>Legal</u>					
Professional and Technical Services	81,728	103,022	130,000	133,250	133,250
Material & Services	81,728	103,022	130,000	133,250	133,250
<u>Audit</u>					
Professional and Technical Services	28,900	40,475	41,500	43,575	43,575
Material & Services	28,900	40,475	41,500	43,575	43,575
Program Total	154,475	218,846	236,900	288,100	288,100





**TUALATIN HILLS
PARK & RECREATION DISTRICT**

ADMINISTRATION



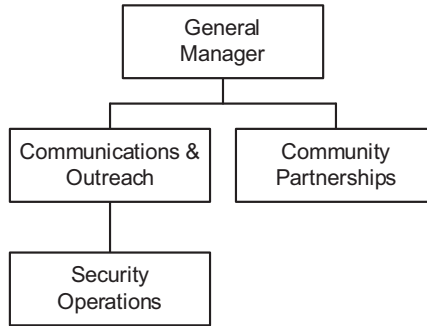
General Manager

Communications & Outreach

Security Operations

Community Partnerships

ADMINISTRATION



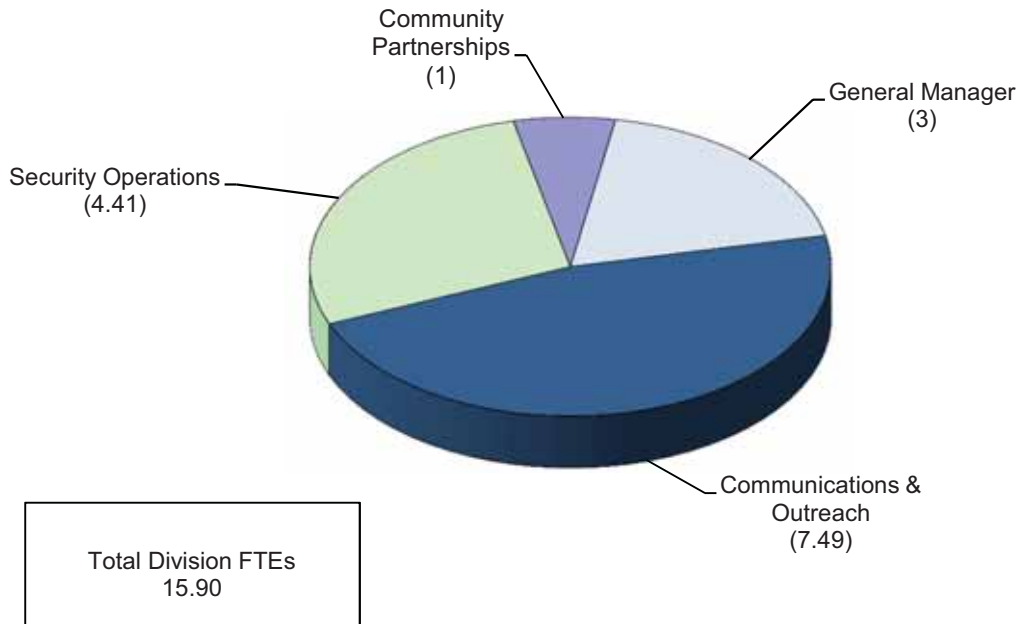
Division Mission

To provide administrative and political leadership, and to utilize public resources toward achieving the highest quality of life for the residents we serve.

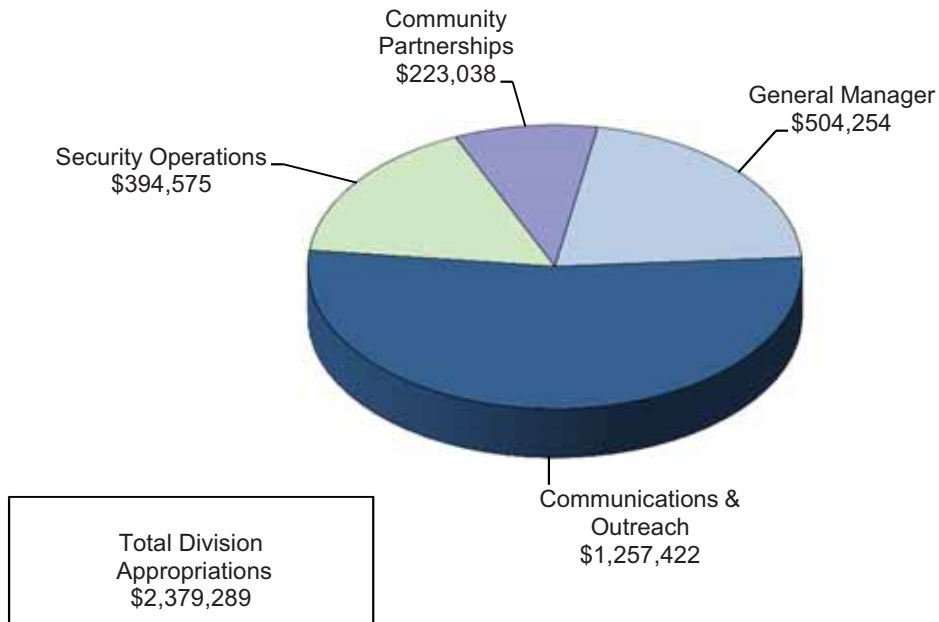
Division Overview

The Administration Division includes the operation of the General Manager's Office, the executive assistant to the general manager and board of directors, the director of Communications & Outreach, the director of Community Partnerships, and Security Operations. Activities include providing direction, supervision, coordination, fundraising, and general support of the park district's operations.

Administration Division Staffing FY 2016/17



Administration Division Appropriations FY 2016/17



Division: Administration

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Summary of Appropriations					
Personnel Services	1,304,172	1,421,086	1,505,117	1,616,700	1,616,700
Materials & Services	649,820	607,536	737,121	762,589	762,589
Total Appropriations	1,953,992	2,028,622	2,242,238	2,379,289	2,379,289

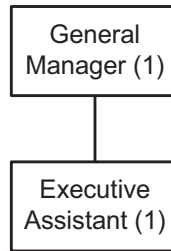
Summary by Department					
Office of the General Manager	412,868	437,616	475,822	504,254	504,254
Communications & Outreach	1,199,315	1,044,139	1,171,624	1,257,422	1,257,422
Security Operations	341,809	347,486	383,131	394,575	394,575
Community Partnerships	-	199,381	211,661	223,038	223,038
Total Appropriations	1,953,992	2,028,622	2,242,238	2,379,289	2,379,289

Division Staff					
Full-time	9.00	11.00	11.00	11.00	11.00
Regular part-time (FTE)	0.00	0.00	0.00	0.00	0.00
Part-time (FTE)	4.01	4.30	4.48	4.90	4.90



ADMINISTRATION

Office of the General Manager



Department Overview

The Office of the General Manager includes the general manager and the executive assistant. The department provides general management of the district and implementation of the park district's goals.

FY 2015/16 Accomplishments

Directed implementation of THPRD's Goals and Objectives. Made significant progress, met or exceeded FY 2015/16 Goals and Objectives.

Continued implementation of the Bond Measure Capital Program including completion of the current year projects and design work on projects to be completed in subsequent years. Also completed significant land acquisitions included in the Bond Measure Capital Program.

Successfully pursued grant funds for capital improvements including trails and park improvements.

FY 2016/17 Goals and Objectives

Make quantifiable progress on FY 2016/17 THPRD Goal Outcomes adopted by the board of directors.

Implement Comprehensive Plan Update and Service and Financial Sustainability Analysis recommendations.

Continue to expand cooperative relationships with other agencies: BSD, City of Beaverton, Washington County, Tualatin Valley Fire & Rescue, Tualatin Valley Water District, Portland Community College, Metro, including private/public partnerships.

Ensure that Bond Measure Capital Program provides efficient and timely delivery of capital projects that meet commitments made to district residents.

Budget Highlights

No significant changes from the prior-year budget.



Division: Administration
Department: Office of the General Manager

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Summary of Appropriations					
Personnel Services	354,956	375,907	404,922	431,580	431,580
Materials & Services	57,912	61,709	70,900	72,674	72,674
Total Appropriations	412,868	437,616	475,822	504,254	504,254
Summary by Program					
General Manager	412,868	437,616	475,822	504,254	504,254
Total Appropriations	412,868	437,616	475,822	504,254	504,254
Division Staff					
Full-time	2.00	3.00	3.00	3.00	3.00
Regular part-time (FTE)	0.00	0.00	0.00	0.00	0.00
Part-time (FTE)	0.00	0.00	0.00	0.00	0.00



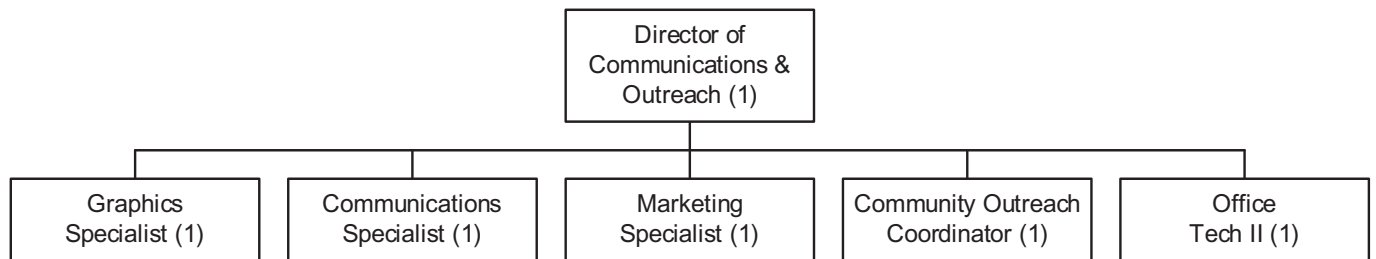
Division: Administration
 Department: Office of the General Manager
 Program: General Manager

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Program Appropriations					
F.T. Salary	244,892	262,619	288,974	302,299	302,299
P.T. Salary	308	-	-	-	-
Employee Benefits	88,872	92,103	94,037	107,624	107,624
Payroll Taxes	20,884	21,185	21,911	21,657	21,657
Personnel Services	354,956	375,907	404,922	431,580	431,580
Communications	5,077	8,016	9,300	9,300	9,300
Supplies	3,532	3,263	4,500	12,500	12,500
Training, Travel and Memberships	49,303	50,430	57,100	50,874	50,874
Material & Services	57,912	61,709	70,900	72,674	72,674
Program Total	412,868	437,616	475,822	504,254	504,254
Department Staff					
Full-time	2.00	3.00	3.00	3.00	3.00
Regular part-time (FTE)	0.00	0.00	0.00	0.00	0.00
Part-time (FTE)	0.00	0.00	0.00	0.00	0.00



ADMINISTRATION

Communications & Outreach



Department Overview

The Communications & Outreach Division is responsible for districtwide communications and marketing including publications, website content, social media and e-newsletters, and advertising. The position directs media relations, employee communications and community outreach activities. It also provides oversight to Security Operations. The director of Communications & Outreach reports directly to the general manager.

FY 2015/16 Accomplishments

Completed a comprehensive districtwide marketing plan (a first for THPRD) and began implementation. Plan is focused primarily on digital media.

Continued broad-based communications program to inform taxpayers about district's progress on implementation of the November 2008 voter-approved bond measure. This included mailings, media outreach, and special events. Directed production of oversight committee's annual report to the public.

Completed a community outreach plan for diverse populations and began implementation.

Launched a redesign of THPRD's website offering increased functionality and mobile accessibility. Public feedback was positive and the site won a professional award for "user experience."

Increased followers of THPRD on Twitter and Facebook and subscribers to monthly e-newsletter, Tualatin Hills Today. Increased hits on THPRD website.

Wrote and distributed 39 media releases March 2015-February 2016 and coordinated numerous interviews for reporters. Generated positive stories on many topics in print and online media.

Helped set up speakers bureau of THPRD employees to regularly provide district information to 11 NACs (City of Beaverton) and four CPOs (Washington County). These speakers also answer questions and serve as key liaisons to the groups.

Produced 12 editions of "Employee UPDATE," a monthly newsletter for THPRD staff, from March 2015 through February 2016.

Provided publicity and promotional support to Party in the Park, the Concert and Theater in the Park series, and Groovin' on the Grass. Directed park district participation in numerous community events, including mayor's picnics and holiday open house.

Coordinated successful dedications/grand openings that celebrated the completion of three major bond projects (Roger Tilbury Memorial Park, Cedar Mill Park, and new sections of the Waterhouse Trail).

Coordinated publicity of the district's "Sunday Trailways" event.

Completed a policy review of THPRD's Family Assistance Program, recommending changes based on public input and staff discussions. These changes included a new name (THPRD Scholarship Program). Recommendations were approved by the board of directors.

FY 2016/17 Goals and Objectives

Continue to implement districtwide marketing plan with the primary goals of increasing program registrations and revenues.

Implement districtwide community outreach plan elements as appropriate.

Continue to execute communications plan related to bond measure implementation, educating taxpayers

FY 2016/17 Goals and Objectives (continued)

about public benefits of projects and the district's responsible stewardship of funds.

Monitor effectiveness of website post-rollout and make adjustments as necessary to improve visitor satisfaction and, consequently, district revenues and reputation.

Explore and take advantage of opportunities to increase board member communications with the public, keeping residents informed about key issues and providing ways for them to comment and ask questions.

Budget Highlights

The proposed budget includes funding for participation in a study conducted by the Coalition of Communities of Color to identify needs in diverse and minority communities in the district's service area. This represents an approved business plan under the goal to effectively communicate information about park district goals, policies, programs and facilities among District residents, customers, staff, District advisory committees, the District Board, partnering agencies and other groups.

Division: Administration
 Department: Communications & Outreach

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Summary of Appropriations					
Personnel Services	690,248	621,606	658,017	720,136	720,136
Materials & Services	509,067	422,533	513,607	537,286	537,286
Total Appropriations	1,199,315	1,044,139	1,171,624	1,257,422	1,257,422
Summary by Program					
Communications & Outreach	1,199,315	1,044,139	1,171,624	1,257,422	1,257,422
Total Appropriations	1,199,315	1,044,139	1,171,624	1,257,422	1,257,422
Division Staff					
Full-time	6.00	6.00	6.00	6.00	6.00
Regular part-time (FTE)	0.00	0.00	0.00	0.00	0.00
Part-time (FTE)	0.60	0.89	1.07	1.49	1.49

Note: As of 2014/15, Community Partnerships was moved to a separate department from Communications & Outreach.



Division: Administration
 Department: Communications & Outreach
 Program: Communications & Outreach

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Program Appropriations					
F.T. Salary	461,214	398,506	434,320	448,394	448,394
P.T. Salary	24,738	30,424	26,814	44,705	44,705
Employee Benefits	155,324	150,747	156,377	185,203	185,203
Payroll Taxes	48,972	41,929	40,506	41,834	41,834
Personnel Services	690,248	621,606	658,017	720,136	720,136
Professional and Technical Services	118,975	64,713	111,812	151,840	151,840
Supplies	17,373	29,439	24,320	18,600	18,600
Communication	353,078	315,556	355,050	344,402	344,402
Training, Travel and Memberships	18,441	10,944	21,050	20,444	20,444
Small Furniture and Equipment	1,200	1,881	1,375	2,000	2,000
Material & Services	509,067	422,533	513,607	537,286	537,286
Program Total	1,199,315	1,044,139	1,171,624	1,257,422	1,257,422
Department Staff					
Full-time	6.00	6.00	6.00	6.00	6.00
Regular part-time (FTE)	0.00	0.00	0.00	0.00	0.00
Part-time (FTE)	0.60	0.89	1.07	1.49	1.49



ADMINISTRATION

Security Operations Department

Superintendent of
Security Operations
(1)

Department Overview

The mission of the Security Operations Department is to protect district assets, reduce crime, and provide training and assistance to employees to increase their safety and that of patrons. Through its Park Patrol unit, Security Operations works closely with local law enforcement agencies at the city and county levels. The department also maintains regular working relationships with the Beaverton School District, Portland Community College Rock Creek Campus, and Washington County Animal Control. The superintendent of Security Operations reports directly to the director of Communications & Outreach.

FY 2015/16 Accomplishments

Discovered eight new encroachments and continued to monitor previously identified encroachments. Worked with Natural Resources techs that discovered low-level encroachments and provided advice on proper procedures in asking for removal of the encroachment.

Educated patrons on district rules and monitored usage on district property following implementation of THPRD's smoke-free policy (2-1-14) and the legalization of marijuana in Oregon (7-1-15). Park Patrol statistics show smoking has not increased, due in large part to these efforts.

Continued close relationship with local law enforcement. Three criminal cases were developed and successfully solved after staff asked for assistance. Also partnered with these agencies by allowing the use of THPRD facilities after hours for training purposes.

Partnered with the Beaverton School District, THPRD staff and local law enforcement conducting several training sessions involving the cooperative agreement and use of the HMT campus for temporary shelter and parent reunification in the event of a shooting or other critical incident at any Beaverton school.

Oversaw Park Watch program in which volunteers at five sites and Park Patrol interns provided 2,704 hours of security coverage.

Upgraded the fire suppression system at several facilities, keeping in compliance with regulations set forth by the state fire marshal.

FY 2016/17 Goals and Objectives

Continue to implement the SARA (Scanning, Analyze, Respond & Assess) and Crime Prevention through Environmental Design (CPTED) community policing models, identifying risks at all facilities and parks where applicable.

Continue to train all employees on the Emergency Management Plan which includes Shelter-in-Place protocols. After an emergency where the plan has been initiated, provide debriefing meetings with involved staff for further education and training.

Continue to provide training regarding security concerns for a segment at the district's Leadership Academy and provide annual training in cooperation with Risk Management for employees on driver's training. Continue to train employees and monitor any/all incidents regarding suspected child abuse.

Continue monitoring the district's fire prevention, intrusion alarm and keyless access door controls. Educate employees on the district's intrusion systems and proper procedures regarding fire alarm panel alerts and resets. Investigate and follow up on any employee response regarding intrusion system callouts after hours. Update 24-hour callout lists as required. Manage day-to-day keyless card issuance and alarm panel authorization.

Continue to monitor and maintain camera video surveillance systems at five centers. Train appropriate staff on basic use of equipment.

Update the district's rules and regulations handbook.

FY 2016/17 Goals and Objectives (continued)

Continue to work with the district's Design & Development and Natural Resources Departments on encroachment issues and investigations.

Budget Highlights

No significant changes from the prior-year budget.

Division: Administration
Department: Security Operations

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Summary of Appropriations					
Personnel Services	258,968	262,401	272,937	284,366	284,366
Materials & Services	82,841	85,085	110,194	110,209	110,209
Total Appropriations	341,809	347,486	383,131	394,575	394,575
Summary by Program					
Security Operations	341,809	347,486	383,131	394,575	394,575
Total Appropriations	341,809	347,486	383,131	394,575	394,575
Division Staff					
Full-time	1.00	1.00	1.00	1.00	1.00
Regular part-time (FTE)	0.00	0.00	0.00	0.00	0.00
Part-time (FTE)	3.41	3.41	3.41	3.41	3.41

Division: Administration
 Department: Security Operations
 Program: Superintendent of Security Operations

KEY PERFORMANCE INDICATORS

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Projected Outcome 2015/16	Proposed Outcome 2016/17
Workloads:				
Number of security checks conducted	31,250	35,412	37,000	37,500
Park district exclusions processed	350	413	450	400
Number of training classes conducted	27	16	16	12
Number of incident reports filed	226	250	275	280
Number of encroachment violations handled	24	18	15	10
Number of staff assists	850	859	875	900

Division: Administration
 Department: Security Operations
 Program: Superintendent of Security Operations

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Program Appropriations					
F.T. Salary	87,948	91,812	95,944	100,737	100,737
P.T. Salary	107,699	109,655	116,940	118,422	118,422
Employee Benefits	41,049	38,518	38,007	42,789	42,789
Payroll Taxes	22,272	22,416	22,046	22,418	22,418
Personnel Services	258,968	262,401	272,937	284,366	284,366
Professional and Technical Services	68,628	72,151	90,546	87,121	87,121
Other Services	8,364	6,206	7,941	11,648	11,648
Communication	913	1,770	2,710	2,712	2,712
Supplies	4,401	4,713	7,102	7,603	7,603
Training, Travel and Memberships	535	245	1,422	675	675
Small Furniture, Fixtures and Equip.	-	-	473	450	450
Material & Services	82,841	85,085	110,194	110,209	110,209
Program Total	341,809	347,486	383,131	394,575	394,575
Department Staff					
Full-time	1.00	1.00	1.00	1.00	1.00
Regular part-time (FTE)	0.00	0.00	0.00	0.00	0.00
Part-time (FTE)	3.41	3.41	3.41	3.41	3.41



ADMINISTRATION

Community Partnerships

Director of Community Partnerships (1)
--

Department Overview

The Community Partnerships Division is responsible for positioning THPRD projects and programs for external private investment. The director of Community Partnerships reports to the general manager.

The division is responsible for attracting private investment and participation in district initiatives. The division is organizing now to attract partners in ground-level projects and programs that address the district's commitment to Access for All. The department assists the Tualatin Hills Park Foundation in activation. It fosters a heightened culture of philanthropy to complement district efforts to serve all members of the THPRD community.

FY 2015/16 Accomplishments

With leadership from the Champions Council over \$1,030,000 has been raised in grants, gifts and pledges to advance the Model Community Sports Park (MCSP)/Champions Too Field investment strategy.

MCSP is the name granted for fundraising purposes to SW Quadrant Community Park where THPRD bond funds and philanthropy are partnering to build a 21.5 acre all abilities sports park.

THPRD advanced the Access for All Initiative by creating the Champions Too Steering Committee of nonprofit and agency experts who serve people with disabilities throughout the Metro region to advise the district on park amenity and programming needs.

The Tualatin Hills Park Foundation's board of trustees has reached 10 members. The board has modernized its bylaws, updated its board giving policy, is positioning a new fiscal sponsorship policy now, and serves as the primary receiver of philanthropic receipts for the MCSP campaign.

FY 2016/17 Goals and Objectives

With leadership from the Champions Council and by strategically deploying consulting services, advance the campaign to construct and to program the MCSP/Champions Too Field.

Reach the \$1.3 million to construction capital goal (includes campaign costs).

Cultivate individual donors and Oregon's foundation community to consider up to \$200,000 in fundraising requests as priorities from THPRD emerge.

Continue to build board capability and institutional capacity at the Tualatin Hills Park Foundation.

Assess the district's understanding of philanthropy and make recommendations to assure district initiatives, projects and programs are attractive to outside private investors as appropriate.

Budget Highlights

No significant changes from the prior-year budget.



Division: Administration
Department: Community Partnerships

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Summary of Appropriations					
Personnel Services	-	161,172	169,241	180,618	180,618
Materials & Services	-	38,209	42,420	42,420	42,420
Total Appropriations	-	199,381	211,661	223,038	223,038
Summary by Program					
Community Partnerships	-	199,381	211,661	223,038	223,038
Total Appropriations	-	199,381	211,661	223,038	223,038
Division Staff					
Full-time	0.00	1.00	1.00	1.00	1.00
Regular part-time (FTE)	0.00	0.00	0.00	0.00	0.00
Part-time (FTE)	0.00	0.00	0.00	0.00	0.00

Note: As of 2014/15, Community Partnerships was moved to a separate department from Communications & Outreach.



Division: Administration
 Department: Community Partnerships
 Program: Community Partnerships

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Program Appropriations					
F.T. Salary	-	126,556	132,747	139,239	139,239
Employee Benefits	-	23,105	25,563	30,679	30,679
Payroll Taxes	-	11,511	10,931	10,700	10,700
Personnel Services	-	161,172	169,241	180,618	180,618
Professional and Technical Services	-	34,496	38,820	38,820	38,820
Training, Travel and Memberships	-	3,713	3,600	3,600	3,600
Material & Services	-	38,209	42,420	42,420	42,420
Program Total	-	199,381	211,661	223,038	223,038
Department Staff					
Full-time	0.00	1.00	1.00	1.00	1.00
Regular part-time (FTE)	0.00	0.00	0.00	0.00	0.00
Part-time (FTE)	0.00	0.00	0.00	0.00	0.00



BUSINESS & FACILITIES

FINANCE SERVICES



RISK & CONTRACT MANAGEMENT



HUMAN RESOURCES



INFORMATION SERVICES



OPERATIONS ANALYSIS



MAINTENANCE OPERATIONS



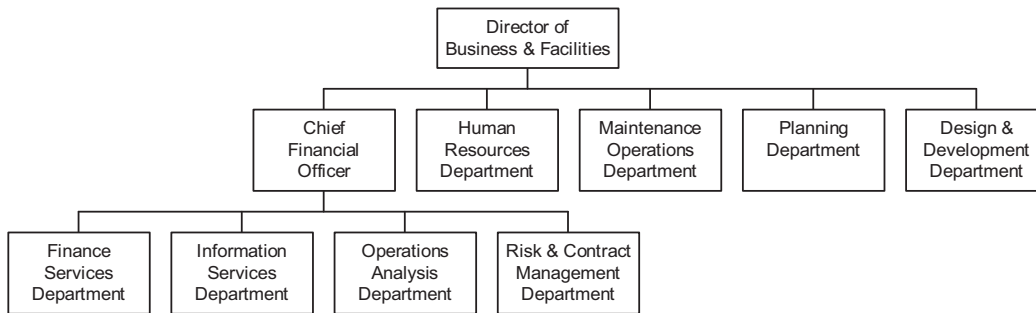
PLANNING



DESIGN & DEVELOPMENT



BUSINESS & FACILITIES DIVISION



Division Mission

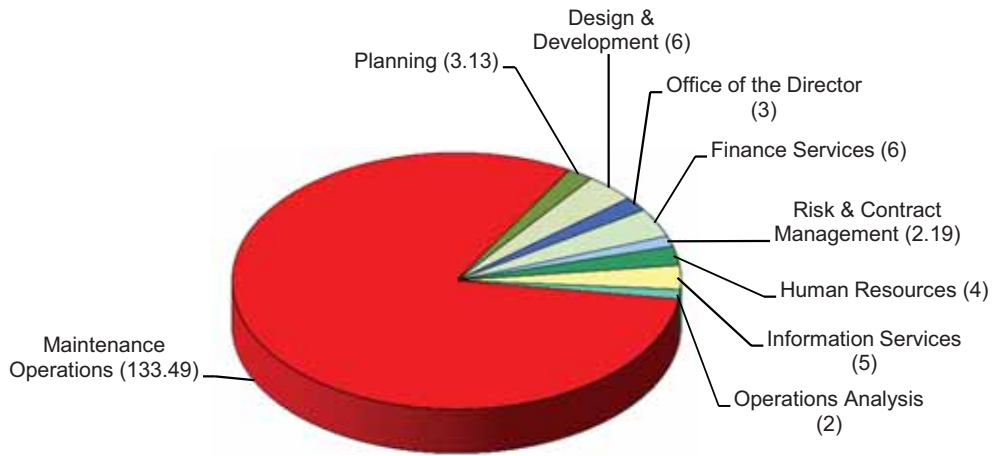
To provide financial and operational integrity and credibility to the park district by ensuring the correctness of financial information, and adequacy of internal accounting and budgeting controls. To provide the necessary planning, development, interagency coordination, and maintenance to implement the park district's Comprehensive Plan and ensure that facilities meet current and future needs of our residents. To improve district operations by providing cost effective resources and promoting technological innovation. To enhance employee and patron safety, and insure against risks to the district. To maintain a fair and equitable human resources management system that values employees and assists in strengthening individuals, and assures compliance with all applicable laws, rules and regulations.

Division Overview

The director of Business & Facilities reports to the general manager and is responsible for all financial, administrative, and facility planning and maintenance operations functions of the park district. The Business & Facilities Division budget includes the following departments: Finance Services, Risk & Contract Management, Human Resources, Information Services, Operations Analysis, Maintenance Operations, Planning, and Design & Development.

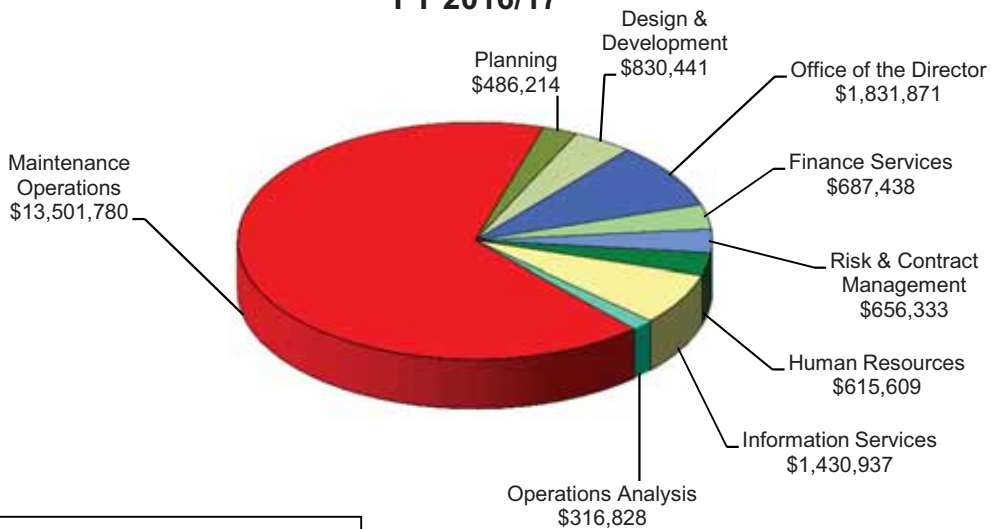
Activities of the Business & Facilities Division include administrative support to the Administration and Park & Recreation Services Divisions, budgeting and financial management, maintenance of the district's information technology applications and infrastructure, recruitment and personnel management, and promotion of the district's safety and risk management programs. Activities also include planning, acquisition, development, and maintenance of all facilities, parks and trails, and management of the capital improvement program, both bond funded and system development charge (SDC) funded. The division also monitors district activity for compliance with applicable statutory and regulatory authority, and coordinates land use regulation issues with other local agencies.

Division Staffing by Departments FY 2016/17



<p style="text-align: center;">Total Division FTEs 164.81</p>

Division Appropriations by Departments FY 2016/17



<p style="text-align: center;">Total Division Appropriations \$20,357,451</p>

Division: Business & Facilities

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Summary of Appropriations					
Personnel Services	10,658,655	10,702,121	11,338,576	12,989,345	12,989,345
Materials & Services	4,779,080	4,919,293	5,509,245	5,855,514	5,855,514
Debt Service	851,771	827,747	959,730	973,193	973,193
Capital Outlay	427,406	431,537	428,600	539,399	539,399
Total Appropriations	16,716,912	16,880,698	18,236,151	20,357,451	20,357,451

Summary by Department					
Office of the Director	1,585,520	1,602,024	1,897,069	1,831,871	1,831,871
Finance Services	709,259	729,856	743,404	687,438	687,438
Risk & Contract Management	612,865	555,745	630,932	656,333	656,333
Human Resources	385,290	499,543	562,676	615,609	615,609
Information Services	1,084,006	1,153,558	1,221,139	1,430,937	1,430,937
Operations Analysis	-	-	-	316,828	316,828
Maintenance Operations	11,877,528	12,339,972	13,180,931	13,501,780	13,501,780
Planning	-	-	-	486,214	486,214
Design & Development	-	-	-	830,441	830,441
Total Appropriations	16,254,468	16,880,698	18,236,151	20,357,451	20,357,451

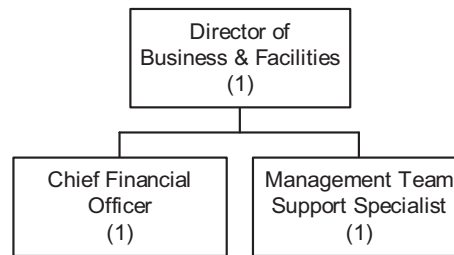
Division Staff					
Full-time	86.00	88.00	89.00	97.00	97.00
Regular part-time (FTE)	7.88	7.00	7.00	6.13	6.13
Part-time (FTE)	56.27	57.91	57.67	61.68	61.68

Note: As of FY 2016/17, the departments in the Planning Division (Planning and Design & Development) have been moved to the Business & Facilities Division.



BUSINESS & FACILITIES DIVISION

Office of Director of Business & Facilities



Department Overview

This budget unit supports the activities of the director of Business & Facilities. Activities of the office of the director include the management, either directly or through the chief financial officer, of all departments in the Business & Facilities Division. It also provides legislative advocacy for the park district at the federal and state levels. The director of Business & Facilities serves as THPRD's Budget Officer and is responsible to the general manager for the annual budget process, and financial and operational advice to the general manager, board of directors, committees and departments. Detail on non-general obligation debt is also maintained within this department.

FY 2015/16 Division Accomplishments

Continued work on all remaining park, trail, and facility projects funded by the 2008 Parks Bond. Developed funding strategies for projects in categories that have estimated costs in excess of available bond funds.

Continued to support the work of the Parks Bond Citizen Oversight Committee.

Completed an update to the District's System Development Charge (SDC) methodology and implemented new rates based on the methodology update. Also completed an update to the five-year SDC Capital Improvement Program (CIP) to reflect priorities identified in the approved functional plans.

Continued actively participating in Special Districts Association of Oregon's Legislative Committee, and worked on key legislative issues impacting the district. Worked with the district's federal legislative advocacy firm to support key federal legislation and enhance partnerships with federal agencies.

Continued work with the Future Trends Team, an interdepartmental staff team serving as a think-tank for viewing long-term trends and environmental scanning. Team has completed the research and recommendations on the strategic questions identified in the initial Future Trends Report and presented findings to the board of directors.

FY 2016/17 Division Goals and Objectives

Continue work on all remaining park, trail, and facility projects funded by the 2008 Parks Bond. Major projects for FY 2016/17 include construction of SW Quadrant Community Park, new synthetic turf field at Conestoga Middle School, construction of the Westside Trail to Waterhouse Trail connection, and seismic structural upgrades to Tualatin Hills Aquatic Center and Garden Home Recreation Center.

Continue actively participating in Special Districts Association of Oregon's Legislative Committee as well as other legislative advocacy work at the federal and state level.

**FY 2016/17 Division Goals and Objectives
(continued)**

Work with local agency partners to develop agreements that streamline interagency activities and provide guidance on long-term service responsibilities.

Implement the SDC rate changes resulting from the updated methodology and implement procedural changes resulting from the updated SDC administrative procedures.

Continue to support the work of the Parks Bond Citizen Oversight Committee.

Continue to work with the Future Trends Team to conduct environmental scanning and trend updates.

Budget Highlights

The proposed budget reflects the creation of a new chief financial officer (CFO) position and a reorganization that moves the Planning Division into the Business & Facilities Division.

The proposed budget also reflects the transfer of funding for federal legislative support from the Office of the Director of Park & Recreation Services to the Office of the Director of Business & Facilities.

Division: Business & Facilities
Department: Office of the Director

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Summary of Appropriations					
Personnel Services	552,494	569,533	580,899	502,368	502,368
Materials & Services	181,255	204,744	356,440	356,310	356,310
Debt Service	851,771	827,747	959,730	973,193	973,193
Total Appropriations	1,585,520	1,602,024	1,897,069	1,831,871	1,831,871

Summary by Program					
Office of the Director	733,749	774,277	937,339	858,678	858,678
Debt Service	851,771	827,747	959,730	973,193	973,193
Total Appropriations	1,585,520	1,602,024	1,897,069	1,831,871	1,831,871

Division Staff					
Full-time	4.00	4.00	4.00	3.00	3.00
Regular part-time (FTE)	0.00	0.00	0.00	0.00	0.00
Part-time (FTE)	0.08	0.00	0.00	0.00	0.00

Note: As of FY 2016/17, Operations Analysis was created as a separate department within the Business & Facilities Division.



Division: Business & Facilities
Department: Office of the Director
Program: Office of the Director

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Program Appropriations					
F.T. Salary	366,740	378,915	391,604	340,355	340,355
P.T. Salary	-	853	-	-	-
Employee Benefits	151,991	154,997	156,794	135,552	135,552
Payroll Taxes	33,763	34,768	32,501	26,461	26,461
Personnel Services	552,494	569,533	580,899	502,368	502,368
Professional and Technical Services	48,619	80,445	146,550	152,400	152,400
Rental Equipment	40,755	36,473	42,000	42,000	42,000
Other Services	5,600	5,800	6,250	6,250	6,250
Communication	38,204	34,052	73,100	70,650	70,650
Supplies	31,208	21,391	61,200	49,200	49,200
Training, Travel & Memberships	16,022	25,717	27,340	34,310	34,310
Small Furniture & Equipment	847	866	-	1,500	1,500
Material & Services	181,255	204,744	356,440	356,310	356,310
Program Total	733,749	774,277	937,339	858,678	858,678
Department Staff					
Full-time	4.00	4.00	4.00	3.00	3.00
Regular part-time (FTE)	0.00	0.00	0.00	0.00	0.00
Part-time (FTE)	0.08	0.00	0.00	0.00	0.00

Division: Business & Facilities
 Department: Office of the Director
 Program: Debt Service

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Program Appropriations					
Principal	253,990	245,327	266,090	276,876	276,876
Interest	597,781	582,420	693,640	696,317	696,317
Debt Service	851,771	827,747	959,730	973,193	973,193
Program Total	851,771	827,747	959,730	973,193	973,193

Sub-program:

2005-\$340,000 Ten (10) Year Financing Agreement

Principal	20,000	-	-	-	-
Interest	900	-	-	-	-
Sub-program Total	20,900	-	-	-	-

Sub-program:

2006-\$2,430,000 Nineteen (19) Year Combined Refunding Full Faith and Credit Obligations

(Refinancing of 1997 Certificates of Participation and 1997 and 2000 Full Faith and Credit Obligations

Principal	100,000	105,000	110,000	110,000	110,000
Interest	36,830	32,848	28,650	24,250	24,250
Sub-program Total	136,830	137,848	138,650	134,250	134,250

Sub-program:

2010A-\$1,695,000 Thirty (30) Year Full Faith and Credit Obligations

Principal	25,000	30,000	40,000	45,000	45,000
Interest	56,270	55,720	54,620	52,920	52,920
Sub-program Total	81,270	85,720	94,620	97,920	97,920

Sub-program:

2010B&C-\$7,815,000 Thirty (30) Year Full Faith and Credit Obligations

Principal	85,000	85,000	90,000	95,000	95,000
Interest	465,444	463,301	460,871	457,934	457,934
Sub-program Total	550,444	548,301	550,871	552,934	552,934

Division: Business & Facilities
 Department: Office of the Director
 Program: Debt Service

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Sub-program:					
<u>2013-\$457,100 Fifteen (15) Year Financing Agreement</u>					
Principal	23,990	25,327	26,090	26,876	26,876
Interest	14,098	12,762	11,999	11,213	11,213
Sub-program Total	<u>38,088</u>	<u>38,089</u>	<u>38,089</u>	<u>38,089</u>	<u>38,089</u>
Sub-program:					
<u>Tax Anticipation Notes</u>					
Interest	24,239	17,789	137,500	150,000	150,000
Sub-program Total	<u>24,239</u>	<u>17,789</u>	<u>137,500</u>	<u>150,000</u>	<u>150,000</u>



Division: Business & Facilities
Department: Office of the Director
Program: Debt Service

MATURITY SCHEDULE FOR GENERAL FUND DEBT

Fiscal Year	FFCO Series 2006 2,430,000	FFCO Series 2010A 1,695,000	FFCO Series 2010B&C 7,815,000	Financing Agreement Series 2013 457,100	Totals
2016/17	134,250	97,920	552,934	38,089	823,193
2017/18	138,750	101,270	554,548	38,090	832,658
2018/19	137,750	104,695	550,376	38,090	830,911
2019/20	136,500	107,970	550,854	38,090	833,414
2020/21	-	115,670	685,896	38,090	839,656
2021/22	-	117,770	683,256	38,090	839,116
2022/23	-	119,670	679,868	38,090	837,628
2023/24	-	121,370	670,956	38,090	830,416
2024/25	-	127,770	666,046	38,090	831,906
2025/26	-	133,770	660,304	38,090	832,164
2026/27	-	139,255	646,916	38,090	824,261
2027/28	-	144,215	643,210	38,090	825,515
2028/29	-	143,860	633,552	-	777,412
2029/30	-	143,295	623,262	-	766,557
2030/31	-	132,730	612,336	-	745,066
2031/32	-	-	604,418	-	604,418
2032/33	-	-	590,486	-	590,486
2033/34	-	-	580,882	-	580,882
2034/35	-	-	570,266	-	570,266
2035/36	-	-	558,640	-	558,640
2036/37	-	-	546,001	-	546,001
2037/38	-	-	532,352	-	532,352
2038/39	-	-	517,692	-	517,692
2039/40	-	-	507,021	-	507,021
Totals	547,250	1,851,230	14,422,072	457,079	17,277,631
Interest Portion of Payments	(62,250)	(496,230)	(7,122,072)	(75,384)	(7,755,936)
Principal Balance	485,000	1,355,000	7,300,000	381,695	9,521,695

KEY TO DEBT ISSUES

- FFCO Series 2006:** In December 2006, the District issued \$2,430,000 of Full Faith and Credit Obligations to refinance the eligible balances of the 1997 Certificates of Participation, and the 1997 and 2000 Full Faith and Credit Obligations.
- FFCO Energy Savings Series 2010A:** In July 2010, the District issued \$1,695,000 of Full Faith and Credit Obligations to finance the Energy Savings Performance Contract capital projects.
- FFCO Series 2010B&C:** In November 2010, the District issued \$7,815,000 of Full Faith and Credit Obligations; the proceeds were used for the purchase of a centralized maintenance facility and subsequent renovations.
- Financing Agreement Series 2013:** On February 15, 2013, the Park District borrowed \$457,100 under a Financing Agreement to finance the Energy Savings Performance Contract Phase II capital projects.





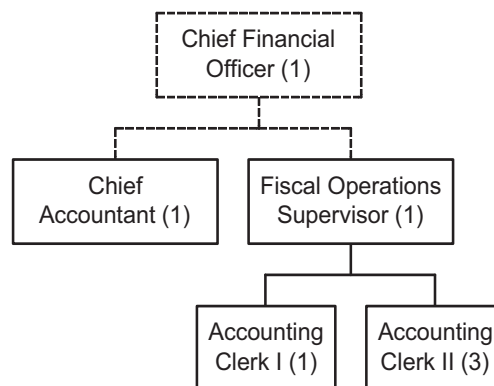
TUALATIN HILLS
PARK & RECREATION DISTRICT

FINANCE SERVICES



BUSINESS & FACILITIES DIVISION

Finance Services Department



Department Overview

The Finance Services Department is responsible to the chief financial officer for the district's financial services, which includes management and issuance of debt, the investment of public funds and assistance with the annual budget process. The Finance Services Department is also responsible for operational activities, including payroll, purchasing, accounts payable, cash receipts, fixed assets, inventory, and financial reporting for the district and the Tualatin Hills Park Foundation.

FY 2015/16 Accomplishments

Continued monitoring of available Bond Capital Projects Fund investments and arbitrage compliance for the 2009, 2011, and 2015 debt issues.

Continued to monitor all existing debt activity for potential refinancing opportunities on both general obligation and full faith & credit issues.

Encouraged usage of the purchasing card system to facilitate small purchasing while maintaining adequate security and procedural controls. Significant growth has continued, while maximizing efficiencies for staff. Second year rebates resulted in a \$47,000 refund to the district.

Received the following awards:

- Distinguished Budget Presentation Award from the Government Finance Officers Association for the FY 2015/16 Budget Document

- Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association for the FY 2013/14 Comprehensive Annual Financial Report

FY 2016/17 Goals and Objectives

Continue compliance monitoring of available Bond Capital Projects Fund investments, arbitrage requirements and debt refinancing opportunities.

Continue to monitor for regulatory changes that impact operational activities.

Work toward expanding and promoting the use of financial reporting tools now accessible to staff outside of the Finance Services Department.

Review financial transaction processing procedures to ensure high-level data safeguards are maintained in a cost-effective manner.

Budget Highlights

The proposed budget reflects the elimination of the temporary bond accountant position. It also reflects a departmental reorganization that downgrades the vacant Finance manager position to a chief accountant position, upgrades the fiscal operations coordinator to a fiscal operations supervisor, and upgrades one of the accounting clerk II positions to an accounting clerk I. The reorganization places the supervision of the accounting clerks under the fiscal operations supervisor.

Performance Standards

Process purchase orders within two working days of receipt of requisition.

Record accounts payable on daily basis, facilitating budgetary control at program level.

Monthly financial reports issued by the 20th of the following month.

Process all credit card activity (web-related) on a daily basis to ensure optimum cash flow.

Division: Business & Facilities
 Department: Finance Services

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Summary of Appropriations					
Personnel Services	664,067	690,231	694,645	638,813	638,813
Material & Services	45,192	39,625	48,759	48,625	48,625
Total Appropriations	709,259	729,856	743,404	687,438	687,438
Summary by Program					
Finance Services	709,259	729,856	743,404	687,438	687,438
Total Appropriations	709,259	729,856	743,404	687,438	687,438
Division Staff					
Full-time	7.00	7.00	7.00	6.00	6.00
Regular part-time (FTE)	0.00	0.00	0.00	0.00	0.00
Part-time (FTE)	0.00	0.00	0.00	0.00	0.00

Division: Business & Facilities
 Department: Finance Services
 Program: Finance Services

KEY PERFORMANCE INDICATORS

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Projected Outcome 2015/16	Proposed Outcome 2016/17
Workloads:				
Payroll Checks Processed	19,097	19,665	20,200	20,500
Accounts Payable Checks Processed	8,181	4,982	5,100	5,000
Number of Facility Deposits Audited	6,993	7,143	7,200	7,200
Purchase Orders Processed	612	513	500	500
Merchant Cards Processed	114,241	118,415	118,000	120,000
Purchasing Card Volume (amount expressed in \$1,000)	\$822	\$3,149	\$3,298	\$3,300

Division: Business & Facilities
 Department: Finance Services
 Program: Finance Services

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Program Appropriations					
F.T. Salary	440,760	454,484	460,362	429,609	429,609
Employee Benefits	180,504	192,951	193,242	172,165	172,165
Payroll Taxes	42,803	42,796	41,041	37,039	37,039
Personnel Services	664,067	690,231	694,645	638,813	638,813
Professional and Technical Services	18,888	14,910	15,085	18,285	18,285
Other Services	15,645	15,128	18,000	18,000	18,000
Supplies	1,037	3,241	1,075	1,075	1,075
Communication	3,659	498	5,774	3,170	3,170
Training, Travel and Memberships	5,963	5,696	8,825	7,595	7,595
Small Furniture & Office Equipment	-	152	-	500	500
Material & Services	45,192	39,625	48,759	48,625	48,625
Program Total	709,259	729,856	743,404	687,438	687,438
Department Staff					
Full-time	7.00	7.00	7.00	6.00	6.00
Regular part-time (FTE)	0.00	0.00	0.00	0.00	0.00
Part-time (FTE)	0.00	0.00	0.00	0.00	0.00





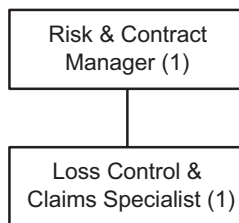
TUALATIN HILLS
PARK & RECREATION DISTRICT

RISK & CONTRACT MANAGEMENT



BUSINESS & FACILITIES DIVISION

Risk & Contract Management Department



Department Overview

The Risk & Contract manager is responsible to the chief financial officer and provides the following support to all departments districtwide:

Risk Management provides a comprehensive districtwide program to reduce and/or maintain risk exposures so departments can achieve their strategic and operational goals. Administrative services include ensuring adequate property, casualty and workers compensation insurance coverage; review of service, lease and public improvement contracts, and other risk transfer activities.

Loss Control & Claims Specialist provides loss control and safety analysis of district operations. Oversees the centralized management of workers compensation, liability and property claims.

FY 2015/16 Accomplishments

Achieved districtwide Safety and Health Achievement Recognition Program (SHARP) graduation/accreditation status from OR-OSHA. Tualatin Hills Park & Recreation District is the largest multi-site agency to complete this program in the state and is the first park and recreation agency to graduate within the country.

Evaluated district insurance coverage for property, liability, and workers compensation services to obtain lowest possible renewal premiums based on claim experience. Received longevity credit of \$41,732 from Special Districts Association of Oregon for outstanding loss control.

Administered lease agreements that include 14 residential properties, 19 telecommunication sites, 2 commercial, and 4 nonprofit leases.

Successfully reorganized/reduced safety committees from 14 location-based committees to four departmental/division-based safety committees for improved efficiency, communication, and training.

Continued implementation of Minority, Women and Emerging Small Businesses (MWESB) policy in support of the board's directive to promote diversity and inclusion and provide opportunities for small businesses.

Provided targeted intervention assistance and safety audits to departments with liability, safety, and employee training concerns.

FY 2016/17 Goals and Objectives

Continue managing the SHARP's annual accreditation with Oregon OSHA for all sites.

Utilize the Risk Management Steering Committee and safety committees to reinforce the training program for employees and managers to facilitate:

- Zero incident and injury concept
- Reduction in workers compensation claims and "loss time" injuries
- Reduction in property and liability claims

Continue to increase access, remove barriers in our procurement process, and diversify the current Minority, Women and Emerging Small Businesses (MWESB) contractor base without sacrificing quality, competition or fairness.

Coordinate with Security Operations Department to provide training on emergency management, defensive driving, and student reunification for local school districts.

Develop a THPRD-specific retention schedule, utilizing the state's electronic records management system software.

FY 2016/17 Goals and Objectives (continued)

Coordinate with Human Resources Department to enhance the Employee Wellness Program, encouraging employee participation to improve employee injury recovery rates in case of workplace injury.

Budget Highlights

The proposed budget includes funding for an internship to help develop workplace safety training tools and safety performance measurement tools. This internship would be 50% funded by Special Districts Association of Oregon.

Performance Standards

Maintain workers compensation experience modification factor at 0.75 or better.

Maintain property and liability insurance loss ratio of 55% or better.

Review and file all claims to the appropriate insurance carrier within 48 working hours of receipt.

Review all outside contractual agreements for consistency with district standards.

Division: Business & Facilities
Department: Risk & Contract Management

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Summary of Appropriations					
Personnel Services	282,543	217,222	251,294	273,824	273,824
Material & Services	330,322	338,523	379,638	382,509	382,509
Total Appropriations	612,865	555,745	630,932	656,333	656,333
Summary by Program					
Risk & Contract Management	480,653	546,180	604,407	628,945	628,945
Safety	132,212	9,565	26,525	27,388	27,388
Total Appropriations	612,865	555,745	630,932	656,333	656,333
Division Staff					
Full-time	2.00	2.00	2.00	2.00	2.00
Regular part-time (FTE)	0.00	0.00	0.00	0.00	0.00
Part-time (FTE)	0.19	0.00	0.00	0.19	0.19

Division: Business & Facilities
 Department: Risk & Contract Management
 Program: Risk & Contract Management

KEY PERFORMANCE INDICATORS

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Projected Outcome 2015/16	Proposed Outcome 2016/17
Workloads:				
Number of Contracts processed	187	123	120	120
Number of Residential Leases	21	15	17	13
Number of Commercial Leases	24	26	26	22
Performance Measures:				
<u>Reduce exposure of property & liability claims¹</u>				
Number of liability claims filed against the District	5	7	9	7
Average cost per liability claim filed	\$1,776	\$9,422	\$3,019	\$3,650
Loss Ratio: liability claims only (single year) ²	6.28%	53.07%	23.27%	21.74%
Loss Ratio: property and liability claims (single year) ³	3.69%	153.79%	37.55%	47.14%
Loss Ratio: five-year trail ⁴	52.29%	41.87%	60.85%	52.07%

¹ Property and casualty figures are based on a calendar year. Policy data as of: March 15, 2016.

² Loss Ratio for the liability-only claims costs as a percentage of liability premium costs.

³ Loss Ratio for liability and property claims costs as a percentage of liability and property premium costs.

⁴ Special Districts Association of Oregon bases premiums on 65%. National standard is 60%.

Division: Business & Facilities
Department: Risk & Contract Management
Program: Risk & Contract Management

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Program Appropriations					
F.T. Salary	100,392	141,817	163,461	171,226	171,226
P.T. Salary	4,452	-	-	6,000	6,000
Employee Benefits	43,850	61,650	73,277	81,250	81,250
Payroll Taxes	10,051	13,104	14,556	15,348	15,348
Personnel Services	158,745	216,571	251,294	273,824	273,824
Other Services	6,443	7,748	13,840	12,350	12,350
Insurance	310,869	313,425	324,310	328,850	328,850
Supplies	1,042	4,598	4,100	3,950	3,950
Communication	2,140	1,592	5,020	3,700	3,700
Training, Travel and Memberships	874	1,712	5,843	6,271	6,271
Small Furniture & Office Equipment	540	534	-	-	-
Material & Services	321,908	329,609	353,113	355,121	355,121
Program Total	480,653	546,180	604,407	628,945	628,945
Department Staff					
Full-time	1.00	2.00	2.00	2.00	2.00
Regular part-time (FTE)	0.00	0.00	0.00	0.00	0.00
Part-time (FTE)	0.19	0.00	0.00	0.19	0.19

Division: Business & Facilities
 Department: Risk & Contract Management
 Program: Safety

KEY PERFORMANCE INDICATORS

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Projected Outcome 2015/16	Proposed Outcome 2016/17
Performance Measures:				
<u>Reduce program participant incidents</u>				
Number of Incident Reports Filed per 10,000 Program Visits	1.31	1.54	1.68	1.49
<u>Reduce exposure on workers compensation claims¹</u>				
Number of Claims Filed	33	31	35	33
Number of Time Loss Claims	7	12	6	8
Experience Modification History ²	0.87	0.73	0.75	0.72
Frequency Rate of WC Claims per 100 FTE	7.35	6.78	7.56	6.33
WC costs as % of payroll	0.92	1.09	1.03	0.93
Average cost per claim	\$5,193	\$6,810	\$5,000	\$5,000

¹ Policy data as of: March 15, 2016.

² Experience Modification Rate is computed on 1.00 being the average incident rate for similar work nationwide.

Division: Business & Facilities
Department: Risk & Contract Management
Program: Safety

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Program Appropriations					
F.T. Salary	76,728	-	-	-	-
P.T. Salary	1,594	605	-	-	-
Employee Benefits	37,836	-	-	-	-
Payroll Taxes	7,640	46	-	-	-
Personnel Services	123,798	651	-	-	-
Professional and Technical Services	3,942	1,477	11,400	9,040	9,040
Supplies	1,544	415	6,350	8,450	8,450
Training, Travel and Memberships	2,008	5,848	8,275	8,775	8,775
Small Furniture & Office Equipment	920	1,174	500	1,123	1,123
Material & Services	8,414	8,914	26,525	27,388	27,388
Program Total	132,212	9,565	26,525	27,388	27,388
Department Staff					
Full-time	1.00	0.00	0.00	0.00	0.00
Regular part-time (FTE)	0.00	0.00	0.00	0.00	0.00
Part-time (FTE)	0.00	0.00	0.00	0.00	0.00





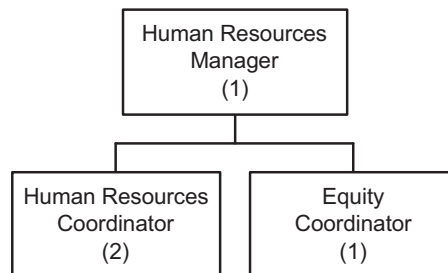
TUALATIN HILLS
PARK & RECREATION DISTRICT

HUMAN RESOURCES



BUSINESS & FACILITIES DIVISION

Human Resources Department



Department Overview

The Human Resources manager reports directly to the director of Business & Facilities and is responsible for managing all district personnel functions, providing support to all departments, and ensuring compliance with applicable laws, the collective bargaining agreement and THPRD policies and procedures.

The Human Resources Department provides the following key services: recruitment and selection, classification and compensation analysis, labor relations, diversity and inclusion initiatives, benefit administration, training and development, and employee wellness.

FY 2015/16 Accomplishments

Developed a strategic plan to guide THPRD's internal diversity and inclusion initiatives.

Hosted 20 new employee orientation sessions. Over 200 new hires attended to familiarize themselves to THPRD practices, policies and procedures.

Reviewed and revised the part-time rate range chart and all part-time job descriptions in accordance with THPRD's classification and compensation plan.

Improved outreach at job fairs. Most notable was THPRD's involvement with Live Résumé, an event designed for job seekers with disabilities.

FY 2016/17 Goals and Objectives

Research and coordinate training programs to assist staff in developing diversity and inclusion competencies aimed at enhancing performance and cultural awareness in support of THPRD's demographic shift.

Enhance the employee wellness program. Collect data to drive health efforts and develop a multiyear strategic plan to guide those efforts.

Determine best hiring practices and develop recommendations to improve outreach to recruit minorities and targeted audiences.

Review and revise all full-time and regular part-time job descriptions in accordance with ADA, THPRD's classification plans and/or reflect changes as a result of position upgrade or reclassification.

Budget Highlights

The proposed budget includes funding for the implementation of an online employee "onboarding" system which provides electronic handling of the entire new hire process and a paperless record-retention system. This represents a business plan which supports the goal of incorporating principles of environmental and financial sustainability into the design, operation, improvement, maintenance and funding of park district programs and facilities.

The proposed budget includes funding for a part-time staff recognition and training program which represents an approved business plan under the objective to continue to attract, retain and train high-quality employees.

Performance Standards

Generate a sufficient number of applications through the recruitment process for successful recruitment – target 25.

Maintain access to training as measured by training contact hours (hours of training X number of employees in attendance).

Performance Standards (continued)

Process new hire packets within 24 hours of receipt.

Maintain unemployment insurance experience rating at current level as measured by total number of accepted claims/total amount of charges.

Division: Business & Facilities
Department: Human Resources

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Summary of Appropriations					
Personnel Services	343,681	395,449	428,760	466,182	466,182
Material & Services	41,609	104,094	133,916	149,427	149,427
Total Appropriations	385,290	499,543	562,676	615,609	615,609
Summary by Program					
Human Resources	385,290	499,543	562,676	615,609	615,609
Total Appropriations	385,290	499,543	562,676	615,609	615,609
Division Staff					
Full-time	3.00	4.00	4.00	4.00	4.00
Regular part-time (FTE)	0.00	0.00	0.00	0.00	0.00
Part-time (FTE)	0.00	0.00	0.00	0.00	0.00

Division: Business & Facilities
 Department: Human Resources
 Program: Human Resources

KEY PERFORMANCE INDICATORS

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Projected Outcome 2015/16	Proposed Outcome 2016/17
Workloads:				
Total number of recruitments: FT & RPT positions	22	14	14	15
Total number of training sessions	15	16	15	16
Total number of unemployment insurance claims processed	150	89	81	80
Total number of PT, RPT & FT new hire packets processed	610	703	700	720
Performance Measures:				
Total recruitment applications received	1,153	842	900	950
Average number of applications per position	52	60	64	63
Total training contact hours	1,009	1,093	1,000	1,500
Average total cost per unemployment insurance claim	\$695	\$693	\$698	\$695
Total amount of unemployment insurance paid	\$104,246	\$61,691	\$56,550	\$55,600
Unemployment insurance experience/tax rate	1.2%	0.9%	0.4%	0.1%

Division: Business & Facilities
Department: Human Resources
Program: Human Resources

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Program Appropriations					
F.T. Salary	223,116	261,751	290,784	312,076	312,076
Employee Benefits	99,141	107,657	112,065	127,213	127,213
Payroll Taxes	21,424	26,041	25,911	26,893	26,893
Personnel Services	343,681	395,449	428,760	466,182	466,182
Professional and Technical Services	12,173	56,450	68,175	70,174	70,174
Supplies	1,231	1,763	2,306	7,933	7,933
Communication	474	2,779	3,610	10,450	10,450
Travel, Training and Memberships	27,016	43,102	59,825	59,070	59,070
Small Furniture & Equipment	715	-	-	1,800	1,800
Material & Services	41,609	104,094	133,916	149,427	149,427
Program Total	385,290	499,543	562,676	615,609	615,609
Department Staff					
Full-time	3.00	4.00	4.00	4.00	4.00
Regular part-time (FTE)	0.00	0.00	0.00	0.00	0.00
Part-time (FTE)	0.00	0.00	0.00	0.00	0.00





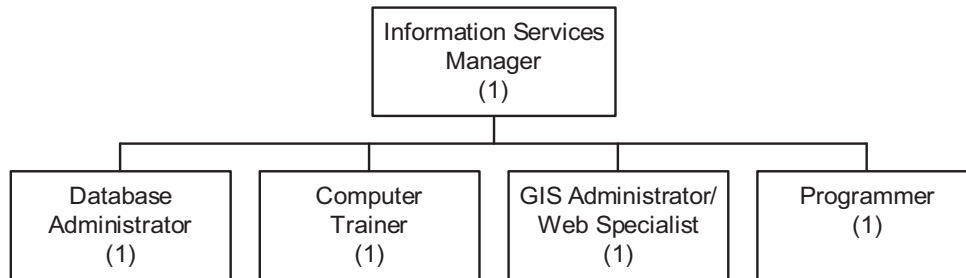
TUALATIN HILLS
PARK & RECREATION DISTRICT

INFORMATION SERVICES



BUSINESS & FACILITIES DIVISION

Information Services Department



Department Overview

The Information Services manager is responsible to the chief financial officer for maintaining and supporting the district's wide area network, Internet and custom application resources.

The Information Services Department provides support in developing a work environment in which all staff will have the essential tools needed to execute business processes and to access, analyze and produce information and accomplish necessary tasks. The Information Services Department provides cost-effective direction for information technology management, including network design and administration, applications development, database administration, web services, IP telephony, call center operations, technical support, training, private cloud management and collaborative services.

The Information Services Department staff not only supports the initial development and implementation of products and/or programs, but also remains fully invested in their everyday use and helping staff ensure that these services achieve their desired results. This is achieved in two ways: first by assisting with the design, setup and implementation, and second by training, supporting and maintaining the end products and data integrity.

FY 2015/16 Accomplishments

Continued implementation of the private cloud that will host virtual workstations. This was the second year of the rollout.

Built an off-site disaster recovery site in Washington County's backup server room.

FY 2016/17 Goals and Objectives

Migrate GroupWise to Office365 and upgrade to Office 2016.

Continue the implementation of the private cloud environment.

Continue to invest and enhance the district's internet and network security by implementing new routers and switches, and improved processes and procedures.

Continue to explore and implement cloud-based solutions that will deliver improved features and reduced costs.

Continue to implement the district's electronic records management system. Work with Oregon Secretary of State to implement Oregon Records Management System in two more departments.

Budget Highlights

The proposed budget includes funding for the following operating and capital items, which represent approved business plans under the objective to regularly communicate with and provide opportunities for the general public to learn about and comment on District activities:

- Upgrade of the district's email software to replace Novell GroupWise.
- Upgrade the district's wireless internet capacity and hardware at six identified sites to enable a better customer experience at the district.

The proposed budget includes funding for the operating and capital costs to upgrade network and software security in order to meet compliance standards for credit card data security.

Information Services Standards

In order to ensure the equitable distribution of resources and a sensibly supportable environment, an effective level of technology standards have been developed for the type and quantity of technology available in the district.

This includes:

- Computer workstation access for all full-time and regular part-time staff. Shared stations for various part-time staff that are supervisors.
- Network, email, voicemail and Internet access to all approved staff.
- Business operations and departmental software available to appropriate staff; applicable to staff job status, duties and responsibilities.
- Support for all THPRD custom software, third-party software and larger technology systems for use in all district departments.
- Technical support for district computers and all components of the infrastructure, including operation of the telecommunication system.
- Reliable network backup and network security.

Performance Standards

System reliability standards are:

- All trouble calls responded to within four hours.
- All hardware repairs completed within 48 hours of receiving needed parts.
- All software upgrades/service downtime not to exceed four hours.
- Continual upgrades to district information technology system through a 4-5 year replacement cycle.

Division: Business & Facilities
Department: Information Services

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Summary of Appropriations					
Personnel Services	603,627	617,443	618,729	643,113	643,113
Material & Services	296,313	347,918	462,010	565,824	565,824
Capital Outlay	184,066	188,197	140,400	222,000	222,000
Total Appropriations	1,084,006	1,153,558	1,221,139	1,430,937	1,430,937
Summary by Program					
Information Services	1,084,006	1,153,558	1,221,139	1,430,937	1,430,937
Total Appropriations	1,084,006	1,153,558	1,221,139	1,430,937	1,430,937
Division Staff					
Full-time	5.00	5.00	5.00	5.00	5.00
Regular part-time (FTE)	0.00	0.00	0.00	0.00	0.00
Part-time (FTE)	0.00	0.00	0.00	0.00	0.00

Division: Business & Facilities
Department: Information Services
Program: Information Services

KEY PERFORMANCE INDICATORS

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Projected Outcome 2015/16	Proposed Outcome 2016/17
Workloads:				
Number of desktop PCs maintained	215	217	217	221
Number of networked file servers maintained	52	53	53	53
Performance Measures:				
Maintain 98% network system reliability	98%	98%	98%	98%

Division: Business & Facilities
 Department: Information Services
 Program: Information Services

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Program Appropriations					
F.T. Salary	385,984	395,508	404,522	413,531	413,531
Employee Benefits	179,650	184,370	178,175	193,951	193,951
Payroll Taxes	37,993	37,565	36,032	35,631	35,631
Personnel Services	603,627	617,443	618,729	643,113	643,113
Professional and Technical Services	197,731	252,472	316,010	426,824	426,824
Supplies	30,051	22,396	54,000	56,000	56,000
Communication	64,544	66,379	76,000	65,000	65,000
Training, Travel and Memberships	3,987	5,892	12,000	14,000	14,000
Small Furniture, Fixtures and Equip.	-	779	4,000	4,000	4,000
Material & Services	296,313	347,918	462,010	565,824	565,824
Information Technology Replacement	116,862	46,338	90,000	144,000	144,000
Information Technology Improvement	67,204	141,859	50,400	78,000	78,000
Capital Outlay	184,066	188,197	140,400	222,000	222,000
Program Total	1,084,006	1,153,558	1,221,139	1,430,937	1,430,937
Department Staff					
Full-time	5.00	5.00	5.00	5.00	5.00
Regular part-time (FTE)	0.00	0.00	0.00	0.00	0.00
Part-time (FTE)	0.00	0.00	0.00	0.00	0.00

Division: Business & Facilities
 Department: Information Services
 Program: Information Services
 Detail of Capital Outlay

Project Number	Capital Project	Adopted Budget	Page #
INFORMATION TECHNOLOGY REPLACEMENT			
1	Laptops	8,000	BF-41
2	Servers	37,000	BF-41
3	Printers	5,000	BF-41
4	LAN/WAN	5,000	BF-41
5	Network switches	80,000	BF-41
6	Color Plot Printer	2,500	BF-41
7	Vehicle Maintenance Software	6,500	BF-42
	TOTAL INFORMATION TECHNOLOGY REPLACEMENT	\$ 144,000	
INFORMATION TECHNOLOGY IMPROVEMENT			
8	PCI Compliance	55,000	BF-42
9	PCI Compliance Backup Tapes (off-site)	3,000	BF-42
10	Software	20,000	BF-42
		\$ 78,000	
	GRAND TOTAL INFORMATION SERVICES CAPITAL OUTLAY	\$ 222,000	

INFORMATION SERVICES CAPITAL OUTLAY

Information Technology Capital Replacement

ITEM 1: **Laptops**

BUDGET: \$8,000

DESCRIPTION: Replacement of laptops. Replacement of one-fourth of inventory maintaining the four-year replacement schedule.

ITEM 2: **Servers**

BUDGET: \$37,000

DESCRIPTION: Replacement of S3 virtual server and database servers. Replacement of one-fourth of inventory maintaining the four-year replacement schedule.

ITEM 3: **Printers**

BUDGET: \$5,000

DESCRIPTION: Replacement of one-fourth of inventory maintaining the four-year replacement cycle.

ITEM 4: **LAN/WAN**

BUDGET: \$5,000

DESCRIPTION: Replacement of and upgrades to Wide Area Network equipment.

ITEM 5: **Network switches**

BUDGET: \$80,000

DESCRIPTION: Replacement of major communication network switches.

ITEM 6: **Color Plot Printer**

BUDGET: \$2,500

DESCRIPTION: Replacement of large (up to 48" wide) plot printer for the Communications & Outreach Department.

INFORMATION SERVICES CAPITAL OUTLAY

ITEM 7: **Vehicle Maintenance Software**

BUDGET: \$6,500

DESCRIPTION: Replacement of vehicle maintenance software.

Information Technology Capital Improvement

ITEM 8: **PCI Compliance**

BUDGET: \$55,000

DESCRIPTION: Hardware to implement a centralized logging system, camera system for Administration Office and a firewall to isolate different network areas to comply with PCI requirements.

ITEM 9: **PCI Compliance Backup Tapes (off-site)**

BUDGET: \$3,000

DESCRIPTION: Additional backup tapes to allow auditing access to the district's backup tapes.

ITEM 10: **Software**

BUDGET: \$20,000

DESCRIPTION: Report writing tools, e-commerce solutions and other business software tools.



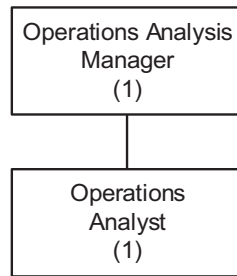
TUALATIN HILLS
PARK & RECREATION DISTRICT

OPERATIONS ANALYSIS



BUSINESS & FACILITIES DIVISION

Operations Analysis



Department Overview

The Operations Analysis manager reports to the chief financial officer and is responsible for the district's performance measurement, reporting, financial planning, capital budgeting, business planning and management of the district's non-financial data.

Operations Analysis provides support to the district's cross-departmental initiatives. This includes the business planning teams, process improvement committees, cost recovery calculation, and the calculation and adoption of program fees.

FY 2015/16 Accomplishments

Continued implementation of cost recovery strategy and evaluation of program offerings as identified in the Service and Financial Sustainability Analysis. Monitored revisions to class fee calculation procedures, revisions to fee policies, and cost recovery measurement tools.

Updated the greenhouse gas inventory for scopes 1 and 2, direct fuel use and electricity use respectively, for the sixth year. Results show an overall decrease of 1.8% for the current year, and a cumulative decrease of 10.5% over the five-year period, in greenhouse gas emissions by the district for these scopes.

FY 2016/17 Goals and Objectives

Continue implementation of cost recovery strategy and evaluation of program offerings as identified in the Service and Financial Sustainability Analysis.

Continue to work with the Future Trends Team to conduct environmental scanning and trend updates.

Complete the Strategic Energy Management cohort. This supports several board goal outcomes and will enable the district to adopt current industry best practices for energy savings.

Develop new goal outcomes to account for the work done on the five functional plans.

Budget Highlights

Operations Analysis is a new department for FY 2016/17. Formerly, it was a part of the Office of the Director of Business & Facilities. The appropriations for this department have been transferred out of the Office of the Director of Business & Facilities budget.



Division: Business & Facilities
Department: Operations Analysis

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Summary of Appropriations					
Personnel Services	-	-	-	272,317	272,317
Material & Services	-	-	-	44,511	44,511
Total Appropriations	-	-	-	316,828	316,828
Summary by Program					
Operations Analysis	-	-	-	316,828	316,828
Total Appropriations	-	-	-	316,828	316,828
Division Staff					
Full-time	0.00	0.00	0.00	2.00	2.00
Regular part-time (FTE)	0.00	0.00	0.00	0.00	0.00
Part-time (FTE)	0.00	0.00	0.00	0.00	0.00

Note: As of FY 2016/17, Operations Analysis was created as a separate department within the Business & Facilities Division, was previously included in the budget of Business & Facilities Office of the Director.

Division: Business & Facilities
Department: Operations Analysis
Program: Operations Analysis

KEY PERFORMANCE INDICATORS

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Projected Outcome 2015/16	Proposed Outcome 2016/17
Performance Management	Completed Strategic Plan Update and Service and Financial Sustainability Plan.	Updated the district goal outcome measures to reflect Strategic Plan and Service and Financial Sustainability Plan.	Updated the district's goal outcomes measure.	Restructure Key Performance Indicators and Goal Outcomes to align with board-approved functional plans.
Budgeting	Developed 18 business plans for 2014/15.	Developed major replacement sinking fund methodology. Developed 18 business plans for 2015/16.	Developed 14 business plans for 2016/17.	Implement program-based budgeting. Develop routine replacement sinking fund methodology. Restructure business plan teams.
Cost Recovery	Completed Strategic Plan Update and Service and Financial Sustainability Plan.	Updated Long Term Financial Plan and the district's registration system to implement cost recovery. Reviewed tennis courts fees for cost recovery.	Reviewed rentals, field fees, pool lane fees for cost recovery methodology. Developed historical actuals for registration system activities. Developed and adopted a district fee policy and procedure.	Implement field and pool lane fee changes. Provide updated reporting on cost recovery. Incorporate cost recovery into resource allocation for programs.

Division: Business & Facilities
Department: Operations Analysis
Program: Operations Analysis

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Program Appropriations					
F.T. Salary				177,308	177,308
Employee Benefits				79,740	79,740
Payroll Taxes				15,269	15,269
Personnel Services	-	-	-	272,317	272,317
Professional and Technical Services				30,750	30,750
Supplies				2,130	2,130
Communication				718	718
Training, Travel and Memberships				10,913	10,913
Material & Services	-	-	-	44,511	44,511
Program Total	-	-	-	316,828	316,828
Department Staff					
Full-time				2.00	2.00
Regular part-time (FTE)				0.00	0.00
Part-time (FTE)				0.00	0.00





TUALATIN HILLS
PARK & RECREATION DISTRICT

MAINTENANCE OPERATIONS



Athletic Facilities Maintenance

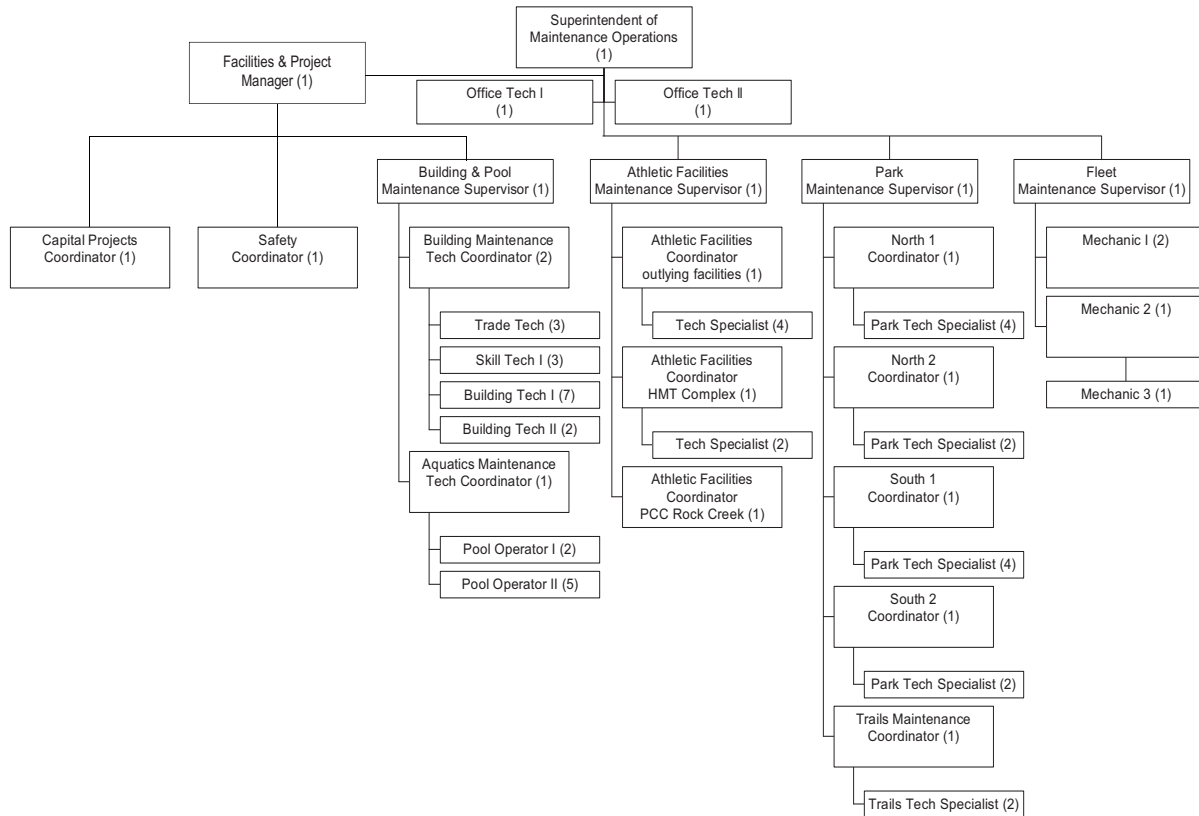
Building & Pool Maintenance

Park Maintenance

Fleet Maintenance

BUSINESS & FACILITIES DIVISION

Maintenance Operations Department



Department Overview

The Maintenance Operations Department is responsible to the director of Business & Facilities for providing and coordinating all maintenance support services to park district buildings, pools, athletic fields and courts, grounds and fleet. In addition, the department maintains school, church and community college sports fields, which are available for public use.

Maintenance Operations programs (Park, Athletic Facilities, Buildings & Pools, and Fleet) are managed by supervisors, who report to the superintendent of Maintenance Operations.

Park Maintenance

The Park Maintenance Program maintains play structures, irrigation systems, drinking fountains, pedestrian and bike paths, parking lots, regional and community trail systems, drainage systems, picnic shelters, bridges, boardwalks, turf, community gardens and ornamental landscapes.

Park Maintenance provides special event and community event support, hazard tree inspections, mowing, trash collection and numerous demand services. In addition, Park Maintenance supports the Natural Resources Department in the care of wetlands, lakes and urban forests. Park Maintenance also responds to and assists Park Patrol on a routine basis.

Athletic Facilities Maintenance

The Athletic Facilities Maintenance Program supports the facility needs of the Sports Department. Their responsibilities include all of the turf maintenance and game preparation of THPRD and Beaverton School District (BSD) fields for soccer, football, baseball, softball, lacrosse, rugby and cricket leagues. In addition to field maintenance, they maintain THPRD and BSD tennis courts, skate parks, outdoor basketball and outdoor volleyball courts. The Athletic Facilities Maintenance Program also oversees the maintenance operations at the

Department Overview (continued)

Portland Community College Rock Creek and Howard M. Terpenning sports complexes. Many of the fields and courts that the Athletic Facilities Maintenance Program is responsible for are located on BSD property.

Building & Pool Maintenance

The Building & Pool Maintenance Program provides maintenance, custodial housekeeping services, and program support at all district recreation centers, aquatic centers and other district facilities. Trade staff provide painting, plumbing, carpentry, electrical, and HVAC services to all district facilities. Building & Pool Maintenance staff maintain outdoor restrooms, gymnasiums, indoor and outdoor pools, and historic buildings. They perform much of the preventative maintenance on critical equipment and help develop the operation budget and proposed capital projects list. All full-time pool maintenance positions require Aquatics Facility Operator Certifications.

Fleet Maintenance

The district's fleet and power equipment inventory are serviced and repaired at the district's Fanno Creek Service Center mechanical shops. The fleet includes compact trucks, heavy-duty trucks, tractors, and specialized turf mowers. District staff provide welding and fabrication services, manage a comprehensive preventive maintenance program and an annual fleet replacement program. The district routinely shares equipment and services with other Washington County public agencies including a fueling facility at the Tualatin Valley Water District.

FY 2015/16 Accomplishments

Technical, professional and safety training continues to be a high priority for Maintenance Operations. Staff attended numerous training workshops, including Energy Trust of Oregon's Strategic Energy Mgt. workshops, Sports Turf Management Association national conference, Resource Management School, National Recreation and Park Association Certified Playground Safety Inspectors, Aquatic Facility Operator Certification, and Automotive Service Excellence Certifications.

The department was recognized, both internally and externally with numerous awards and recognitions:

- Park Maintenance received an excellence award from the Oregon Rehabilitation Association.
- James Quach was announced and presented the winner of the Annual PRIDE Award during the All Staff meeting; the Aquatic Maintenance team received the PRIDE Award in January 2015.

The Tualatin Hills Tennis Center roof was successfully replaced with a like system to protect the indoor courts, offices and supporting elements to ensure programming within the facility can continue being implemented.

FY 2016/17 Goals and Objectives

The goal of the Maintenance Operations Department is to provide efficient and effective maintenance services that protect and enhance the value of park district assets and natural resources. Factors to monitor and assure efficiency and effectiveness are:

Productivity – Manage the percentage of total hours spent on direct productive activities.

Performance – Provide an efficient service delivery that meets or exceeds the percentage of desired services (DSL) per visit.

Quality – Sites consistently meet the service quality standards identified in the Maintenance Standards Manual.

Prioritize – Assure the most important tasks are being accomplished or addressed during each site visit.

Complete the last seismic project at Garden Home Recreation Center, scheduled to start in July 2016. The improvements will provide a significant upgrade to patron and staff egress safety during a seismic event.

Complete the Tualatin Hills Aquatic Center Renovation project by the end of 2016. The renovation will provide many repairs and replacements to critical system elements that have met their life expectancy. The renovation project includes replacing the roof, pool deck, pool tank, pool gutter/tile, pool underwater lights and repairing the dive tower and HVAC system. In addition, this project will expand the pool deck storage capacity and upgrade the seismic supports within the pool natatorium.

FY 2016/17 Goals and Objectives (continued)

Continue to replace signage to implement the signage master plan. Maintenance staff streamlined a replacement process that is efficient; they will continue replacing the remaining signs in our parks during the next two winters.

Budget Highlights

Fleet Fuel Impacts – New strategies were applied during FY 2015/16 to offset trending increases in use & mileage, the results have been successful by reducing use by 3,335 gallons and driving 12,784 fewer miles. The district is expecting to consume approximately 44,000 gallons of gasoline and 12,500 gallons of diesel fuel in FY 2016/17. With reduced utilization and predicted lower fuel costs, the proposed budget reflects a \$5,000 reduction in vehicle fuels costs.

New or Expanded Facilities Impacts – The proposed budget includes part-time staffing, supply, and utility increases necessary to maintain new or expanded parks, athletic fields and buildings resulting from completion of 2008 Bond Fund capital projects as well as projects funded from the System Development Charge fund and grant funds. New sites to be maintained include the Conestoga Middle School synthetic turf field, Westside Trail Segment 18 and the Westside to Waterhouse Trail.

Utility Impacts – The proposed budget reflects natural gas rate decreases of 7.4% and electric rates decreases of approximately 2.4%. In FY 2015/16, overall electricity usage increased by 1.3% and natural gas usage increased by 1.2%. Both electricity and natural gas consumption are expected to remain steady in FY 2016/17 based on the three-year average so the rate decreases result in a savings of approximately \$95,000.

Despite efforts at conservation, water usage increased in FY 2015/16 by 13.4% driven in large part by an unseasonably hot summer. Water usage is expected to increase slightly in FY 2016/17 as new irrigated park sites are added to the inventory. The proposed budget reflects an increase in water utility costs of \$97,000 resulting primarily from a 16.4% rate increase from the district's primary water provider.

Business Plans – The proposed budget includes capital funding for business plans, which support the goal of “operating and maintaining parks and facilities an efficient, safe and cost-effective manner, while maintaining high standards”:

- Pool Vacuum Robot – will free up to four hours of labor per week that will allow time to be used to perform other duties.
- Electric deduct meters – will provide data to independently monitor electric usage at HMT buildings.
- LED fixtures at Conestoga Recreation & Aquatic Center – will replace the exterior lighting with LED fixtures for greater energy efficiency and reduced maintenance.



Division: Business & Facilities
Department: Maintenance Operations

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Summary of Appropriations					
Personnel Services	7,865,407	8,212,243	8,764,249	8,946,027	8,946,027
Materials & Services	3,694,494	3,884,389	4,128,482	4,238,354	4,238,354
Capital Outlay	317,627	243,340	288,200	317,399	317,399
Total Appropriations	11,877,528	12,339,972	13,180,931	13,501,780	13,501,780

Summary by Program					
Superintendent of Maintenance Op.	582,094	684,076	752,895	805,832	805,832
Athletic Facilities Maintenance	1,874,126	2,018,675	2,125,159	2,149,043	2,149,043
Building and Pool Maintenance	5,123,157	5,193,263	5,351,657	5,344,206	5,344,206
Park Maintenance	3,102,161	3,350,097	3,748,586	3,978,635	3,978,635
Fleet Maintenance	1,195,990	1,093,861	1,202,634	1,224,064	1,224,064
Total Appropriations	11,877,528	12,339,972	13,180,931	13,501,780	13,501,780

Division Staff					
Full-time	65.00	66.00	67.00	67.00	67.00
Regular part-time (FTE)	7.88	7.00	7.00	6.13	6.13
Part-time (FTE)	56.00	57.91	57.67	60.36	60.36



Division: Business & Facilities
 Department: Maintenance Operations
 Program: Superintendent of Maintenance Operations

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Program Appropriations					
F.T. Salary	353,193	409,476	465,132	467,400	467,400
P.T. Salary	31,075	20,666	19,142	24,216	24,216
Employee Benefits	138,946	184,977	195,923	218,569	218,569
Payroll Taxes	38,351	41,535	44,902	44,278	44,278
Personnel Services	561,565	656,654	725,099	754,463	754,463
Professional and Technical Services	5,081	2,554	9,370	10,125	10,125
Communications	5,442	4,410	5,100	5,100	5,100
Supplies	7,455	7,454	6,146	6,174	6,174
Training, Travel and Memberships	2,551	1,802	7,180	7,470	7,470
Utilities	-	11,202	-	22,500	22,500
Material & Services	20,529	27,422	27,796	51,369	51,369
Program Total	582,094	684,076	752,895	805,832	805,832
Department Staff					
Full-time	4.00	5.00	6.00	6.00	6.00
Regular part-time (FTE)	0.00	0.00	0.00	0.00	0.00
Part-time (FTE)	1.02	0.98	0.69	0.73	0.73

Division: Business & Facilities
 Department: Maintenance Operations
 Program: Athletic Facilities Maintenance

KEY PERFORMANCE INDICATORS

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Projected Outcome 2015/16	Proposed Outcome 2016/17
Workload:				
Athletic fields maintained	264	255	256	256
Outdoor sport courts maintained ¹	178	178	178	178
Total Workload Units	442	433	434	434
Efficiency:				
Cost per athletic field	\$5,191	\$5,363	\$5,630	\$5,774
Cost per outdoor sport court	\$2,651	\$2,645	\$2,727	\$2,793
Goal Outcome Measures:				
Electricity (kWh/lighted field and court count)	5,823	6,099	5,873	5,873
Water (gallons/field and court count)	62,582	77,692	87,826	87,826
Performance Measures:				
% of desired service level (DSL) on fields	95%	97%	97%	97%
% of desired service level (DSL) on courts	95%	100%	100%	100%

¹ Includes 6 indoor tennis courts.

Division: Business & Facilities
Department: Maintenance Operations
Program: Athletic Facilities Maintenance

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Program Appropriations					
F.T. Salary	535,997	582,874	614,130	622,911	622,911
P.T. Salary	387,680	394,846	432,599	442,518	442,518
Employee Benefits	267,136	286,116	293,364	317,186	317,186
Payroll Taxes	105,243	108,924	109,632	109,766	109,766
Personnel Services	1,296,056	1,372,760	1,449,725	1,492,381	1,492,381
Professional and Technical Services	200	817	2,600	2,600	2,600
Rental Equipment	913	1,719	1,200	1,200	1,200
Other Services	91,222	94,098	105,915	107,985	107,985
Communications	10,004	11,707	13,187	14,687	14,687
Supplies	315,299	336,531	336,801	336,931	336,931
Training, Travel and Memberships	3,968	3,757	6,020	6,020	6,020
Utilities	154,797	196,573	208,001	185,529	185,529
Small Furniture, Fixtures and Equip.	1,667	713	1,710	1,710	1,710
Material & Services	578,070	645,915	675,434	656,662	656,662
Program Total	1,874,126	2,018,675	2,125,159	2,149,043	2,149,043
Department Staff					
Full-time	10.00	10.00	10.00	10.00	10.00
Regular part-time (FTE)	0.00	0.00	0.00	0.00	0.00
Part-time (FTE)	15.18	15.68	16.12	16.41	16.41
Funded Service Level					
Baseball/Softball Fields Maintained at 100% DSL	102	103	105	103	103
Total Baseball/Softball Fields in Inventory	107	106	108	106	106
Sport Courts Maintained at 100% DSL	169	178	178	178	178
Total Sport Courts	178	178	178	178	178

Division: Business & Facilities
 Department: Maintenance Operations
 Program: Building & Pool Maintenance

KEY PERFORMANCE INDICATORS

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Projected Outcome 2015/16	Proposed Outcome 2016/17
Workload:				
Buildings - 1,000 sq feet of space	461	461	461	461
Pools - 1,000 sq feet of space	117	117	117	117
Total Workload Units	578	578	578	578
Efficiency:				
Cost per sq foot of buildings	\$6.61	\$6.63	\$6.89	\$7.11
Cost per sq foot of pools	\$16.29	\$17.28	\$17.07	\$17.51
Goal Outcome Measures:¹				
Gas (Therms/sq foot)	0.9	0.9	0.9	0.9
Electricity (kWh/sq foot)	12.4	12.5	12.7	12.7
Water (gallons/sq foot)	54.3	54.6	54.2	54.2
Performance Measures:				
% of desired service level (DSL) in buildings	86%	88%	88%	88%
% of desired service level (DSL) in pools	72%	72%	72%	72%

¹ Based on total building and pool square footage

Division: Business & Facilities
 Department: Maintenance Operations
 Program: Building & Pool Maintenance

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Program Appropriations					
F.T. Salary	1,476,476	1,515,599	1,552,280	1,564,477	1,564,477
R.P.T. Salary	312,550	321,123	337,320	300,511	300,511
P.T. Salary	374,799	352,617	387,000	400,963	400,963
Employee Benefits	791,473	817,929	834,054	877,567	877,567
Payroll Taxes	241,253	238,364	241,287	234,529	234,529
Personnel Services	3,196,551	3,245,632	3,351,941	3,378,047	3,378,047
Professional and Technical Services	6,138	7,857	6,320	26,502	26,502
Rental Equipment	1,526	1,985	1,500	1,500	1,500
Other Services	154,840	169,097	148,711	150,361	150,361
Supplies	380,216	377,766	389,580	415,015	415,015
Training, Travel and Memberships	9,628	9,716	9,200	8,150	8,150
Utilities	1,307,767	1,303,100	1,372,280	1,277,167	1,277,167
Communication	66,443	62,498	68,925	68,065	68,065
Small Furniture, Fixtures and Equip.	48	-	-	-	-
Material & Services	1,926,606	1,932,019	1,996,516	1,946,760	1,946,760
Building/Pool Equip. Replacement	-	7,995	3,200	15,900	15,900
Building/Pool Equip. Improvement	-	7,617	-	3,499	3,499
Capital Outlay	-	15,612	3,200	19,399	19,399
Program Total	5,123,157	5,193,263	5,351,657	5,344,206	5,344,206
Department Staff					
Full-time	27.00	26.00	26.00	26.00	26.00
Regular part-time (FTE)	7.88	7.00	7.00	6.13	6.13
Part-time (FTE)	15.35	15.79	15.43	16.12	16.12
Funded Service Level					
1,000 sq ft of Building Maintained at 100% DSL	396	406	406	406	406
Total 1,000 sq ft of Building	461	461	461	461	461
1,000 sq ft of Pools Maintained at 100% DSL	84	84	84	84	84
Total 1,000 sq ft of Pools	117	117	117	117	117

Division: Business & Facilities
 Department: Maintenance Operations
 Program: Building & Pool Maintenance
 Detail of Capital Outlay

Project Number	Capital Project	Adopted Budget	Page #
BUILDING AND POOL EQUIPMENT REPLACEMENTS			
1	Autoscrubber	3,000	BF-61
2	Pool Covers (2 sites)	12,900	BF-61
	<i>TOTAL BUILDING AND POOL EQUIPMENT REPLACEMENTS</i>	<u>\$ 15,900</u>	
BUILDING AND POOL EQUIPMENT IMPROVEMENTS			
3	Pool Vacuum Robot	3,499	BF-61
	<i>TOTAL BUILDING AND POOL EQUIPMENT IMPROVEMENTS</i>	<u>\$ 3,499</u>	
	<i>TOTAL BUILDING AND POOL EQUIPMENT</i>	<u><u>\$ 19,399</u></u>	

**BUILDING & POOL MAINTENANCE
CAPITAL OUTLAY**

BUILDING AND POOL EQUIPMENT REPLACEMENTS

ITEM 1: **Autoscrubber**

BUDGET: \$3,000

DESCRIPTION: Replacement of the floor autoscrubber at Cedar Hills Recreation Center.

ITEM 2: **Pool Covers (2 sites)**

BUDGET: \$12,900

DESCRIPTION: Replacement of the pool covers for Raleigh Swim Center and Somerset West Swim Center.

BUILDING AND POOL EQUIPMENT IMPROVEMENTS

ITEM 3: **Pool Vacuum Robot**

BUDGET: \$3,499

DESCRIPTION: Purchase of pool vacuum for Conestoga Recreation & Aquatic Center.

Division: Business & Facilities
Department: Maintenance Operations
Program: Park Maintenance

KEY PERFORMANCE INDICATORS

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Projected Outcome 2015/16	Proposed Outcome 2016/17
Workload:				
Developed acres	1,052	1,062	1,075	1,082
Undeveloped acres	1,236	1,244	1,275	1,284
Total Workload Units	2,288	2,306	2,350	2,366
Efficiency:				
Cost per developed acre	\$2,740	\$2,892	\$3,133	\$3,308
Cost per undeveloped acre	\$260	\$274	\$293	\$292
Goal Outcome Measures:				
Electricity (kWh/developed acre)	118.4	124.8	127.2	127.2
Water (gallons/developed acre)	50,960	51,396	63,908	63,908
Vehicle miles traveled per developed acre	374	384	370	370
Performance Measures:				
% of desired service level (DSL) high-production				
mowing for developed acres	86%	92%	93%	93%

Division: Business & Facilities
Department: Maintenance Operations
Program: Park Maintenance

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Program Appropriations					
F.T. Salary	1,054,687	1,147,432	1,221,135	1,239,523	1,239,523
P.T. Salary	547,883	522,424	700,773	732,323	732,323
Employee Benefits	530,246	566,180	575,036	597,987	597,987
Payroll Taxes	181,594	183,959	200,386	201,858	201,858
Personnel Services	2,314,410	2,419,995	2,697,330	2,771,691	2,771,691
Professional and Technical Services	42,323	57,091	56,000	57,500	57,500
Rental Facility	-	-	2,000	-	-
Rental Equipment	8,199	9,920	15,100	14,245	14,245
Communication	18,672	23,688	24,110	26,800	26,800
Other Services	85,941	38,086	48,062	50,596	50,596
Supplies	154,767	186,281	259,386	254,363	254,363
Training, Travel and Memberships	7,480	8,212	9,665	9,980	9,980
Utilities	470,369	606,824	636,933	793,460	793,460
Material & Services	787,751	930,102	1,051,256	1,206,944	1,206,944
Program Total	3,102,161	3,350,097	3,748,586	3,978,635	3,978,635
Department Staff					
Full-time	19.00	20.00	20.00	20.00	20.00
Regular part-time (FTE)	0.00	0.00	0.00	0.00	0.00
Part-time (FTE)	23.70	24.71	24.70	26.37	26.37
Funded Service Level					
HP Mowing Acres Maintained at 100% DSL	313	307	310	310	310
Total HP Mowing Acres in Inventory	364	364	334	334	334

Division: Business & Facilities
 Department: Maintenance Operations
 Program: Fleet Maintenance

KEY PERFORMANCE INDICATORS

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Projected Outcome 2015/16	Proposed Outcome 2016/17
Workload:				
Vehicle and equipment units	490	490	501	503
Total Workload Units	490	490	501	503
Efficiency:				
Cost per vehicle and equipment unit	\$1,801	\$1,768	\$1,831	\$1,821
Vehicle and equipment unit per FTE	85.2	85.2	87.1	87.8
Goal Outcome Measures:				
% of alternate fuel on-road vehicle miles	10.4%	10.5%	10.7%	10.7%
Performance Measures:				
% of desired service level (DSL) in preventative maintenance for fleet	76%	77%	83%	85%

Division: Business & Facilities
Department: Maintenance Operations
Program: Fleet Maintenance

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Program Appropriations					
F.T. Salary	314,592	326,994	338,087	329,387	329,387
P.T. Salary	17,646	16,822	23,706	23,072	23,072
Employee Benefits	127,447	135,982	139,463	160,043	160,043
Payroll Taxes	37,140	37,404	38,898	36,943	36,943
Personnel Services	496,825	517,202	540,154	549,445	549,445
Professional and Technical Services	3,811	1,766	5,610	6,970	6,970
Rental Equipment	-	-	1,300	1,300	1,300
Communications	2,075	2,621	2,500	2,500	2,500
Supplies	28,466	54,659	38,094	39,820	39,820
Vehicle & Equipment Parts	121,797	88,955	117,626	123,229	123,229
Vehicle & Equipment Services	21,281	38,630	29,050	30,150	30,150
Gas & Oil (Vehicles)	202,115	159,775	180,800	169,150	169,150
Training, Travel and Memberships	1,993	2,525	2,500	3,500	3,500
Material & Services	381,538	348,931	377,480	376,619	376,619
Maintenance Equip. Replacement	317,627	227,728	285,000	283,300	283,300
Maintenance Equip. Improvements	-	-	-	14,700	14,700
Capital Outlay	317,627	227,728	285,000	298,000	298,000
Program Total	1,195,990	1,093,861	1,202,634	1,224,064	1,224,064
Department Staff					
Full-time	5.00	5.00	5.00	5.00	5.00
Regular part-time (FTE)	0.00	0.00	0.00	0.00	0.00
Part-time (FTE)	0.75	0.75	0.73	0.73	0.73
Funded Service Level					
Vehicle & Equipment Units Maintained at 100% DSL	348	402	409	409	409
Total Vehicle & Equipment Units in Inventory	490	490	497	497	497

Division: Business & Facilities
 Department: Maintenance Operations
 Program: Fleet Maintenance
 Detail of Capital Outlay

Project Number	Capital Project	Adopted Budget	Page #
MAINTENANCE EQUIPMENT REPLACEMENTS			
1	Mower - 52" (4)	32,000	BF-67
2	Tandem axle trailer - 3.5 ton (3)	22,500	BF-67
3	Full-size pickup with liftgate	33,000	BF-67
4	Electric utility vehicle	14,000	BF-67
5	Mower blade grinder	18,000	BF-67
6	Wire feed welder	4,000	BF-67
7	Hydraulic press	2,500	BF-68
8	Mower - 72"	15,000	BF-68
9	Mini Backhoe	35,000	BF-68
10	Infield rake	15,000	BF-68
11	Sod cutter (2)	10,000	BF-68
12	Front loader	9,800	BF-68
13	Single axle trailer - 1 ton (4)	20,000	BF-69
14	Minibus	52,500	BF-69
	TOTAL MAINTENANCE EQUIPMENT REPLACEMENTS	<u>\$ 283,300</u>	
MAINTENANCE EQUIPMENT IMPROVEMENTS			
15	Digital Playground Analyzer	2,500	BF-69
16	Vehicle Wraps	12,200	BF-69
	TOTAL MAINTENANCE EQUIPMENT IMPROVEMENTS	<u>\$ 14,700</u>	
	MAINTENANCE EQUIPMENT CAPITAL	<u>\$ 298,000</u>	

**VEHICLES & EQUIPMENT
CAPITAL OUTLAY**

MAINTENANCE EQUIPMENT REPLACEMENTS

ITEM 1: **Mower - 52" (4)**

BUDGET: \$32,000

DESCRIPTION: Replacement of four units - #5670, #5690, #5730 and #5750, 2010 Toro 52" mowers for Park Maintenance (2) and Athletic Facilities Maintenance (2). Normal life is 48 months.

ITEM 2: **Tandem axle trailer - 3.5 ton (3)**

BUDGET: \$22,500

DESCRIPTION: Replacement of three units - #5900, #5920 and #5970, trailers (two 1993 and one 1995) for Park Maintenance. Normal life is 180 months.

ITEM 3: **Full-size pickup with liftgate**

BUDGET: \$33,000

DESCRIPTION: Replacement of unit - #1329, 2005 full-size pickup for Park Maintenance. Normal life is 120 months or 90,000 miles. Projected replacement of current unit at 93,000 miles.

ITEM 4: **Electric utility vehicle**

BUDGET: \$14,000

DESCRIPTION: Replacement of unit - # 5411, 2009 Toro for Athletic Facilities Maintenance. Normal life is 72 months or 2,600 hours. Projected replacement of current unit at 2,800 hours.

ITEM 5: **Mower blade grinder**

BUDGET: \$18,000

DESCRIPTION: Replacement of a blade grinder for Fleet Maintenance.

ITEM 6: **Wire feed welder**

BUDGET: \$4,000

DESCRIPTION: Replacement of a 1986 wire feed welder for Fleet Maintenance.

**VEHICLES & EQUIPMENT
CAPITAL OUTLAY**

ITEM 7: **Hydraulic press**

BUDGET: \$2,500

DESCRIPTION: Replacement of a 1975 hydraulic press for Fleet Maintenance.

ITEM 8: **Mower - 72"**

BUDGET: \$15,000

DESCRIPTION: Replacement of unit - #7641, 2008 Toro 72" mower for Park Maintenance. Normal life is 60 months or 1,500 hours. Projected replacement of current unit at 1,500 hours.

ITEM 9: **Mini Backhoe**

BUDGET: \$35,000

DESCRIPTION: Replacement of unit - #5211, 2007 Toro Dingo for Park Maintenance. Normal life is 108 months or 1,000 hours. Projected replacement of current unit at 2,100 hours.

ITEM 10: **Infield rake**

BUDGET: \$15,000

DESCRIPTION: Replacement of unit - #5560, 2003 Toro Sand Pro for Athletic Facilities Maintenance. Normal life is 66 months or 1,600 hours. Projected replacement of current unit at 1,800 hours.

ITEM 11: **Sod cutter (2)**

BUDGET: \$10,000

DESCRIPTION: Replacement of two units - #5200 and #5300, purchased in 2004 for Park Maintenance and Athletic Facilities Maintenance. Normal life is 108 months or 900 hours.

ITEM 12: **Front loader**

BUDGET: \$9,800

DESCRIPTION: Replacement of unit - #A710, 2007 line painter for Athletic Facilities Maintenance. Asset will be replaced by a front loader for an existing tractor.

**VEHICLES & EQUIPMENT
CAPITAL OUTLAY**

ITEM 13: **Single axle trailer - 1 ton (4)**

BUDGET: \$20,000

DESCRIPTION: Replacement of four units - # 5880, #5890, #5860 and #5850, trailers for Park Maintenance (2) and Athletic Facilities Maintenance (2). Normal life is 180 months.

ITEM 14: **Minibus**

BUDGET: \$52,500

DESCRIPTION: Replacement of 15-passenger van currently leased from the State of Oregon with a minibus. The State of Oregon is phasing out their van leasing program.

MAINTENANCE EQUIPMENT IMPROVEMENTS

ITEM 15: **Digital Playground Analyzer**

BUDGET: \$2,500

DESCRIPTION: Purchase of a playground analyzer, which analyzes the fall impact from playground equipment on multiple types of surfaces.

ITEM 16: **Vehicle Wraps**

BUDGET: \$12,200

DESCRIPTION: Installation of vehicle wraps on existing district vehicles, as part of marketing plan.





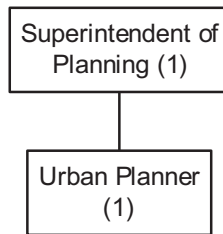
TUALATIN HILLS
PARK & RECREATION DISTRICT

PLANNING



BUSINESS & FACILITIES DIVISION

Planning Department



Department Overview

The superintendent of Planning is responsible to the director of Business & Facilities providing support for acquisitions; intergovernmental relations and land use legislation at the state, regional and local level; and monitoring development application at the City of Beaverton and Washington County.

FY 2015/16 Accomplishments

Supported the work of the Parks Bond Citizen Oversight Committee.

Managed the park district's land acquisition program.

Implemented the land acquisitions element of the bond program.

Continued to participate in Washington County processes to implement the plan for the North Bethany urban growth boundary expansion area.

Monitored Washington County and City of Beaverton land use review processes for park/trail projects.

Advocated for district interests during Washington County's ordinance process including ordinances: (1) to modify buffers on the northeastern edge of the North Bethany area; (2) to adopt the Bonny Slope West Community Plan; and (3) to amend the community development code to include a 1,000-foot buffer between retail marijuana facilities and district youth-oriented recreational facilities.

Pursued regional, state and federal grants for site and trail system acquisition and development.

Represented all park and recreation providers in the region on the Metro Technical Advisory Committee (MTAC).

Represented the district on the Washington County Coordinating Committee Transportation Advisory Committee and the Washington County Transportation Study Combined Planners Group.

FY 2016/17 Goals and Objectives

Move forward on targeted land acquisitions for parks, trails and natural areas consistent with the Comprehensive Plan Update, Parks, Trails and Natural Resources functional plans, as well as commitments made in the 2008 bond measure. (The focus of acquisition efforts will remain on acquiring natural areas.)

Continue to support the work of the Parks Bond Citizen Oversight Committee.

Participate in Washington County's land use ordinance process to address remaining development issues in North Bethany, in particular half-street road improvements for linear parks and trails, as well as for on-street trails.

Pursue annexations to the park district via the voluntary annexation program or other strategies approved by the board.

Negotiate intergovernmental agreement with the City of Beaverton to memorialize district's role as park provided for city.

Prepare grant tracking and prioritization system based on functional plans.

Pursue additional support for development of the park district's trails system.

FY 2016/17 Goals and Objectives (continued)

Work with Metro officials on regional planning issues of interest to the park district, including the 2018 Regional Transportation Plan and continued membership on MTAC.

Work with Washington County and City of Beaverton officials on development review processes, planning projects and ordinances of interest to the district.

Budget Highlights

The proposed budget reflects the reorganization that moved the Planning and Design & Development departments from the separate Planning Division into the Business & Facilities Division. The Planning Department contains appropriations previously included in the Office of the Director of Planning Department. Aside from the new structure, there are no significant changes from the prior-year budget for planning.

Division: Business & Facilities

Department: Planning

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Summary of Appropriations					
Personnel Services	494,726	391,965	473,493	476,479	476,479
Materials & Services	8,224	11,219	11,015	9,735	9,735
Total Appropriations	502,950	403,184	484,508	486,214	486,214
Summary by Program					
Planning	502,950	403,184	484,508	486,214	486,214
Total Appropriations	502,950	403,184	484,508	486,214	486,214
Division Staff					
Full-time	2.00	2.00	2.00	2.00	2.00
Regular part-time (FTE)	0.00	0.00	0.00	0.00	0.00
Part-time (FTE)	1.45	1.45	1.13	1.13	1.13

Note: As of FY 2016/17, the department title changed from Office of the Director of Planning to Planning.

Division: Business & Facilities

Department: Planning

Program: Planning

KEY PERFORMANCE INDICATORS

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Projected Outcome 2015/16	Proposed Outcome 2016/17
Acquire new parks, athletic fields, natural areas and trail corridor properties identified in district functional plans and the System Development Charge (SDC) Capital Improvement Program.	Acquired up to five park properties, at least 10 natural area properties and at least five trail corridor properties. Much of the acquisition was expected to be in the North Bethany area using SDC funds or SDC credits.	Acquired 3 natural areas, 5 trail corridor sites and 6 park properties.	Acquisition of four park properties, two new sites and an easement adjacent to an existing park. Acquisition of one natural area located in the Timberland area. Four trail corridor acquisitions were completed, two along the Westside Trail and two along the Cedar Mill Creek Trail.	Acquisition will be guided by the Parks, Trails and Natural Resources Functional Plans. Many acquisitions are expected to come from the new urban growth areas in North Bethany, South Cooper Mountain and Bonny Slope West.
Seek grants and outside funding sources.	4 grants were applied for. None were awarded.	1 grant was applied for and was not awarded	5 grants have been applied for, and may apply for up to 4 more.	Will apply for grants as determined. Priorities for grants will be guided by the Parks, Trails and Natural Resources Functional Plans.

Division: Business & Facilities

Department: Planning

Program: Planning

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Program Appropriations					
F.T. Salary	247,787	191,723	202,222	194,793	194,793
P.T. Salary	130,631	103,724	165,929	169,978	169,978
Employee Benefits	77,419	66,724	71,276	77,921	77,921
Payroll Taxes	38,889	29,794	34,066	33,787	33,787
Personnel Services	494,726	391,965	473,493	476,479	476,479
Supplies	303	244	400	400	400
Communications	3,073	1,746	2,000	2,000	2,000
Training, Travel and Memberships	4,848	9,229	8,615	7,335	7,335
Material & Services	8,224	11,219	11,015	9,735	9,735
Program Total	502,950	403,184	484,508	486,214	486,214
Department Staff					
Full-time	2.00	2.00	2.00	2.00	2.00
Regular part-time (FTE)	0.00	0.00	0.00	0.00	0.00
Part-time (FTE)	1.45	1.45	1.13	1.13	1.13





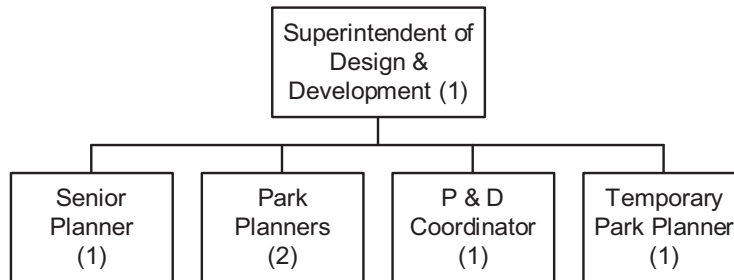
TUALATIN HILLS
PARK & RECREATION DISTRICT

DESIGN & DEVELOPMENT



BUSINESS & FACILITIES DIVISION

Design & Development Department



Department Overview

The superintendent of Design & Development is responsible to the director of Business & Facilities. Areas of responsibility for the department include capital project administration, master planning, design and construction of park, trail and facility development. All land acquisition for the district (with the exception of some system development charge-related land acquisition) is administered by the superintendent of Planning.

Design & Development activities include:

Park, trail and facility planning and design, capital improvement project management including projects under the bond program, implementation of district master plans, public outreach for capital project planning, easement coordination, and inter-agency coordination.

FY 2015/16 Accomplishments

Non-Bond Projects: Began construction administration on Westside Trail #18 (Metropolitan Transportation Improvement Program [MTIP] grant), Ridgewood View Park/Tualatin Valley Water District (TVWD) reservoir, Bethany Creek Falls Phase I & II, Abbey Heights Trail, Grace Hollow Trail, and Iron Ridge Crossing. Completed construction and/or property transfer on SDC trail and park projects at Timberland and Arbor Heights East, Tennis Center roof project, Abbey Meadows initial site work and North Bethany acquisition. Began master plan on Beaverton Creek Trail-Crescent Connection. Continued to incorporate sustainable elements and new signage master plan signs into all projects. Completed the Trails Functional Plan and SDC Methodology and Administrative Procedures Guide updates. Staff involvement with Athletic Facilities Functional Plan.

Bond Projects Completed: Projects completed were Cedar Hills Recreation Center seismic upgrades, Beaverton Swim Center. In addition processes completed were sole source for synthetic turf and prequalification process for SW Quadrant Community Park.

2008 Bond Projects in Process: Projects that were undergoing master planning included Cedar Hills Park, Garden Home Recreation Center seismic upgrades, and Somerset West Park.

Projects that were in construction administration included Westside to Waterhouse Trail.

FY 2016/17 Goals and Objectives

Non-Bond Projects: Complete master planning for Beaverton Creek Trail-Crescent Connection, and three neighborhood parks funded by SDC funds. Begin master plan of Bonny Slope Trail and Bethany Creek Falls Phase III & V. Provide oversight of developer SDC projects, development and initial site work and inter-agency coordination for properties THPRD has purchased; these include Bethany Creek Falls Phases II & III, Grace Hollow, Abbey Heights, Abbey Meadows, three West Hills Development projects, two Noyes Development projects, BSD North Bethany Elementary School and South Cooper Mountain High School. Oversee completion of construction at Ridgewood View Park (TVWD reservoir), Tualatin Hills Aquatic Center renovation project, and Westside Trail Segment #18 (MTIP grant). Continue to incorporate sustainable elements and new signage master plan signs into all projects. Provide design/planning and project assistance to other departments as needed.

FY 2016/17 Goals and Objectives (continued)

2008 Bond Projects:

Projects scheduled for master planning include SW Youth Athletic Field.

Projects planned for design development include Cedar Hills Park, Somerset West Park.

Projects planned for construction administration include SW Quadrant Community Park

Projects scheduled for completion include Westside to Waterhouse Trail, Garden Home Recreation Center seismic upgrades, and Conestoga Middle School Youth Athletic Field.

Address current and future needs identified in the district: Follow the 2013 Comprehensive Plan update, utilize the Parks, Trails, Natural Resources and Athletic Facilities Functional Plans, and continue work to achieve goals of the 2008 bond measure.

Budget Highlights

The proposed budget reflects the continued funding of one temporary park planner position due to the workload of bond and non-bond projects, but eliminates the temporary bond office tech position.

Performance Standards

Design and develop new parks, facilities, athletic fields and trail projects identified in the 2013 Comprehensive Plan update, the 2008 bond measure, 2016 SDC CIP list and the adopted FY 2016/17 budget.

Division: Business & Facilities
Department: Design & Development

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Summary of Appropriations					
Personnel Services	949,040	771,767	793,799	770,222	770,222
Materials & Services	45,814	36,738	58,750	60,219	60,219
Total Appropriations	994,854	808,505	852,549	830,441	830,441
Summary by Program					
Design & Development	994,854	808,505	852,549	830,441	60,219
Total Appropriations	994,854	808,505	852,549	830,441	60,219
Division Staff					
Full-time	9.00	8.00	7.00	6.00	6.00
Regular part-time (FTE)	0.00	0.00	0.00	0.00	0.00
Part-time (FTE)	0.00	0.00	0.00	0.00	0.00

Note: As of FY 2016/17, the department title changed from Planning & Development to Design & Development.

Division: Business & Facilities
Department: Design & Development
Program: Design & Development

KEY PERFORMANCE INDICATORS

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Projected Outcome 2015/16	Proposed Outcome 2016/17
<p>Develop new parks, athletic fields, natural areas and trail corridor properties identified in district master plans and the System Development Charge (SDC) Capital Improvement Program.</p>	<p>Completed construction of AM Kennedy Park, Barsotti Park, Vista Brook Park, Pioneer Park, Hansen Ridge Park, Roy Dancer Park, Westside Trail #1, 4, & 7, Waterhouse Trail #1, 4, 5, & West Spur, Waterhouse Park Play Equipment Replacement and Lowami Hart Woods Trail. Completed master plan for Veterans Memorial Park. Began design work for SW Community Park and Cedar Hills Park.</p>	<p>Completed construction of Cedar Mill Park & Trail, Roger Tilbury Park, Ben Graf Trail, HMT ADA Parking Improvements, Community Garden at Jackie Husen Park, and Fanno Creek Trail/Hall Blvd. Crossing. Completed HMT Administration Office Remodel, and 2 office remodels at FCSC. Continued master plan work for Somerset West, Cedar Hills Park, and SW Community Park. Began work on the Trails Functional Plan. Continued oversight of various SDC construction projects and land acquisition house demolitions. Coordinated and executed multiple easement agreements with CWS. Completed VAP #10.</p>	<p>Begin construction of Westside to Waterhouse Trail Connection, Ridgewood View Park, Westside Trail Seg. #18, SW Quadrant Community Park (SWQCP), SE Quadrant youth athletic field at Conestoga MS. Complete construction supervision of Bethany Creek Falls Phase I, Grace Hollow, Abbey Meadows and Iron Ridge Crossing developments. Complete master plans for Eichler Park and Somerset West Park. Begin master planning for NH Park #1 as identified in the 2014/15 approved budget, Garden Home Rec. Center seismic, and Beaverton Creek Trail (Crescent Connection). Complete replacement of Tennis Center roof and the Cedar Hills Rec Center seismic, Beaverton Swim Center, Harman Pool, prequalification for SWQCP construction and synthetic field sole source, 14 house demolitions, and Trails Functional Plan. Provide design review of site work for North Bethany, South Cooper Mountain and Bonny Slope West projects for properties and/or amenities THPRD has or intends to purchase. These include approximately 8-10 projects.</p>	<p>Complete construction of Westside to Waterhouse Trail Connection, Westside Trail Seg. #18, Garden Home Rec. Center seismic, Aquatic Center, SE Quadrant youth athletic field at Conestoga MS. Complete construction supervision of Ridgewood View Park and Bethany Creek Falls Phase II components and begin construction on Bethany Creek Falls Phase III. Continue construction at SW Quadrant Community Park. Complete master plans for Cedar Hills Park, NH Park #1 and NH Park #2 as identified in the 2014/15 approved budget, youth athletic field at Living Hope Church and Bonny Slope Trail. Continue design of Beaverton Creek Trail (Crescent Connection). Provide design review of site work for North Bethany, South Cooper Mountain and Bonny Slope West projects for properties and/or amenities THPRD has or intends to purchase. These include approximately 8-10 projects.</p>

Division: Business & Facilities
Department: Design & Development
Program: Design & Development

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Program Appropriations					
F.T. Salary	617,803	512,748	534,566	509,734	509,734
Employee Benefits	271,445	211,773	211,686	217,027	217,027
Payroll Taxes	59,792	47,246	47,547	43,461	43,461
Personnel Services	949,040	771,767	793,799	770,222	770,222
Professional and Technical Service	23,102	14,572	30,000	30,000	30,000
Supplies	6,991	6,766	10,000	9,294	9,294
Communications	2,628	2,418	1,950	2,875	2,875
Training, Travel and Memberships	13,093	12,572	15,800	17,050	17,050
Small Furniture & Office Equipment	-	410	1,000	1,000	1,000
Material & Services	45,814	36,738	58,750	60,219	60,219
Program Total	994,854	808,505	852,549	830,441	830,441
Department Staff					
Full-time	9.00	8.00	7.00	6.00	6.00
Regular part-time (FTE)	0.00	0.00	0.00	0.00	0.00
Part-time (FTE)	0.00	0.00	0.00	0.00	0.00



PLANNING



Division: Planning

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Summary of Appropriations					
Personnel Services	1,443,766	1,163,732	1,267,292	-	-
Materials & Services	54,038	47,957	69,765	-	-
Total Appropriations	1,497,804	1,211,689	1,337,057	-	-
Summary by Program					
Planning	502,950	403,184	484,508	-	-
Design & Development	994,854	808,505	852,549	-	-
Total Appropriations	1,497,804	1,211,689	1,337,057	-	-
Division Staff					
Full-time	11.00	10.00	9.00	0.00	0.00
Regular part-time (FTE)	0.00	0.00	0.00	0.00	0.00
Part-time (FTE)	1.45	1.45	1.13	0.00	0.00

Note: As of FY 2016/17, the departments in the Planning Division (Planning and Design & Development) have been moved to the Business & Facilities Division.



PARK & RECREATION SERVICES

AQUATICS



SPORTS



RECREATION



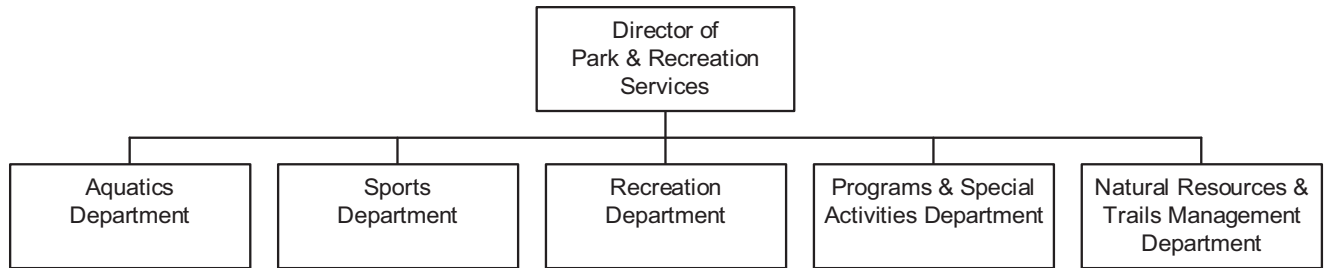
PROGRAMS & SPECIAL ACTIVITIES



NATURAL RESOURCES & TRAILS



PARK & RECREATION SERVICES DIVISION



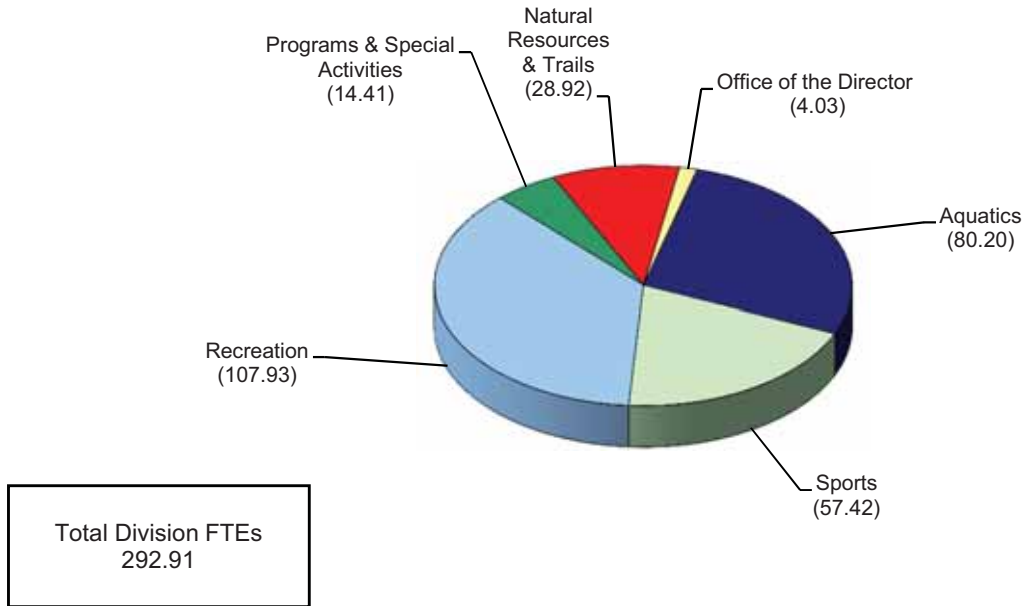
Division Mission

To provide a broad range of safe, high-quality recreation programs and special events that are responsive to the needs, abilities and interests of the diverse community we serve. To provide stewardship and protection of the park district's natural resources. Monitor and respond to the needs of our trail users to provide a safe and functional developed trail system.

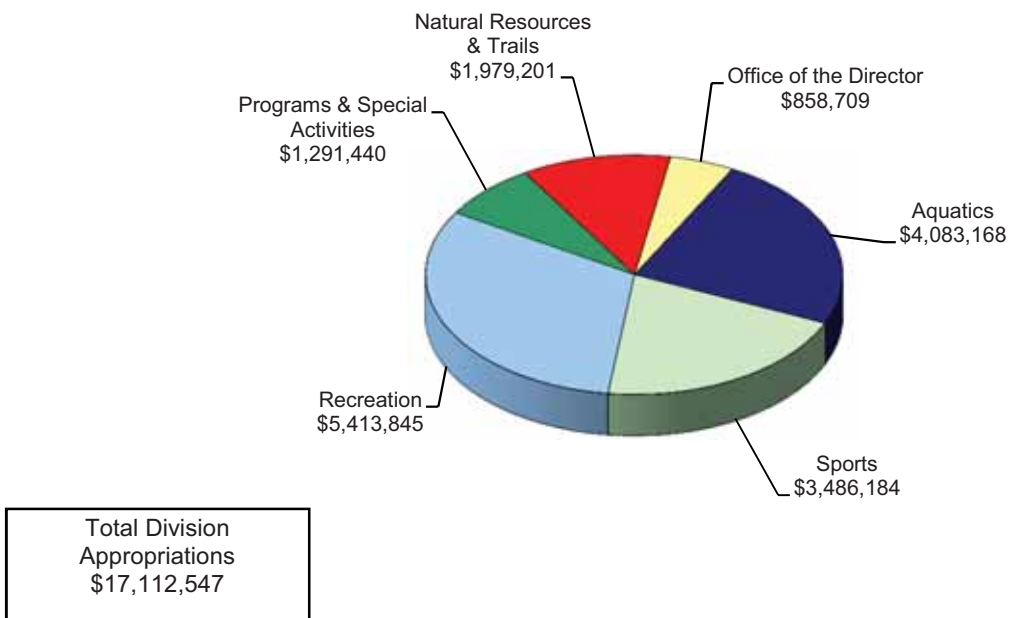
Division Overview

The director of Park & Recreation Services reports to the general manager and is responsible for all administrative functions relating to recreation program activities; aquatics programs; natural resource functions; trails management; sports; volunteer programs, special events, special programs and activities. The Park & Recreation Services Division budget includes the following departments: Office of the Director, Aquatics, Natural Resources & Trails Management, Programs & Special Activities, Recreation, and Sports. Activities of the Park & Recreation Division include staff development, customer experience and ADA and inclusion services.

Division Staffing by Departments FY 2016/17



Division Appropriations by Departments FY 2016/17



Division: Park & Recreation Services

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Summary of Appropriations					
Personnel Services	13,180,865	13,337,109	14,432,115	15,198,190	15,198,190
Materials & Services	1,397,869	1,384,309	2,006,149	1,914,357	1,914,357
Total Appropriations	14,578,734	14,721,418	16,438,264	17,112,547	17,112,547

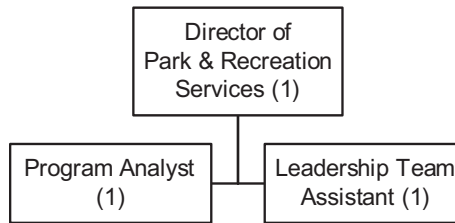
Summary by Department					
Office of the Director	581,337	582,980	835,083	858,709	858,709
Aquatics	3,677,869	3,700,239	4,094,063	4,083,168	4,083,168
Sports	1,593,384	1,630,023	2,924,248	3,486,184	3,486,184
Recreation	4,547,208	4,588,652	5,089,363	5,413,845	5,413,845
Programs & Special Activities	2,647,760	2,593,896	1,607,944	1,291,440	1,291,440
Natural Resources & Trails	1,531,176	1,625,628	1,887,563	1,979,201	1,979,201
Total Appropriations	14,578,734	14,721,418	16,438,264	17,112,547	17,112,547

Division Staff					
Full-time	72.00	72.00	69.00	72.00	72.00
Regular part-time (FTE)	19.28	18.41	17.53	14.04	14.04
Part-time (FTE)	181.64	185.89	196.99	206.87	206.87



PARK & RECREATION SERVICES DIVISION

Office of Director of Park & Recreation Services



Department Overview

This budget unit supports the activities of the director of Park & Recreation Services.

Activities of the Office of Director budget include the management and supervision of the program staff and the coordination and implementation of the division's activities.

FY 2015/16 Division Accomplishments

Developed the Athletic Facilities Functional Plan, the final of five functional plans that will guide the district's efforts in providing high-quality athletic facilities throughout our service area.

Held another successful Family Triathlon and Party in the Park which included an International Festival in partnership with the City of Beaverton.

Maintained positive working relationships with our affiliate clubs and the Beaverton School District.

Continued efforts to update the intergovernmental agreement with the Beaverton School District to maximize the use of facilities for both agencies.

Continued the community involvement in wildlife monitoring, habitat restoration, and trail maintenance resulting in healthier habitat areas and improved trail conditions.

Worked with a consultant to complete the ADA Access Audit of facilities, parks and paved trails, and the accompanying Transition Plan.

Held a highly successful Concert and Theater in the Park Series, with four concerts, including "Groovin' on the Grass" with Tower of Power, and one theater presentation.

Continued relationship with the American Red Cross's Water Safety Instructor Program.

Continued to provide a comprehensive in-service training program for all Aquatics staff with particular focus on medical emergencies, customer service, and instructor training.

Implemented new fee structure and use agreements for the affiliated aquatic clubs.

Increased outreach to low-income families and seniors by expanding access through partnerships with FamilyCare Health Plan, SilverSneakers, Silver&Fit and Rx Play.

Evaluated programming by the service assessment method to assure program relevance.

Established a Teen Programming Committee to conceive and deliver five different teen-oriented activities in aquatic and recreation centers.

FY 2016/17 Division Goals and Objectives

Continue emphasis on outstanding customer service at all of our facilities districtwide.

Begin implementation of a new customer service program that further improves our patrons' experience.

Develop and deliver an employee development plan that includes an onboarding procedure, training guidelines, and a mentoring program.

Undertake an effort to demonstrate the value of our part-time staff through our recruitment, training and recognition of their work.

Continue implementation of the cost recovery model.

Continue to offer, where possible, technical, professional, and safety training as a high priority for division staff.

**FY 2016/17 Division Goals and Objectives
(continued)**

Continue to seek ways to improve communications and contact with all people in our community to inform and offer programs of interest.

Continue the Rec Mobile program that delivers recreational programs to district residents that cannot afford the programs and target populations and locations that need programming availability.

Continue the partnership with the Beaverton School District's Summer Lunch Program at Rec Mobile sites and at facilities that are located in qualifying neighborhoods.

Seek partnership and other opportunities to fill low-use times division-wide.

Continue the Natural Resources Volunteer Program opportunities to create enhancement opportunities in our natural areas.

Partner with other public agencies and community groups to enhance and improve park district natural resource areas.

Continue to review and modify existing programs to meet the changing needs of our patrons. Evaluate the need to add or delete programs as needed by using the Service Assessment.

Promote interagency cooperation on field enhancement and maintenance projects with the Beaverton School District.

Seek grant funding to help expand programming.

Monitor program and class participation to assure appropriate cost recovery.

Emphasize and offer program opportunities for middle school age children as well as teens.

Increase ranger presence and environmental education offerings in parks and trails through the Trails Management Program.

Budget Highlights

The budget reflects the reallocation of full-time staff time from the Aquatics Department to the Office of the Director to fund an interim position for a program analyst. The program analyst is responsible for oversight and implementation of a customer service plan, employee development and operational reviews.

Division: Park & Recreation Services

Department: Office of the Director

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Summary of Appropriations					
Personnel Services	282,785	295,226	276,360	438,139	438,139
Materials & Services	298,552	287,754	558,723	420,570	420,570
Total Appropriations	581,337	582,980	835,083	858,709	858,709
Summary by Program					
Office of the Director	581,337	582,980	835,083	858,709	858,709
Total Appropriations	581,337	582,980	835,083	858,709	858,709
Division Staff					
Full-time	2.00	2.00	2.00	3.00	3.00
Regular part-time (FTE)	0.00	0.00	0.00	0.00	0.00
Part-time (FTE)	0.87	0.69	0.69	1.03	1.03



Division: Park & Recreation Services

Department: Office of the Director

Program: Office of the Director

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Program Appropriations					
F.T. Salary	179,544	192,048	196,486	290,313	290,313
P.T. Salary	15,874	15,006	18,418	29,925	29,925
Employee Benefits	69,168	69,389	43,843	91,330	91,330
Payroll Taxes	18,199	18,783	17,613	26,571	26,571
Personnel Services	282,785	295,226	276,360	438,139	438,139
Professional and Technical Services	36,000	36,000	215,901	137,500	137,500
Fee reductions-family assistance	249,763	227,012	300,000	227,000	227,000
Communication	1,173	1,416	11,000	8,500	8,500
Supplies	2,338	2,948	11,322	12,000	12,000
Training, Travel and Memberships	9,278	20,378	20,500	35,570	35,570
Material & Services	298,552	287,754	558,723	420,570	420,570
Program Total	581,337	582,980	835,083	858,709	858,709
Department Staff					
Full-time	2.00	2.00	2.00	3.00	3.00
Regular part-time (FTE)	0.00	0.00	0.00	0.00	0.00
Part-time (FTE)	0.87	0.69	0.69	1.03	1.03





TUALATIN HILLS
PARK & RECREATION DISTRICT

AQUATICS



Aloha Swim Center

Tualatin Hills Aquatic Center

Beaverton Swim Center

Harman Swim Center

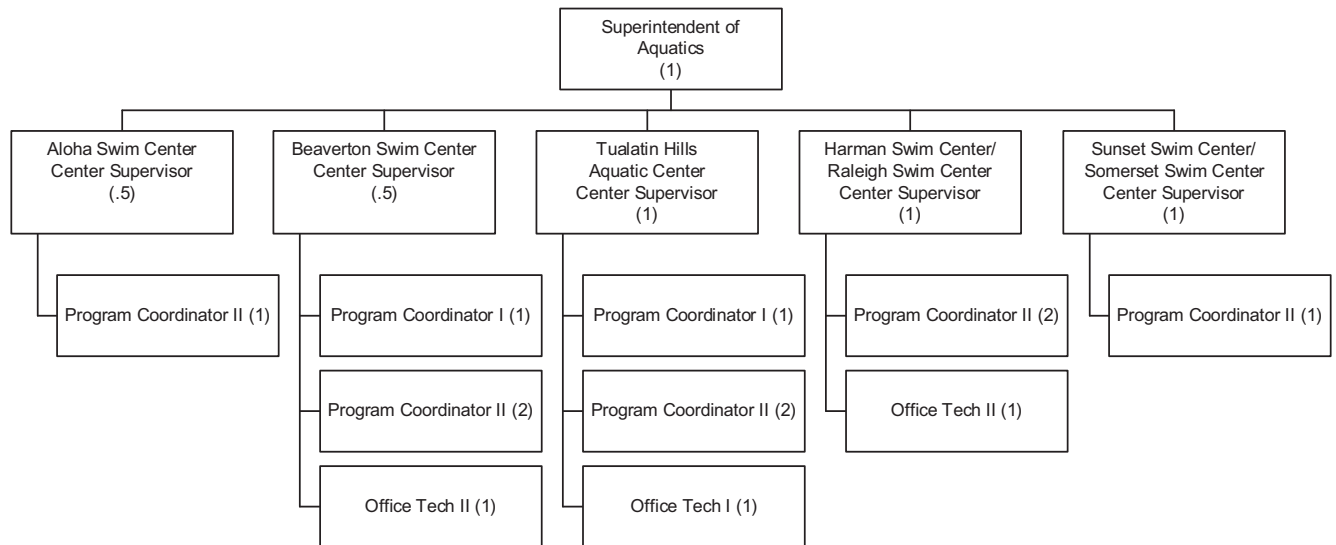
Sunset Swim Center

Raleigh Swim Center

Somerset West Swim Center

PARK & RECREATION SERVICES DIVISION

Aquatics Department



Department Overview

The superintendent of Aquatics is responsible to the director of Park & Recreation Services and is responsible for the operation of seven swim centers, their programs, and staff. The superintendent is also responsible for aquatic program oversight at Conestoga Recreation & Aquatic Center.

The Aquatics Department plans, organizes and administers the financial, operational and personnel activities of a comprehensive program including: program development in the areas of instructional, recreational, fitness and competitive aquatics activities; certification courses, senior activities and programs for guests with special needs; supervision and training of staff; and coordinates with the Maintenance Operations Department in the operation of the pools.

FY 2015/16 Accomplishments

Continued expanding the swim lesson opportunities during high-demand times, especially on weekends in order to address capacity issues.

Continued to provide a comprehensive in-service training program for all Aquatics staff with particular focus on medical emergencies, customer service, and instructor training.

Implemented new fee structure and use agreements for the affiliated aquatic clubs.

Continued to improve current instructor training programs for fitness instructors, Specialized Aquatics and Healing Waters instructors and volunteers; as well as Learn to Swim instructors. These updated training programs included the in-house development of instructor manuals to best aid our staff in attaining new skills.

Continued successful work with the Beaverton School District swim teams, as well as the five affiliated aquatic clubs to allocate pool space for competitive programs as well as physical education classes for Aloha High School and recreational opportunities for the Special Education classes for Aloha High School.

Increased our drowning prevention efforts out in the community with staff participation on the Washington County Safe Kids-Water Safety Subcommittee. Assisted with water safety events in the community and piloted one-week of free swim lessons in partnership with USA Swimming Foundation.

FY 2016/17 Goals and Objectives

Continue implementation of the Cost Recovery Model.

Maintain a comprehensive in-service training program for staff in medical emergencies, customer service, and instructor training.

FY 2016/17 Goals and Objectives (continued)

Increase community outreach to underserved areas to provide water safety education and an introduction to THPRD's swim lesson program.

Recertify all of the park district's lifeguards with the American Red Cross Lifeguard Training. Recertifications are required every two years.

Initiate new partnership with CareOregon to provide access to fitness programs to Medicaid recipients in our community, not currently served.

Implement Aquatic Examiner program through the American Red Cross. This is a lifeguard audit program where an American Red Cross representative will come observe and test our lifeguards' skills and response. It is an objective view at our excellent ongoing program of training lifeguards.

Expand Make a Splash free swim lesson program by adding two more facilities (Aloha and Somerset) the week of June 20-24, 2016.

Increase program opportunities for middle school aged children and low-income families.

Budget Highlights

The proposed budget reflects continuation of program levels from previous year.

Division: Park & Recreation Services
Department: Aquatics

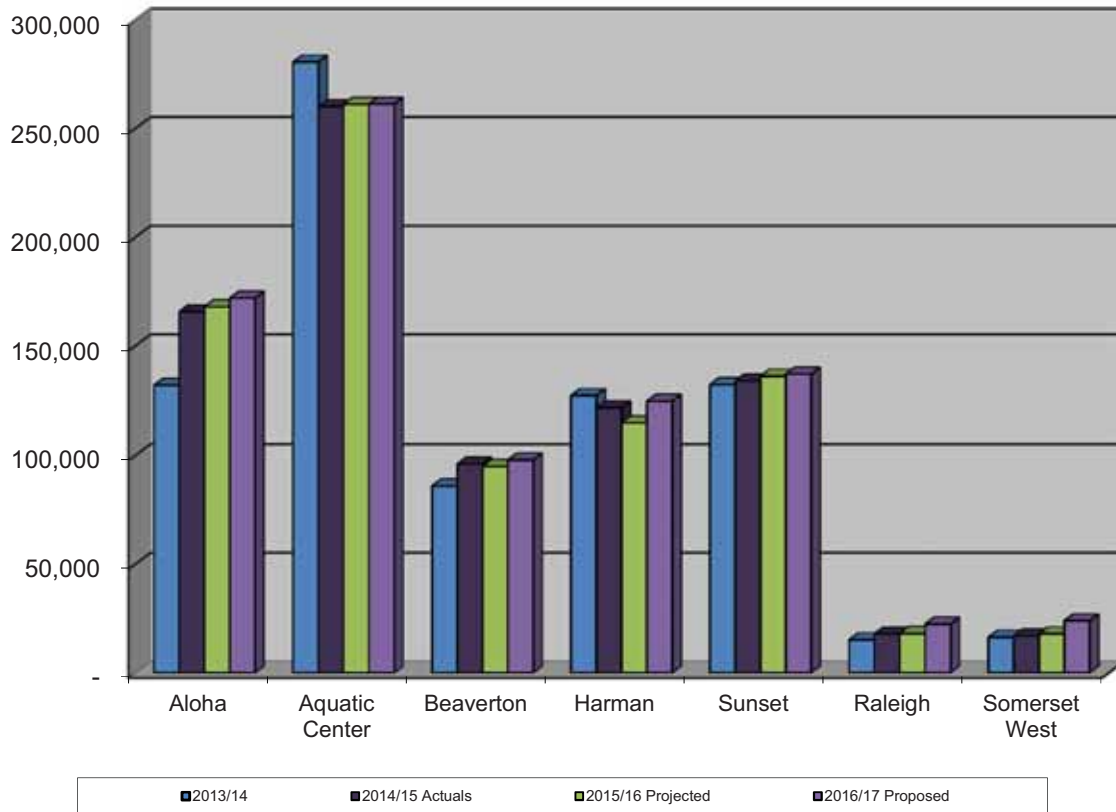
Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Summary of Appropriations					
Personnel Services	3,604,840	3,614,752	3,990,191	3,967,746	3,967,746
Materials & Services	73,029	85,487	103,872	115,422	115,422
Total Appropriations	3,677,869	3,700,239	4,094,063	4,083,168	4,083,168

Summary by Program					
Superintendent of Aquatics	213,239	215,909	217,452	227,681	227,681
Aloha Swim Center	619,360	611,730	705,951	663,114	663,114
Tualatin Hills Aquatic Center	867,002	856,813	917,509	952,744	952,744
Beaverton Swim Center	703,026	759,459	807,389	777,450	777,450
Harman Swim Center	692,778	650,641	705,094	695,469	695,469
Sunset Swim Center	504,370	513,655	609,670	612,032	612,032
Raleigh Swim Center	31,250	40,534	56,502	66,146	66,146
Somerset West Swim Center	46,844	51,498	74,496	88,532	88,532
Total Appropriations	3,677,869	3,700,239	4,094,063	4,083,168	4,083,168

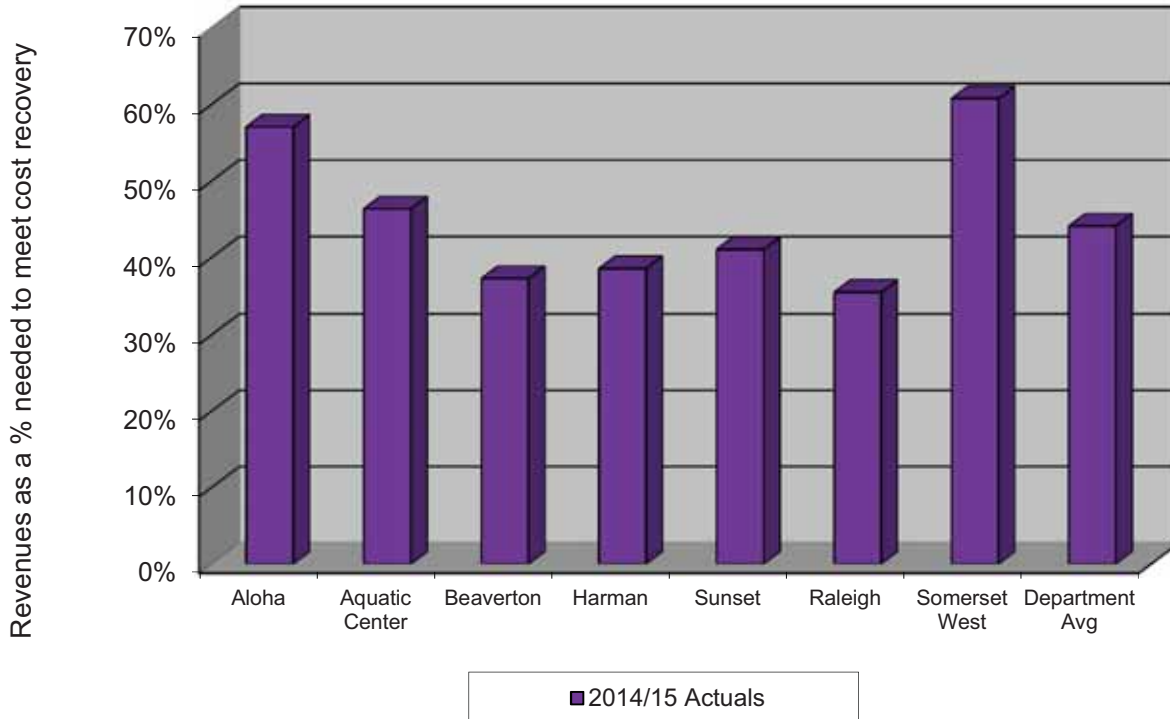
Division Staff					
Full-time	20.00	20.00	18.00	18.00	18.00
Regular part-time (FTE)	7.89	7.89	7.01	5.26	5.26
Part-time (FTE)	49.39	51.16	57.71	56.94	56.94

Funded Service Level					
Program Hours	40,302	40,998	45,603	44,828	44,828
Contact Hours	1,135,171	1,181,404	1,173,395	1,243,221	1,243,221

Attendance by Center



Cost Recovery Progress



Division: Park & Recreation Services
 Department: Aquatics
 Program: Superintendent of Aquatics

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Program Appropriations					
F.T. Salary	116,076	118,284	120,411	126,428	126,428
P.T. Salary	575	337	384	384	384
Employee Benefits	37,610	37,380	34,961	40,601	40,601
Payroll Taxes	11,187	11,022	10,638	10,432	10,432
Personnel Services	165,448	167,023	166,394	177,845	177,845
Supplies	24,267	25,138	13,726	8,876	8,876
Communications	3,040	4,367	5,000	5,000	5,000
Training, Travel and Memberships	20,484	19,381	32,332	35,960	35,960
Material & Services	47,791	48,886	51,058	49,836	49,836
Program Total	213,239	215,909	217,452	227,681	227,681
Department Staff					
Full-time	1.00	1.00	1.00	1.00	1.00
Regular part-time (FTE)	0.00	0.00	0.00	0.00	0.00
Part-time (FTE)	0.02	0.01	0.01	0.01	0.01

Division: Park & Recreation Services

Department: Aquatics

Program: Aloha Swim Center

KEY PERFORMANCE INDICATORS

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Projected Outcome 2015/16	Proposed Outcome 2016/17
Workloads:				
Attendance	132,327	165,761	168,000	172,000
Number of classes held	1,014	1,224	1,225	1,250
% of classes held vs. offered	86%	86%	88%	100%
Performance Measures:				
Estimated center cost per visit	\$4.68	\$3.69	\$3.42	\$3.86
Goal Outcome Measures:				
Average enrollment as a % of class minimums	179%	192%	216%	100%
Revenues as a % needed to meet cost recovery - Budget	N/A	N/A	46%	50%
Revenues as a % needed to meet cost recovery - Actual	N/A	57%	N/A	N/A

Division: Park & Recreation Services

Department: Aquatics

Program: Aloha Swim Center

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Program Appropriations					
F.T. Salary	193,121	146,322	151,791	116,284	116,284
R.P.T. Salary	79,274	82,018	91,987	94,738	94,738
P.T. Salary	170,467	211,908	294,336	296,957	296,957
Employee Benefits	123,721	113,776	104,717	92,610	92,610
Payroll Taxes	48,754	48,738	54,140	51,060	51,060
Personnel Services	615,337	602,762	696,971	651,649	651,649
Supplies	4,023	8,968	8,980	11,465	11,465
Material & Services	4,023	8,968	8,980	11,465	11,465
Program Total	619,360	611,730	705,951	663,114	663,114
Department Staff					
Full-time	3.00	3.00	2.00	2.00	2.00
Regular part-time (FTE)	1.75	1.75	1.75	1.75	1.75
Part-time (FTE)	9.06	9.43	11.57	11.33	11.33
Funded Service Level					
Program Hours	6,799	8,243	8,975	9,654	9,654
Contact Hours	213,508	222,175	234,473	238,889	238,889

Division: Park & Recreation Services
 Department: Aquatics
 Program: Tualatin Hills Aquatic Center

KEY PERFORMANCE INDICATORS

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Projected Outcome 2015/16	Proposed Outcome 2016/17
Workloads:				
Attendance	280,612	260,091	261,110	261,225
Number of classes held	884	941	925	905
% of classes held vs. offered	94%	96%	90%	100%
Performance Measures:				
Estimated cost per visit	\$3.09	\$3.29	\$3.44	\$3.65
Goal Outcome Measures:				
Average enrollment as a % of class minimums	213%	206%	198%	100%
Revenues as a % needed to meet cost recovery - Budget	N/A	N/A	42%	44%
Revenues as a % needed to meet cost recovery - Actual	N/A	46%	N/A	N/A

Division: Park & Recreation Services
 Department: Aquatics
 Program: Tualatin Hills Aquatic Center

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Program Appropriations					
F.T. Salary	362,695	334,297	344,261	351,777	351,777
R.P.T. Salary	34,812	37,195	39,352	39,859	39,859
P.T. Salary	223,699	247,245	291,841	299,912	299,912
Employee Benefits	172,972	166,799	166,140	183,045	183,045
Payroll Taxes	68,398	66,116	68,863	69,376	69,376
Personnel Services	862,576	851,652	910,457	943,969	943,969
Supplies	4,426	5,161	6,552	8,775	8,775
Small Furniture & Equipment	-	-	500	-	-
Material & Services	4,426	5,161	7,052	8,775	8,775
Program Total	867,002	856,813	917,509	952,744	952,744
Department Staff					
Full-time	6.00	6.00	5.00	5.00	5.00
Regular part-time (FTE)	0.88	0.88	0.88	0.88	0.88
Part-time (FTE)	9.83	10.25	12.09	12.04	12.04
Funded Service Level					
Program Hours	8,729	8,051	9,496	8,434	8,434
Contact Hours	317,201	347,351	324,726	339,912	339,912

Division: Park & Recreation Services

Department: Aquatics

Program: Beaverton Swim Center

KEY PERFORMANCE INDICATORS

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Projected Outcome 2015/16	Proposed Outcome 2016/17
Workloads:				
Attendance	86,016	96,124	95,000	98,000
Number of classes held	1,323	1,160	1,250	1,300
% of classes held vs. offered	96%	94%	95%	100%
Performance Measures:				
Estimated cost per visit	\$8.17	\$7.90	\$8.24	\$7.93
Goal Outcome Measures:				
Average enrollment as a % of class minimums	316%	191%	180%	100%
Revenues as a % needed to meet cost recovery - Budget	N/A	N/A	47%	54%
Revenues as a % needed to meet cost recovery - Actual	N/A	37%	N/A	N/A

Division: Park & Recreation Services

Department: Aquatics

Program: Beaverton Swim Center

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Program Appropriations					
F.T. Salary	247,253	290,442	283,104	298,007	298,007
R.P.T. Salary	76,300	32,693	43,295	-	-
P.T. Salary	187,888	225,673	273,516	277,345	277,345
Employee Benefits	128,893	145,760	135,080	129,141	129,141
Payroll Taxes	57,884	60,816	61,797	59,069	59,069
Personnel Services	698,218	755,384	796,792	763,562	763,562
Supplies	4,808	4,075	10,597	13,888	13,888
Material & Services	4,808	4,075	10,597	13,888	13,888
Program Total	703,026	759,459	807,389	777,450	777,450
Department Staff					
Full-time	4.00	4.00	4.00	4.00	4.00
Regular part-time (FTE)	1.75	1.75	0.88	0.00	0.00
Part-time (FTE)	10.80	11.48	12.20	11.74	11.74
Funded Service Level					
Program Hours	9,020	9,355	10,352	10,144	10,144
Contact Hours	192,742	198,394	197,257	197,014	197,014

Division: Park & Recreation Services

Department: Aquatics

Program: Harman Swim Center

KEY PERFORMANCE INDICATORS

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Projected Outcome 2015/16	Proposed Outcome 2016/17
Workloads:				
Attendance	127,617	122,056	115,000	125,000
Number of classes held	596	663	655	640
% of classes held vs. offered	80%	82%	80%	100%
Performance Measures:				
Estimated cost per visit	\$5.43	\$5.33	\$5.88	\$5.56
Goal Outcome Measures:				
Average enrollment as a % of class minimums	182%	178%	165%	100%
Revenues as a % needed to meet cost recovery - Budget	N/A	N/A	35%	36%
Revenues as a % needed to meet cost recovery - Actual	N/A	39%	N/A	N/A

Division: Park & Recreation Services

Department: Aquatics

Program: Harman Swim Center

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Program Appropriations					
F.T. Salary	251,979	232,286	240,328	248,285	248,285
R.P.T. Salary	101,430	109,940	115,118	58,287	58,287
P.T. Salary	135,711	132,550	167,697	209,167	209,167
Employee Benefits	143,225	119,214	117,638	115,729	115,729
Payroll Taxes	54,963	51,554	54,257	52,216	52,216
Personnel Services	687,308	645,544	695,038	683,684	683,684
Supplies	5,470	5,097	10,056	11,785	11,785
Material & Services	5,470	5,097	10,056	11,785	11,785
Program Total	692,778	650,641	705,094	695,469	695,469
Department Staff					
Full-time	4.00	4.00	4.00	4.00	4.00
Regular part-time (FTE)	1.76	1.76	1.75	0.88	0.88
Part-time (FTE)	6.66	6.77	7.36	8.80	8.80
Funded Service Level					
Program Hours	6,022	5,845	6,647	5,550	5,550
Contact Hours	131,765	131,071	116,740	127,624	127,624

Division: Park & Recreation Services

Department: Aquatics

Program: Sunset Swim Center

KEY PERFORMANCE INDICATORS

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Projected Outcome 2015/16	Proposed Outcome 2016/17
Workloads:				
Attendance	132,636	134,292	136,500	137,500
Number of classes held	693	668	794	800
% of classes held vs. offered	97%	99%	91%	100%
Performance Measures:				
Estimated cost per visit	\$3.80	\$3.82	\$4.23	\$4.45
Goal Outcome Measures:				
Average enrollment as a % of class minimums	181%	175%	168%	100%
Revenues as a % needed to meet cost recovery - Budget	N/A	N/A	37%	34%
Revenues as a % needed to meet cost recovery - Actual	N/A	41%	N/A	N/A

Division: Park & Recreation Services

Department: Aquatics

Program: Sunset Swim Center

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Program Appropriations					
F.T. Salary	135,400	138,876	144,786	149,551	149,551
R.P.T. Salary	86,091	83,190	95,941	98,146	98,146
P.T. Salary	145,606	154,949	210,355	204,203	204,203
Employee Benefits	91,187	86,936	101,054	101,058	101,058
Payroll Taxes	40,956	40,779	46,304	45,713	45,713
Personnel Services	499,240	504,730	598,440	598,671	598,671
Supplies	5,130	8,925	11,230	13,361	13,361
Material & Services	5,130	8,925	11,230	13,361	13,361
Program Total	504,370	513,655	609,670	612,032	612,032
Department Staff					
Full-time	2.00	2.00	2.00	2.00	2.00
Regular part-time (FTE)	1.75	1.75	1.75	1.75	1.75
Part-time (FTE)	7.46	7.62	8.00	7.81	7.81
Funded Service Level					
Program Hours	6,363	6,218	6,530	6,342	6,342
Contact Hours	146,807	151,890	161,067	161,822	161,822

Division: Park & Recreation Services

Department: Aquatics

Program: Raleigh Swim Center

KEY PERFORMANCE INDICATORS

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Projected Outcome 2015/16	Proposed Outcome 2016/17
Workloads:				
Attendance	15,239	17,931	18,128	22,500
Number of classes held	77	89	62	52
% of classes held vs. offered	81%	86%	65%	100%
Performance Measures:				
Estimated cost per visit	\$2.05	\$2.26	\$2.87	\$2.94
Goal Outcome Measures:				
Average enrollment as a % of class minimums	147%	144%	161%	100%
Revenues as a % needed to meet cost recovery - Budget	N/A	N/A	33%	30%
Revenues as a % needed to meet cost recovery - Actual	N/A	36%	N/A	N/A

Division: Park & Recreation Services

Department: Aquatics

Program: Raleigh Swim Center

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Program Appropriations					
P.T. Salary	26,971	34,769	49,366	57,847	57,847
Payroll Taxes	3,000	3,728	4,937	5,785	5,785
Personnel Services	29,971	38,497	54,303	63,632	63,632
Supplies	1,279	2,037	2,199	2,514	2,514
Material & Services	1,279	2,037	2,199	2,514	2,514
Program Total	31,250	40,534	56,502	66,146	66,146
Department Staff					
Full-time	0.00	0.00	0.00	0.00	0.00
Regular part-time (FTE)	0.00	0.00	0.00	0.00	0.00
Part-time (FTE)	3.37	3.38	3.88	2.29	2.29
Funded Service Level					
Program Hours	1,174	1,068	1,313	1,641	1,641
Contact Hours	55,158	50,104	63,325	72,538	72,538

Division: Park & Recreation Services
 Department: Aquatics
 Program: Somerset West Swim Center

KEY PERFORMANCE INDICATORS

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Projected Outcome 2015/16	Proposed Outcome 2016/17
Workloads:				
Attendance	16,442	17,002	18,000	24,000
Number of classes held	236	284	268	275
% of classes held vs. offered	100%	96%	91%	100%
Performance Measures:				
Estimated cost per visit	\$2.85	\$3.03	\$3.57	\$3.69
Goal Outcome Measures:				
Average enrollment as a % of class minimums	160%	169%	189%	100%
Revenues as a % needed to meet cost recovery - Budget	N/A	N/A	47%	53%
Revenues as a % needed to meet cost recovery - Actual	N/A	61%	N/A	N/A

Division: Park & Recreation Services
 Department: Aquatics
 Program: Somerset West Swim Center

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Program Appropriations					
P.T. Salary	42,005	44,199	65,269	77,031	77,031
Payroll Taxes	4,737	4,961	6,527	7,703	7,703
Personnel Services	46,742	49,160	71,796	84,734	84,734
Supplies	102	2,338	2,700	3,798	3,798
Material & Services	102	2,338	2,700	3,798	3,798
Program Total	46,844	51,498	74,496	88,532	88,532
Department Staff					
Full-time	0.00	0.00	0.00	0.00	0.00
Regular part-time (FTE)	0.00	0.00	0.00	0.00	0.00
Part-time (FTE)	2.19	2.22	2.60	2.92	2.92
Funded Service Level					
Program Hours	2,195	2,218	2,290	3,063	3,063
Contact Hours	77,990	80,419	75,807	105,422	105,422





TUALATIN HILLS
PARK & RECREATION DISTRICT

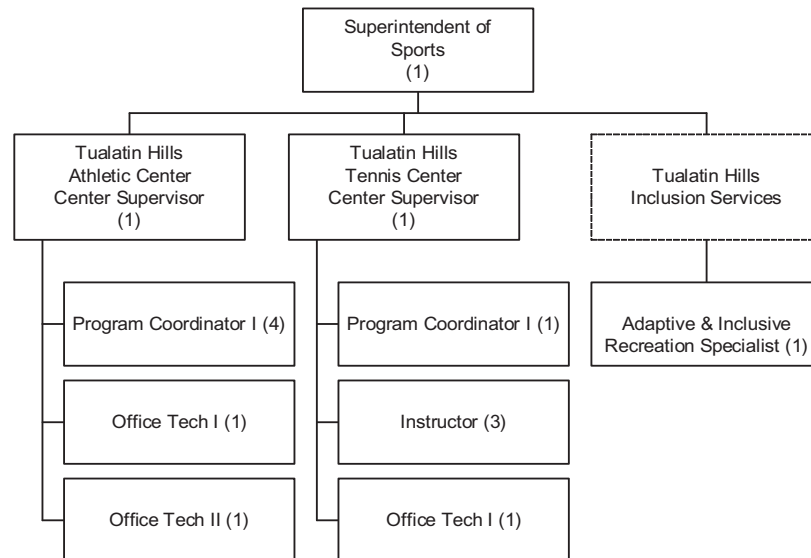
SPORTS



Tualatin Hills Athletic Center
Tualatin Hills Tennis Center
Camp Rivendale

PARK & RECREATION SERVICES DIVISION

Sports Department



Department Overview

The superintendent of Sports is responsible to the director of Park & Recreation Services and oversees recreational services for the Tennis Center, Athletic Center, sports fields, tennis courts, affiliated sports organizations, and the Beaverton School District (BSD) intergovernmental agreement. Additionally, the superintendent of Sports will oversee the district's inclusion services program, including Camp Rivendale, and developing and implementing an adaptive recreation program.

The Athletic Center provides as many as 200 diverse programs quarterly, districtwide sports leagues that involve over 20,000 participants and numerous tournaments and special events. The Tennis Center provides instruction, leagues and tournaments for youth and adults, working with the Greater Portland Tennis Council and United States Tennis Association. This department works with affiliated sports governing bodies, field and program steering committees, coordinating with other departments and the BSD to offer services.

FY 2015/16 Accomplishments

Continued implementation of the district's cost recovery philosophy adopted in 2014.

Completed affiliation agreements for field sport organizations.

Expanded inclusive sports camps and teen adventure recreation programming.

Enhanced socialization components in adult sports leagues.

Hosted national girls softball tournament.

Developed and implemented Tennis staff instruction training program.

Expanded recreational programming for patrons with disabilities.

Created the Athletic Facilities Functional Plan, adopted by the board in March 2016.

FY 2016/17 Goals and Objectives

Continue implementation of the district's cost recovery philosophy adopted in 2014.

Integrate Access for All program development and delivery.

Expand and coordinate internal and external Access for All outreach around programming.

Begin implementation of the Athletic Facilities Functional Plan.

Budget Highlights

The proposed budget includes the transfer of Adaptive Recreation and Inclusion Services from the Programs & Special Activities Department to the Sports Department.

The proposed budget also includes the transfer of a regular part-time Office Tech position from the Tennis Center to the Athletic Center and upgrade of this position to a full-time position. This represents an approved business plan under the goal of providing quality sports and recreation facilities and programs for park district residents and workers of all ages, cultural backgrounds, abilities and income levels.

Division: Park & Recreation Services
Department: Sports

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Summary of Appropriations					
Personnel Services	1,268,483	1,319,056	2,536,158	3,052,130	3,052,130
Materials & Services	324,901	310,967	388,090	434,054	434,054
Total Appropriations	1,593,384	1,630,023	2,924,248	3,486,184	3,486,184

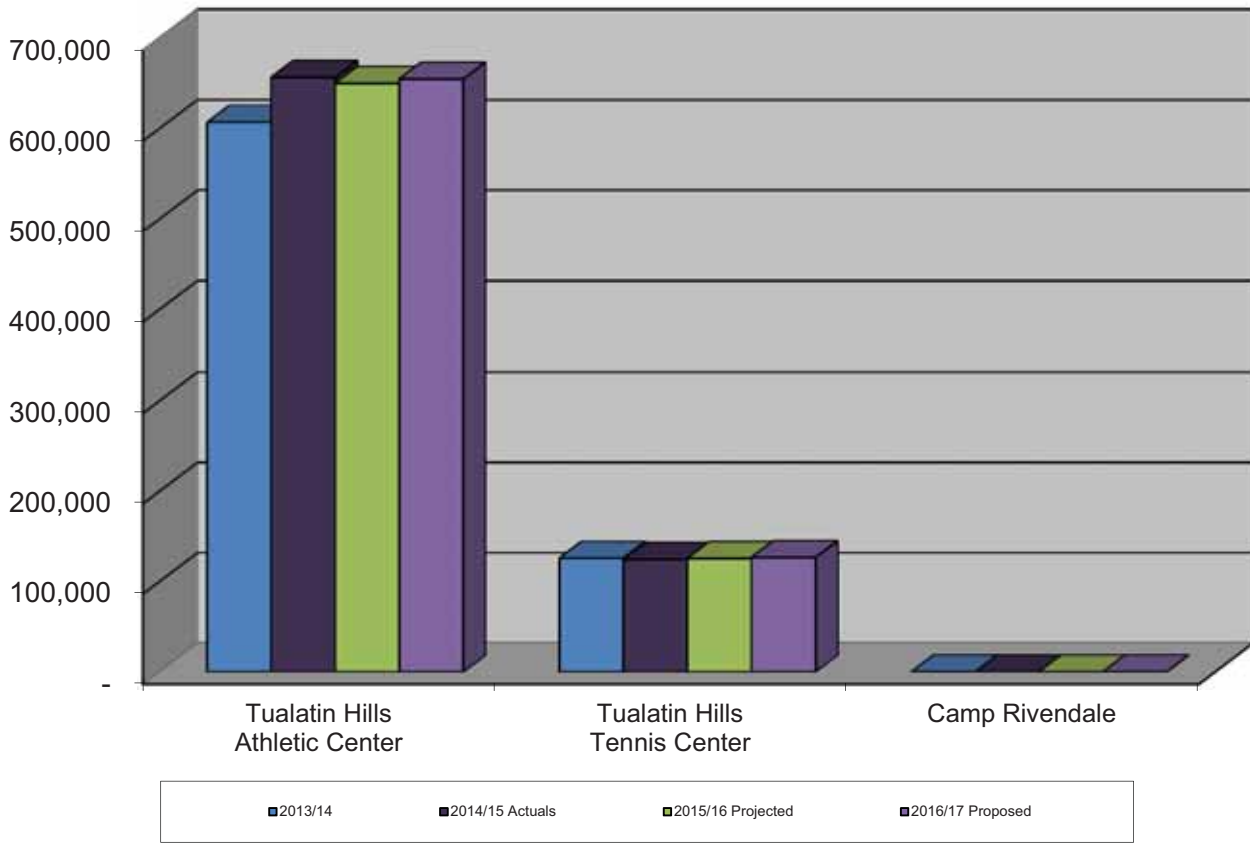
Summary by Program					
Superintendent of Sports	288,706	298,855	316,066	563,321	563,321
Tualatin Hills Athletic Center	1,304,678	1,331,168	1,532,906	1,711,697	1,711,697
Camp Rivendale	-	-	-	158,434	158,434
Tualatin Hills Tennis Center	-	-	1,075,276	1,052,732	1,052,732
Total Appropriations	1,593,384	1,630,023	2,924,248	3,486,184	3,486,184

Division Staff					
Full-time	7.00	7.00	13.00	15.00	15.00
Regular part-time (FTE)	1.75	1.75	5.24	4.38	4.38
Part-time (FTE)	20.16	20.16	26.95	38.04	38.04

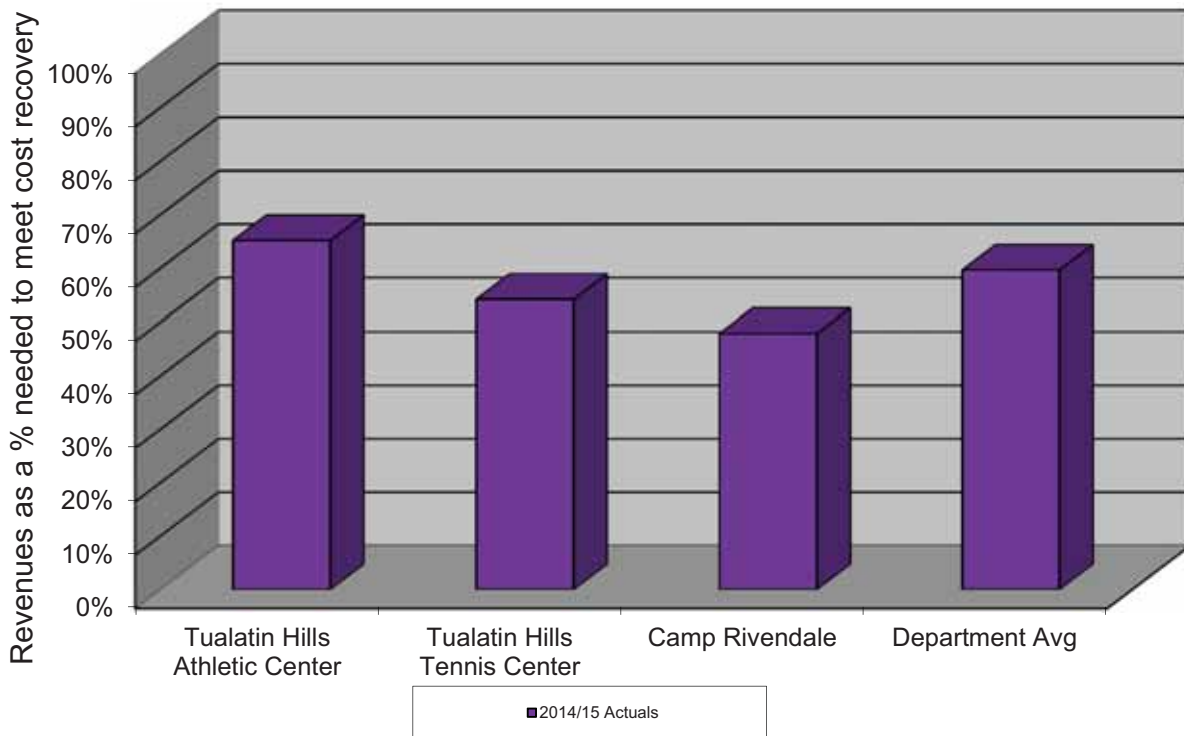
Funded Service Level					
Program Hours	10,563	10,238	46,332	45,828	45,828
Contact Hours	283,565	282,509	406,687	439,220	439,220

Note: As of FY 2015/16, the Tualatin Hills Tennis Center was moved to the Sports Department.
As of FY 2016/17, Camp Rivendale was moved to the Sports Department.

Attendance by Center



Cost Recovery Progress



Division: Park & Recreation Services
 Department: Sports
 Program: Superintendent of Sports

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Program Appropriations					
F.T. Salary	159,500	166,540	174,130	168,326	168,326
P.T. Salary	-	-	-	232,459	232,459
Employee Benefits	73,588	75,751	75,240	61,571	61,571
Payroll Taxes	15,112	15,307	16,756	38,880	38,880
Personnel Services	248,200	257,598	266,126	501,236	501,236
Rental Facilities	31,103	31,439	42,500	35,000	35,000
Communications	3,627	5,009	1,000	5,100	5,100
Supplies	1,498	2,955	2,000	13,935	13,935
Training, Travel and Memberships	3,283	1,086	4,440	8,050	8,050
Small Furniture and Equipment	995	768	-	-	-
Material & Services	40,506	41,257	49,940	62,085	62,085
Program Total	288,706	298,855	316,066	563,321	563,321
Department Staff					
Full-time	2.00	2.00	2.00	2.00	2.00
Regular part-time (FTE)	0.00	0.00	0.00	0.00	0.00
Part-time (FTE)	0.00	0.00	0.00	7.19	7.19

Division: Park & Recreation Services
 Department: Sports
 Program: Tualatin Hills Athletic Center

KEY PERFORMANCE INDICATORS

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Projected Outcome 2015/16	Proposed Outcome 2016/17
Workloads:				
Attendance	607,130	656,889	650,000	655,000
Number of classes held	537	573	580	585
% of classes held vs. offered	88%	81%	84%	100%
Performance Measures:				
Estimated cost per visit	\$2.15	\$2.03	\$2.21	\$2.61
Goal Outcome Measures:				
Average enrollment as a % of class minimums	137%	140%	142%	100%
Revenues as a % needed to meet cost recovery - Budget	N/A	N/A	45%	50%
Revenues as a % needed to meet cost recovery - Actual	N/A	65%	N/A	N/A

Division: Park & Recreation Services
 Department: Sports
 Program: Tualatin Hills Athletic Center

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Program Appropriations					
F.T. Salary	267,021	306,352	320,217	436,644	436,644
R.P.T. Salary	87,373	85,574	90,898	92,045	92,045
P.T. Salary	432,852	411,313	551,084	528,919	528,919
Employee Benefits	145,366	171,062	173,292	230,464	230,464
Payroll Taxes	87,671	87,157	96,066	103,950	103,950
Personnel Services	1,020,283	1,061,458	1,231,557	1,392,022	1,392,022
Professional and Technical Services	120,015	123,065	149,330	131,050	131,050
Supplies	161,681	144,109	147,951	184,025	184,025
Communication	150	567	1,000	1,000	1,000
Training, Travel and Memberships	1,953	1,311	1,968	2,500	2,500
Small Furniture and Equipment	596	658	1,100	1,100	1,100
Material & Services	284,395	269,710	301,349	319,675	319,675
Program Total	1,304,678	1,331,168	1,532,906	1,711,697	1,711,697
Department Staff					
Full-time	5.00	5.00	5.00	7.00	7.00
Regular part-time (FTE)	1.75	1.75	1.75	1.75	1.75
Part-time (FTE)	20.16	20.16	21.78	20.97	20.97
Funded Service Level					
Program Hours	10,563	10,238	10,167	10,577	10,577
Contact Hours	283,565	282,509	276,499	284,487	284,487

Division: Park & Recreation Services
 Department: Sports
 Program: Tualatin Hills Tennis Center

KEY PERFORMANCE INDICATORS

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Projected Outcome 2015/16	Proposed Outcome 2016/17
Workloads:				
Attendance	126,174	124,601	125,858	127,000
Number of classes held	1,272	1,412	1,425	1,440
% of classes held vs. offered	86%	93%	93%	100%
Performance Measures:				
Estimated cost per visit	\$7.88	\$8.28	\$8.54	\$8.29
Goal Outcome Measures:				
Average enrollment as a % of class minimums	132%	170%	161%	100%
Revenues as a % needed to meet cost recovery - Budget	N/A	N/A	53%	50%
Revenues as a % needed to meet cost recovery - Actual	N/A	54%	N/A	N/A

Division: Park & Recreation Services
 Department: Sports
 Program: Tualatin Hills Tennis Center

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Program Appropriations					
F.T. Salary	361,163	373,657	384,659	392,208	392,208
R.P.T. Salary	167,232	173,350	183,240	144,363	144,363
P.T. Salary	131,312	141,100	147,903	150,497	150,497
Employee Benefits	237,042	247,219	249,042	259,055	259,055
Payroll Taxes	70,886	72,682	73,631	69,719	69,719
Personnel Services	967,635	1,008,008	1,038,475	1,015,842	1,015,842
Supplies	25,548	22,123	34,461	34,510	34,510
Communications	104	-	-	-	-
Training, Travel and Memberships	1,328	2,102	2,340	2,380	2,380
Material & Services	26,980	24,225	36,801	36,890	36,890
Program Total	994,615	1,032,233	1,075,276	1,052,732	1,052,732
Department Staff					
Full-time	6.00	6.00	6.00	6.00	6.00
Regular part-time (FTE)	3.49	3.49	3.49	2.63	2.63
Part-time (FTE)	5.86	5.51	5.17	5.16	5.16
Funded Service Level					
Program Hours	37,771	35,766	36,165	34,651	34,651
Contact Hours	154,919	129,756	130,188	124,733	124,733

Division: Park & Recreation Services

Department: Sports

Program: Camp Rivendale

KEY PERFORMANCE INDICATORS

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Projected Outcome 2015/16	Proposed Outcome 2016/17
Workloads:				
Attendance	440	440	442	460
Goal Outcome Measures:				
Average enrollment as a % of class minimums	317%	317%	318%	100%
Revenues as a % needed to meet cost recovery - Budget	N/A	N/A	38%	39%
Revenues as a % needed to meet cost recovery - Actual	N/A	48%	N/A	N/A

Division: Park & Recreation Services

Department: Sports

Program: Camp Rivendale

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Program Appropriations					
P.T. Salary	107,026	113,121	126,259	130,027	130,027
Payroll Taxes	12,091	12,429	12,626	13,003	13,003
Personnel Services	119,117	125,550	138,885	143,030	143,030
Rental Equipment	10,187	8,813	5,940	6,089	6,089
Supplies	8,255	8,444	8,882	9,103	9,103
Training, Travel and Memberships	193	119	206	212	212
Material & Services	18,635	17,376	15,028	15,404	15,404
Program Total	137,752	142,926	153,913	158,434	158,434
Department Staff					
Full-time	0.00	0.00	0.00	0.00	0.00
Regular part-time (FTE)	0.00	0.00	0.00	0.00	0.00
Part-time (FTE)	4.45	4.76	4.65	4.72	4.72
Funded Service Level					
Program Hours	480	560	600	600	600
Contact Hours	24,000	28,000	30,000	30,000	30,000





TUALATIN HILLS
PARK & RECREATION DISTRICT

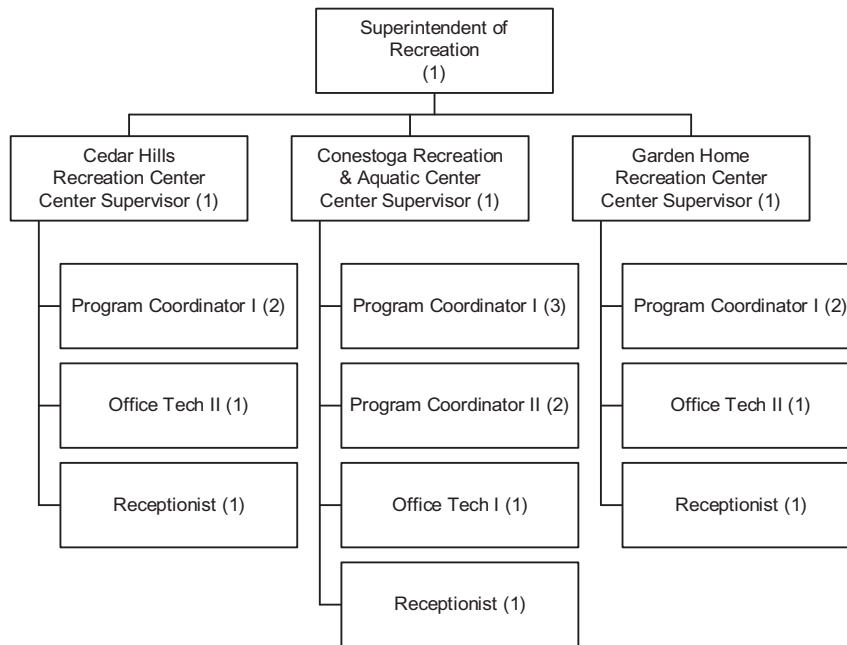
RECREATION



Cedar Hills Recreation Center
Conestoga Recreation & Aquatic Center
Garden Home Recreation Center

PARK & RECREATION SERVICES DIVISION

Recreation Department



Department Overview

The superintendent of Recreation is responsible to the director of Park & Recreation Services and oversees the operation of the three recreation centers, their programs, and staff.

The Recreation Department plans, organizes, and administers the operational and personnel activities of a comprehensive recreation program. These recreation facilities provide as many as 400 diverse recreation programs, special events, and after school programs quarterly. This department also oversees the planning and operation of the Tualatin Hills Rec Mobile program and the Cedar Mill Farmers Market.

FY 2015/16 Accomplishments

Participated on the Washington County Community Health Improvement Plan team to develop methods to holistically improve the health of all community members county-wide.

Held first annual Cedar Hills Recreation Center 5K run and family walk. Participants in the event included 160 runners and 250 walkers.

Implemented USDA Hot Meal Program in partnership with the Beaverton School District. It is estimated that we will provide over 17,000 hot meals to participants in the after school programs at Cedar Hills Recreation Center, Conestoga Recreation & Aquatic Center and Garden Home Recreation Center.

Increased outreach to low-income families and seniors by expanding access through partnerships with FamilyCare Health Plan, SilverSneakers, Silver&Fit and Rx Play.

Partnered with Youth Running Magazine and Stoller Middle School to host a National Run-A-Mile-Day race, with over 800 youth participating.

Conestoga Recreation & Aquatic Center has partnered with Oregon State University to offer "Go, Baby Go," a program that provides modified, ride-on cars to young children with disabilities so they can move around independently.

Partnered with FamilyCare Health Plan to host four flu shot clinics in the month of October. Over 220 community members received flu vaccinations. The clinics were held at Cedar Hills Recreation Center, Conestoga Recreation & Aquatic Center, Garden Home Recreation Center and the Tualatin Hills Nature Center.

FY 2016/17 Goals and Objectives

Continue implementation of the district's cost recovery philosophy adopted in 2014.

Develop programs for underserved populations, consistent with the district's Access for All initiative.

Continue to partner with new or current medical community partners in an effort to promote improved health and wellness opportunities.

Build upon current after school programs that create safe environments for children of working adults. After school programs allow children homework assistance, social development, exercise and healthy meal programs.

Continue to standardize operations for all three recreation centers.

Budget Highlights

The proposed budget reflects transfer of the Rec Mobile operations from Cedar Hills Recreation Center to Garden Home Recreation Center.

Division: Park & Recreation Services
 Department: Recreation

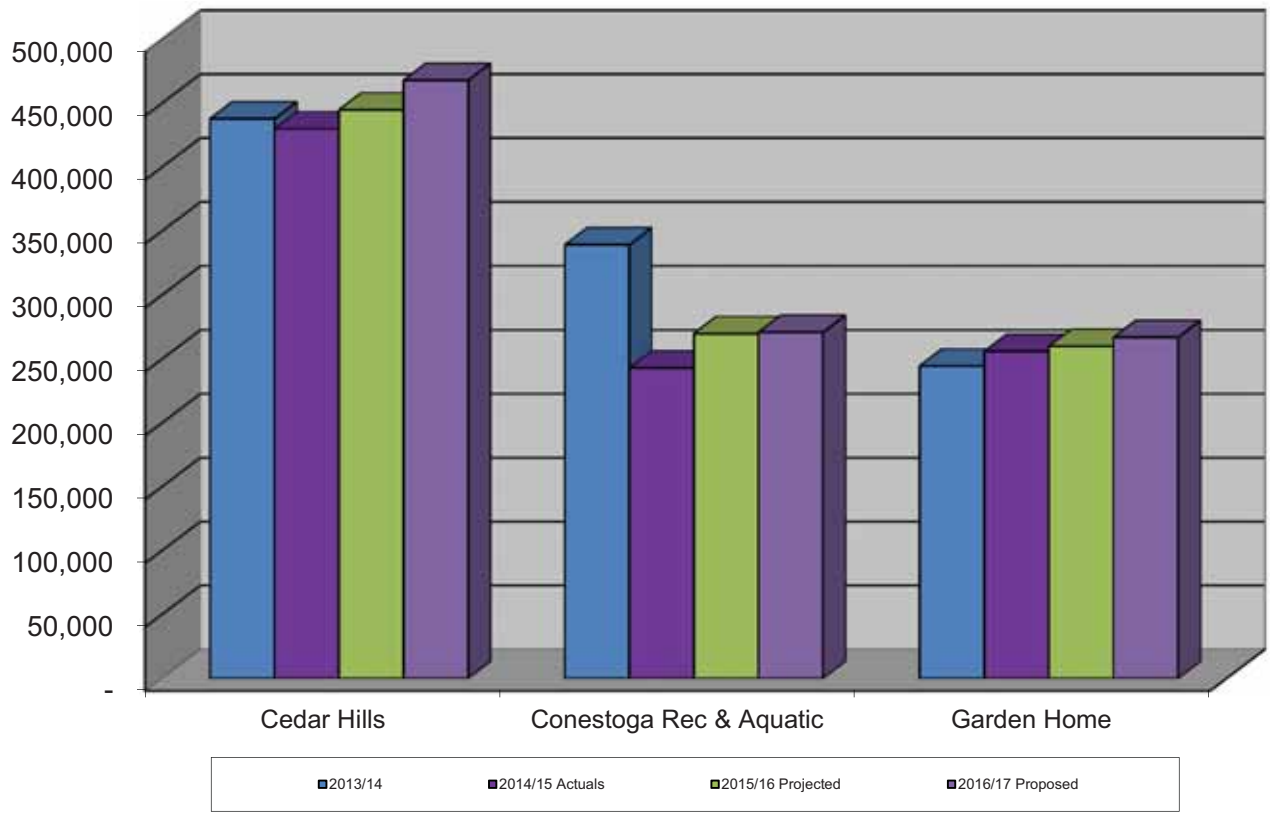
Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Summary of Appropriations					
Personnel Services	4,189,194	4,240,266	4,612,544	4,918,412	4,918,412
Materials & Services	358,014	348,386	476,819	495,433	495,433
Total Appropriations	4,547,208	4,588,652	5,089,363	5,413,845	5,413,845

Summary by Program					
Superintendent of Recreation	190,728	195,443	204,312	216,741	216,741
Cedar Hills Recreation Center	1,463,835	1,482,345	1,620,320	1,643,848	1,643,848
Conestoga Rec. & Aquatic Center	1,947,323	2,001,695	2,145,801	2,341,735	2,341,735
Garden Home Recreation Center	945,322	909,169	1,118,930	1,211,521	1,211,521
Total Appropriations	4,547,208	4,588,652	5,089,363	5,413,845	5,413,845

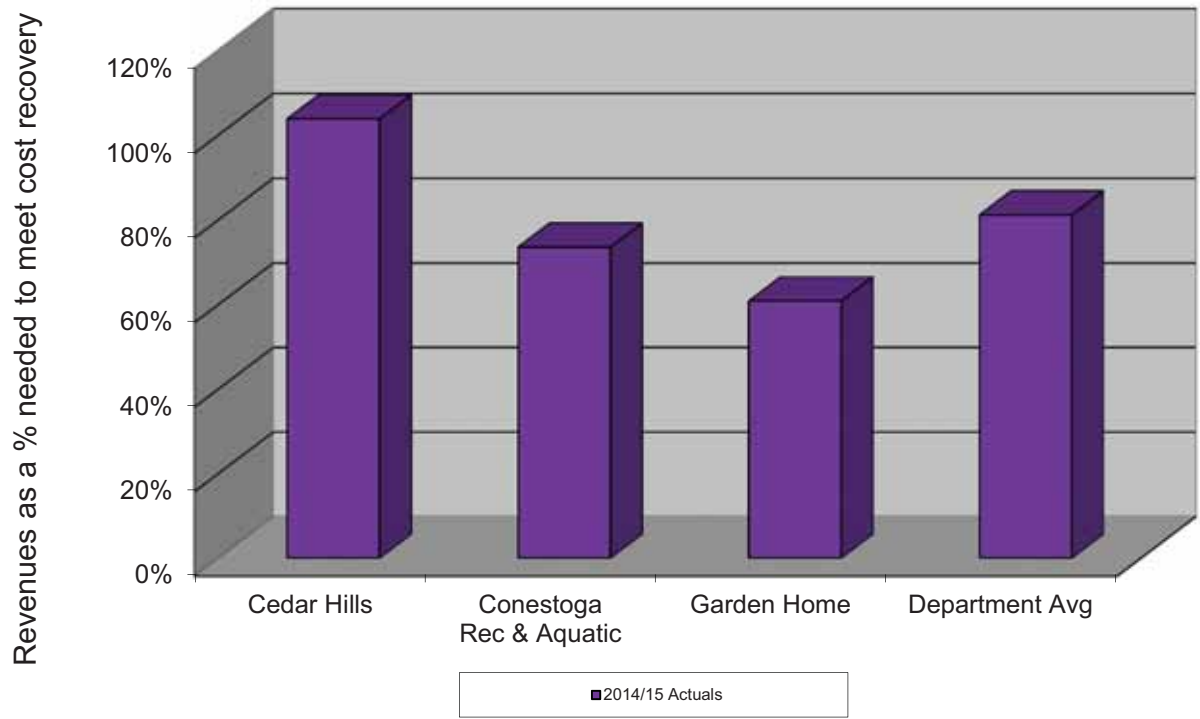
Division Staff					
Full-time	19.00	19.00	19.00	19.00	19.00
Regular part-time (FTE)	4.39	3.52	3.52	3.52	3.52
Part-time (FTE)	76.76	77.55	79.08	85.41	85.41

Funded Service Level					
Program Hours	69,536	71,857	73,048	74,302	74,302
Contact Hours	1,732,202	1,807,815	1,812,394	1,727,239	1,727,239

Attendance by Center



Cost Recovery Progress



Division: Park & Recreation Services
 Department: Recreation
 Program: Superintendent of Recreation

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Program Appropriations					
F.T. Salary	109,052	118,284	120,411	126,428	126,428
Employee Benefits	45,272	46,953	45,881	51,813	51,813
Payroll Taxes	10,585	11,129	10,600	10,394	10,394
	164,909	176,366	176,892	188,635	188,635
Communications	3,513	4,207	3,360	3,900	3,900
Supplies	7,989	5,169	12,000	12,116	12,116
Training, Travel and Memberships	11,690	9,701	12,060	12,090	12,090
Small Furniture, Fixtures and Equip.	2,627	-	-	-	-
Material & Services	25,819	19,077	27,420	28,106	28,106
Program Total	190,728	195,443	204,312	216,741	216,741
Department Staff					
Full-time	1.00	1.00	1.00	1.00	1.00
Regular part-time (FTE)	0.00	0.00	0.00	0.00	0.00
Part-time (FTE)	0.00	0.00	0.00	0.00	0.00

Division: Park & Recreation Services
 Department: Recreation
 Program: Cedar Hills Recreation Center

KEY PERFORMANCE INDICATORS

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Projected Outcome 2015/16	Proposed Outcome 2016/17
Workloads:				
Attendance	437,966	430,108	445,000	468,000
Number of classes held	1,320	1,615	1,613	1,613
% of classes held vs. offered	90%	97%	98%	100%
Performance Measures:				
Estimated center cost per visit	\$3.34	\$3.45	\$3.64	\$3.51
Goal Outcome Measures:				
Average enrollment as a % of class minimums	149%	145%	150%	100%
Revenues as a % needed to meet cost recovery - Budget	N/A	N/A	85%	92%
Revenues as a % needed to meet cost recovery - Actual	N/A	104%	N/A	N/A

Division: Park & Recreation Services
 Department: Recreation
 Program: Cedar Hills Recreation Center

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Program Appropriations					
F.T. Salary	283,700	293,486	302,972	319,009	319,009
R.P.T. Salary	40,707	43,590	45,423	47,391	47,391
P.T. Salary	773,264	759,644	847,463	846,887	846,887
Employee Benefits	135,884	149,648	150,423	178,131	178,131
Payroll Taxes	121,276	118,212	118,158	118,836	118,836
Personnel Services	1,354,831	1,364,580	1,464,439	1,510,254	1,510,254
Other Services	-	3,596	3,181	-	-
Supplies	106,704	113,659	148,985	129,793	129,793
Communication	-	25	-	-	-
Training, Travel and Memberships	394	119	1,276	1,301	1,301
Small Furniture and Equipment	1,906	366	2,439	2,500	2,500
Material & Services	109,004	117,765	155,881	133,594	133,594
Program Total	1,463,835	1,482,345	1,620,320	1,643,848	1,643,848
Department Staff					
Full-time	5.00	5.00	5.00	5.00	5.00
Regular part-time (FTE)	0.88	0.88	0.88	0.88	0.88
Part-time (FTE)	25.05	24.31	26.29	25.27	25.27
Funded Service Level					
Program Hours	26,427	26,189	27,214	25,758	25,758
Contact Hours	549,700	550,728	548,519	471,971	471,971

Division: Park & Recreation Services
 Department: Recreation
 Program: Conestoga Recreation & Aquatic Center

KEY PERFORMANCE INDICATORS

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Projected Outcome 2015/16	Proposed Outcome 2016/17
Workloads:				
Attendance	339,417	243,274	270,000	271,000
Number of classes held	1,875	1,749	1,780	1,780
% of classes held vs. offered	89%	94%	91%	100%
Performance Measures:				
Estimated cost per visit	\$5.74	\$8.23	\$7.95	\$8.64
Goal Outcome Measures:				
Average enrollment as a % of class minimums	146%	180%	197%	100%
Revenues as a % needed to meet cost recovery - Budget	N/A	N/A	71%	75%
Revenues as a % needed to meet cost recovery - Actual	N/A	74%	N/A	N/A

Division: Park & Recreation Services
 Department: Recreation
 Program: Conestoga Recreation & Aquatic Center

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Program Appropriations					
F.T. Salary	489,287	503,353	514,867	531,064	531,064
R.P.T. Salary	125,386	81,031	78,059	71,769	71,769
P.T. Salary	779,487	860,525	968,356	1,105,087	1,105,087
Employee Benefits	281,931	287,554	287,001	303,709	303,709
Payroll Taxes	153,282	157,745	157,948	171,037	171,037
Personnel Services	1,829,373	1,890,208	2,006,231	2,182,666	2,182,666
Professional and Technical Services	5,955	1,570	-	-	-
Communication	195	200	9,050	2,300	2,300
Supplies	102,632	106,381	118,520	154,769	154,769
Training, Travel and Memberships	1,033	1,171	-	-	-
Small Furniture, Fixtures and Equip.	8,135	2,165	12,000	2,000	2,000
Material & Services	117,950	111,487	139,570	159,069	159,069
Program Total	1,947,323	2,001,695	2,145,801	2,341,735	2,341,735
Department Staff					
Full-time	8.00	8.00	8.00	8.00	8.00
Regular part-time (FTE)	2.63	1.76	1.76	1.76	1.76
Part-time (FTE)	36.05	37.48	37.26	43.84	43.84
Funded Service Level					
Program Hours	23,736	25,872	26,990	29,037	29,037
Contact Hours	849,465	911,176	913,859	826,807	826,807

Division: Park & Recreation Services
 Department: Recreation
 Program: Conestoga Recreation & Aquatic Center
 Sub-program: Aquatics

KEY PERFORMANCE INDICATORS

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Projected Outcome 2015/16	Proposed Outcome 2016/17
Workloads:				
Attendance	99,573	100,274	110,000	115,000
Number of classes held	872	830	840	840
% of classes held vs. offered	90%	92%	93%	100%
Performance Measures:				
Estimated cost per visit	\$9.20	\$8.94	\$9.17	\$9.49
Goal Outcome Measures:				
Average enrollment as a % of class minimums	177%	207%	202%	100%
Revenues as a % needed to meet cost recovery - Budget	N/A	N/A	56%	55%
Revenues as a % needed to meet cost recovery - Actual	N/A	56%	N/A	N/A

Division: Park & Recreation Services
 Department: Recreation
 Program: Conestoga Recreation & Aquatic Center
 Sub-program: Aquatics

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Program Appropriations					
F.T. Salary	265,863	268,102	313,822	322,759	322,759
R.P.T. Salary	88,273	48,348	39,361	32,084	32,084
P.T. Salary	304,705	325,258	377,879	442,334	442,334
Employee Benefits	163,558	163,642	178,393	182,225	182,225
Payroll Taxes	72,714	69,959	74,313	80,034	80,034
Personnel Services	895,113	875,309	983,768	1,059,436	1,059,436
Communication	195	200	9,050	300	300
Supplies	19,788	20,251	16,100	31,890	31,890
Training, Travel and Memberships	1,402	-	-	-	-
Small Furniture, Fixtures and Equip.	-	663	-	-	-
Material & Services	21,385	21,114	25,150	32,190	32,190
Program Total	916,498	896,423	1,008,918	1,091,626	1,091,626
Department Staff					
Full-time	4.20	4.80	4.80	4.80	4.80
Regular part-time (FTE)	1.75	0.88	0.88	0.88	0.88
Part-time (FTE)	15.65	17.41	15.25	18.22	18.22
Funded Service Level					
Program Hours	10,151	9,834	9,705	9,724	9,724
Contact Hours	490,725	526,775	499,320	395,354	395,354

Division: Park & Recreation Services
 Department: Recreation
 Program: Conestoga Recreation & Aquatic Center
 Sub-program: Recreation

KEY PERFORMANCE INDICATORS

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Projected Outcome 2015/16	Proposed Outcome 2016/17
Workloads:				
Attendance	142,584	143,000	145,000	146,000
Number of classes held	1,003	930	940	940
% of classes held vs. offered	87%	93%	90%	100%
Performance Measures:				
Estimated cost per visit	\$7.25	\$7.73	\$7.84	\$8.56
Goal Outcome Measures:				
Average enrollment as a % of class minimums	136%	171%	212%	100%
Revenues as a % needed to meet cost recovery - Budget	N/A	N/A	77%	88%
Revenues as a % needed to meet cost recovery - Actual	N/A	87%	N/A	N/A

Division: Park & Recreation Services
 Department: Recreation
 Program: Conestoga Recreation & Aquatic Center
 Sub-program: Recreation

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Program Appropriations					
F.T. Salary	223,424	235,251	201,045	208,305	208,305
R.P.T. Salary	37,113	32,683	38,698	39,685	39,685
P.T. Salary	474,782	535,267	590,477	662,753	662,753
Employee Benefits	118,373	123,912	108,608	121,484	121,484
Payroll Taxes	80,568	87,786	83,635	91,003	91,003
Personnel Services	934,260	1,014,899	1,022,463	1,123,230	1,123,230
Professional and Technical Services	5,955	1,570	-	-	-
Communications	-	-	-	2,000	2,000
Supplies	82,844	86,130	102,420	122,879	122,879
Training, Travel and Memberships	1,033	508	-	-	-
Small Furniture, Fixtures and Equip.	8,135	2,165	12,000	2,000	2,000
Material & Services	97,967	90,373	114,420	126,879	126,879
Program Total	1,032,227	1,105,272	1,136,883	1,250,109	1,250,109
Department Staff					
Full-time	3.80	3.20	3.20	3.20	3.20
Regular part-time (FTE)	0.88	0.88	0.88	0.88	0.88
Part-time (FTE)	20.40	20.06	22.01	25.62	25.62
Funded Service Level					
Program Hours	13,585	16,038	17,285	19,313	19,313
Contact Hours	358,740	384,401	414,539	431,453	431,453

Division: Park & Recreation Services
 Department: Recreation
 Program: Garden Home Recreation Center

KEY PERFORMANCE INDICATORS

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Projected Outcome 2015/16	Proposed Outcome 2016/17
Workloads:				
Attendance	244,734	256,015	260,000	267,000
Number of classes held	1,004	820	850	850
% of classes held vs. offered	69%	76%	71%	100%
Performance Measures:				
Estimated cost per visit	\$3.86	\$3.55	\$4.30	\$4.54
Goal Outcome Measures:				
Average enrollment as a % of class minimums	138%	153%	153%	100%
Revenues as a % needed to meet cost recovery - Budget	N/A	N/A	58%	57%
Revenues as a % needed to meet cost recovery - Actual	N/A	61%	N/A	N/A

Division: Park & Recreation Services
 Department: Recreation
 Program: Garden Home Recreation Center

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Program Appropriations					
F.T. Salary	260,284	242,071	269,768	287,630	287,630
R.P.T. Salary	32,912	36,483	37,354	38,947	38,947
P.T. Salary	344,213	353,529	461,197	491,207	491,207
Employee Benefits	132,019	108,115	120,998	139,437	139,437
Payroll Taxes	70,653	68,914	75,665	79,636	79,636
Personnel Services	840,081	809,112	964,982	1,036,857	1,036,857
Professional and Technical Services	7,361	-	300	2,400	2,400
Supplies	94,586	96,700	149,848	167,164	167,164
Communications	245	675	600	900	900
Training, Travel and Memberships	865	845	1,200	1,200	1,200
Small Furniture, Fixtures and Equip.	2,184	1,837	2,000	3,000	3,000
Material & Services	105,241	100,057	153,948	174,664	174,664
Program Total	945,322	909,169	1,118,930	1,211,521	1,211,521
Department Staff					
Full-time	5.00	5.00	5.00	5.00	5.00
Regular part-time (FTE)	0.88	0.88	0.88	0.88	0.88
Part-time (FTE)	15.66	15.76	15.53	16.30	16.30
Funded Service Level					
Program Hours	19,373	19,796	18,844	19,507	19,507
Contact Hours	333,037	345,911	350,016	428,461	428,461





TUALATIN HILLS
PARK & RECREATION DISTRICT

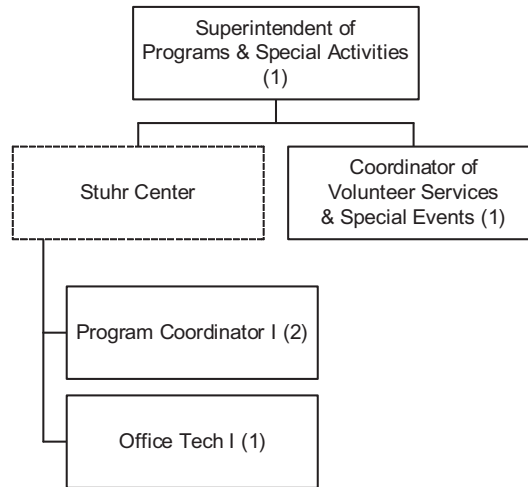
PROGRAMS & SPECIAL ACTIVITIES



Elsie Stuhr Center

PARK & RECREATION SERVICES DIVISION

Programs & Special Activities Department



Department Overview

The superintendent of Programs & Special Activities is responsible to the director of Park & Recreation Services and oversees the Elsie Stuhr Center, ADA, and the coordinator of Volunteer Services & Special Events.

This department provides integrated recreational opportunities for the community to include special events, senior programs, and volunteer services.

FY 2015/16 Accomplishments

Held a highly successful Concert and Theater in the Park Series, with four concerts, including “Groovin’ on the Grass” with Tower of Power, and one theater presentation.

Planned and implemented the fourth Sunday Trailways event celebrating the completion of a section of the Waterhouse Trail.

Held a very successful fundraiser at the Stuhr Center, Harvest Bazaar.

Work with a consultant to complete the ADA Access Audit of facilities and properties, and the accompanying Transition Plan.

FY 2016/17 Goals and Objectives

Continue implementation of the Cost Recovery Model.

Continue to work to maximize expense efficiency of each departmental budget, while still maintaining maximum revenues.

Coordinate another successful Party in the Park.

Increase the number of programs associated with the Wellness on Wheels (WOW) program.

Budget Highlights

The proposed budget reflects the transfer of Adaptive Recreation and Inclusion Services to the Sports Department.



Division: Park & Recreation Services
Department: Programs & Special Activities

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Summary of Appropriations					
Personnel Services	2,412,166	2,346,787	1,351,839	1,081,156	1,081,156
Materials & Services	235,594	247,109	256,105	210,284	210,284
Total Appropriations	2,647,760	2,593,896	1,607,944	1,291,440	1,291,440

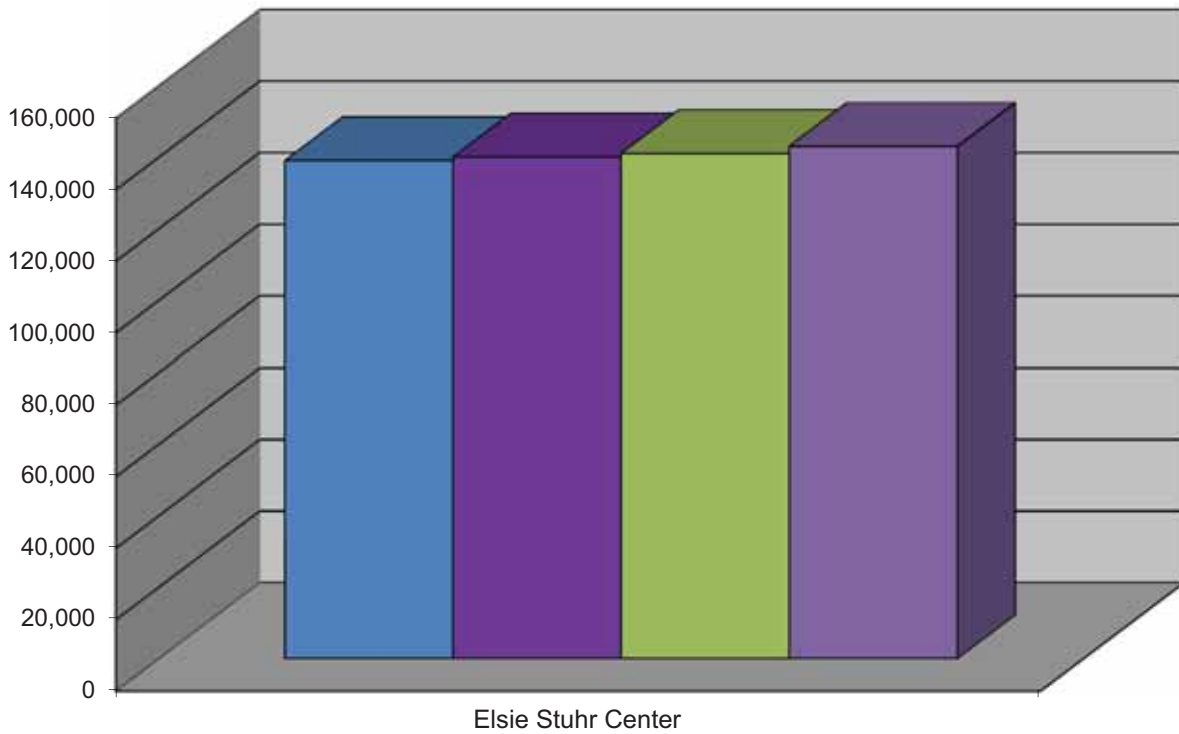
Summary by Program					
Superintendent of Prog. & Spec. Act.	462,256	446,516	455,544	470,211	470,211
Jenkins Estate	37,600	960	-	-	-
Camp Rivendale	137,752	142,926	153,913	-	-
Elsie Stuhr Center	1,015,537	971,261	998,487	821,229	821,229
Tualatin Hills Tennis Center	994,615	1,032,233	-	-	-
Total Appropriations	2,647,760	2,593,896	1,607,944	1,291,440	1,291,440

Division Staff					
Full-time	13.00	13.00	6.00	5.00	5.00
Regular part-time (FTE)	4.37	4.37	0.88	0.88	0.88
Part-time (FTE)	20.83	21.34	15.80	8.53	8.53

Funded Service Level					
Program Hours	47,486	45,713	9,560	9,899	9,899
Contact Hours	344,939	252,554	128,764	115,135	115,135

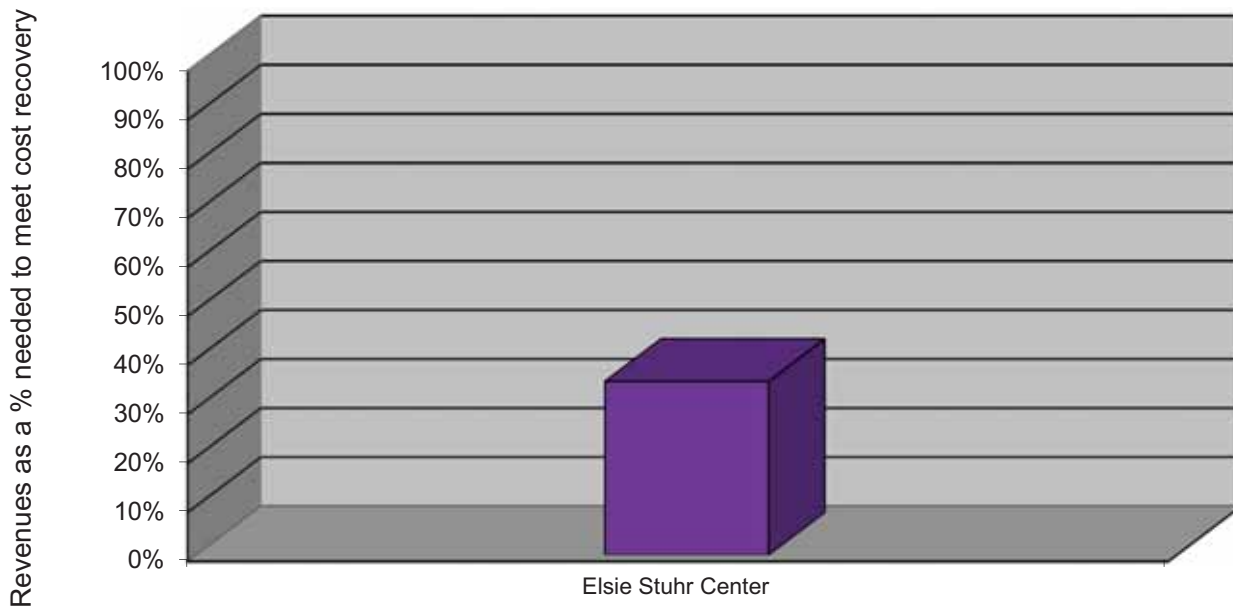
Note: As of FY 2015/16, the Tualatin Hills Tennis Center was moved to the Sports Department.
As of FY 2016/17, Camp Rivendale was moved to the Sports Department.

Attendance by Center



■ 2013/14 ■ 2014/15 Actuals ■ 2015/16 Projected ■ 2016/17 Proposed

Cost Recovery Progress



■ 2014/15 Actuals

Division: Park & Recreation Services
Department: Programs & Special Activities
Program: Superintendent of Programs & Special Activities

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Program Appropriations					
F.T. Salary	189,888	191,677	193,121	199,485	199,485
P.T. Salary	49,070	31,875	36,942	37,979	37,979
Employee Benefits	71,417	72,246	69,188	77,862	77,862
Payroll Taxes	23,719	21,632	20,899	20,991	20,991
Personnel Services	334,094	317,430	320,150	336,317	336,317
Professional and Technical Services	106,397	101,848	101,394	96,394	96,394
Rental Facility	2,400	2,400	2,400	2,400	2,400
Communications	2,350	2,643	3,000	3,000	3,000
Supplies	9,699	11,621	13,500	16,000	16,000
Training, Travel and Memberships	5,423	10,574	15,100	16,100	16,100
Small Furniture, Fixtures and Equip.	1,893	-	-	-	-
Material & Services	128,162	129,086	135,394	133,894	133,894
Program Total	462,256	446,516	455,544	470,211	470,211
Department Staff					
Full-time	2.00	2.00	2.00	2.00	2.00
Regular part-time (FTE)	0.00	0.00	0.00	0.00	0.00
Part-time (FTE)	1.35	1.73	1.11	1.12	1.12

Division: Park & Recreation Services
 Department: Programs & Special Activities
 Program: Elsie Stuhr Center

KEY PERFORMANCE INDICATORS

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Projected Outcome 2015/16	Proposed Outcome 2016/17
Workloads:				
Attendance	139,000	140,000	141,000	143,000
Number of classes held	571	575	580	585
% of classes held vs. offered	93%	93%	93%	100%
Performance Measures:				
Estimated center cost per visit	\$6.43	\$5.78	\$5.88	\$5.74
Goal Outcome Measures:				
Average enrollment as a % of class minimums	140%	133%	106%	100%
Revenues as a % needed to meet cost recovery - Budget	N/A	N/A	44%	41%
Revenues as a % needed to meet cost recovery - Actual	N/A	35%	N/A	N/A

Division: Park & Recreation Services
Department: Programs & Special Activities
Program: Elsie Stuhr Center

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Program Appropriations					
F.T. Salary	338,254	235,297	240,835	193,961	193,961
R.P.T. Salary	35,236	36,832	35,922	37,471	37,471
P.T. Salary	363,701	414,324	414,049	324,244	324,244
Employee Benefits	145,936	135,069	132,373	134,140	134,140
Payroll Taxes	81,149	74,277	69,625	55,023	55,023
Personnel Services	964,276	895,799	892,804	744,839	744,839
Professional and Technical Services	405	620	-	-	-
Other Services	2,742	3,499	7,030	8,000	8,000
Communication	2,945	3,654	4,000	6,500	6,500
Supplies	45,148	66,264	92,613	60,390	60,390
Training, Travel and Memberships	21	1,425	2,040	1,500	1,500
Material & Services	51,261	75,462	105,683	76,390	76,390
Program Total	1,015,537	971,261	998,487	821,229	821,229
Department Staff					
Full-time	5.00	5.00	4.00	3.00	3.00
Regular part-time (FTE)	0.88	0.88	0.88	0.88	0.88
Part-time (FTE)	9.17	9.34	10.04	7.41	7.42
Funded Service Level					
Program Hours	9,235	9,387	8,960	9,899	9,899
Contact Hours	114,358	94,798	98,764	115,135	115,135



Division: Park & Recreation Services
Department: Programs & Special Activities
Program: Jenkins Estate

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Program Appropriations					
F.T. Salary	5,232	-			
P.T. Salary	15,353	-			
Employee Benefits	3,933	-			
Payroll Taxes	2,526	-			
Personnel Services	27,044	-	-	-	-
Professional and Technical Services	960	960			
Supplies	9,548	-			
Training, Travel and Memberships	48	-			
Material & Services	10,556	960	-	-	-
Program Total	37,600	960	-	-	-
Department Staff					
Full-time					
Regular part-time (FTE)					
Part-time (FTE)					
Funded Service Level					
Contact Hours	51,662	-	-	-	





TUALATIN HILLS
PARK & RECREATION DISTRICT

NATURAL RESOURCES & TRAILS



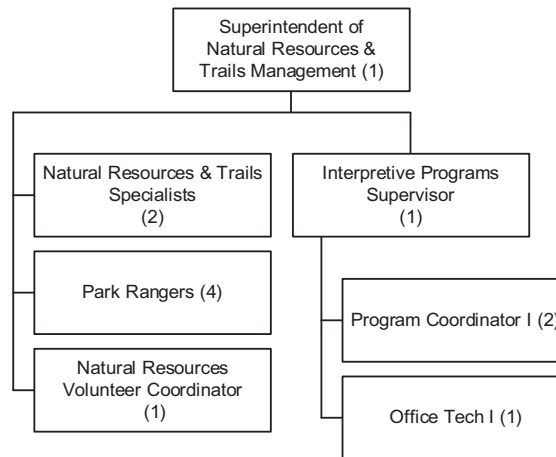
Natural Resources

Tualatin Hills Nature Center

Cooper Mountain Nature Park

PARK & RECREATION SERVICES DIVISION

Natural Resources & Trails Management Department



Department Overview

The superintendent of Natural Resources & Trails Management is responsible to the director of Park & Recreation Services. Under the direction of the superintendent of Natural Resources & Trails Management, the Tualatin Hills Nature Center, Cooper Mountain Nature House, and Natural Resources staff operate a coordinated program which uses the Nature Center and Nature Mobile to educate patrons about the district's natural resource areas, volunteer opportunities, trails, and environmental education programs.

The Natural Resources Department provides districtwide stewardship of natural areas and environmental education programs, co-manages 60 miles of trails, and 1,400 acres of natural areas in 140 sites, including Cooper Mountain Nature Park and the Tualatin Hills Nature Park and Nature Center.

The department connects patrons with natural areas and community destinations through the Trails Management Program which promotes trail uses, visitor services, and inquiries. The program sets standards, suggests improvements to the trail system, and empowers the park district to work with community partners and other jurisdictions in addressing trails issues.

FY 2015/16 Accomplishments

Partnered with Clean Water Services to expand Rock Creek Greenway bond project area.

Implemented first year of Natural Resources Functional Plan, including prioritization of natural resource properties and mapping of biodiversity corridors.

Ran Leaders In Training Experience for teen volunteers, who worked with nature camps and Nature Mobile programs. Teens served more than 4,500 hours last summer.

Nature Kids, a school-year-long nature preschool program, was very popular this year with 38 students who received about 720 hours of instruction.

Earned a Nature in Neighborhoods grant for \$25,000 from Metro to conduct habitat restoration along 10 acres of the Willow Creek Greenway.

FY 2016/17 Goals and Objectives

Manage natural resources bond projects, closing out one of them. Continue with four phase-2 natural area restoration bond projects.

Implement at least four Natural Resources Functional Plan (NRFP) short-term milestones including:

1. Develop new partnership to improve watershed scale habitat improvement.
2. Identify staffing and materials needed to implement computer-based success metrics.
3. Run teen-oriented program to connect underserved youth to nature.
4. Create professional development guidelines to support program development to priority audiences.

Budget Highlights

The proposed budget includes funding for labor and supplies to maintain newly acquired natural area acreage.



Division: Park & Recreation Services
Department: Natural Resources & Trails

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Summary of Appropriations					
Personnel Services	1,423,397	1,521,022	1,665,023	1,740,607	1,740,607
Materials & Services	107,779	104,606	222,540	238,594	238,594
Total Appropriations	1,531,176	1,625,628	1,887,563	1,979,201	1,979,201

Summary by Program					
Natural Resources	831,968	904,991	1,061,956	1,127,520	1,127,520
Interpretive Programs	699,208	720,637	825,607	851,681	851,681
Total Appropriations	1,531,176	1,625,628	1,887,563	1,979,201	1,979,201

Division Staff					
Full-time	11.00	11.00	11.00	12.00	12.00
Regular part-time (FTE)	0.88	0.88	0.88	0.00	0.00
Part-time (FTE)	13.63	14.99	16.76	16.92	16.92

Funded Service Level					
Program Hours	9,921	10,588	13,254	12,752	12,752
Contact Hours	161,215	167,111	185,054	179,684	179,684

Division: Park & Recreation Services
Department: Natural Resources & Trails
Program: Natural Resources

KEY PERFORMANCE INDICATORS

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Projected Outcome 2015/16	Proposed Outcome 2016/17
Implement the THPRD Natural Resource Management Plan, Trails Management Plan, and Inventory Program.	Continued more than 20 active bond projects. Substantially completed Natural Resources Functional Plan (NRFP). Inventoried 30 natural resources sites.	Completed 4 additional bond restoration projects. The Natural Resources Functional Plan was completed and adopted. Natural Resources inventory was completed for 20 more properties.	All natural areas were ranked according to NRFP criteria and used to prioritize staff projects. Mapped key biodiversity corridors in the district.	Complete site inventories of all properties in zone three. Continue beaver benefit study with partners.
Engage in community outreach to promote awareness and involvement in Natural Resources programs.	Improved outreach to underserved communities through partnership with Elmonica Elementary School and traveling Nature Mobile programs. Set up two partnerships with middle schools for service learning programs to engage teen volunteers in stewardship activities.	The service learning program was expanded to the International School of Beaverton. Nature Mobile tried new methods to reach different audiences.	Completed a gap analysis of program offerings. Defined quality standards for programs.	Propose changes to indoor and outdoor programming spaces to better accommodate patron needs.
Restore and enhance habitat in natural area parks.	Implemented phase two of Fanno Creek Trail vision project to remove weeds and install plants along trail. Interpretive signs were completed. Wrote Mt. Williams restoration plan and soft surface trail plan.	Installed thousands of trees and shrubs as part of Lowami Hart Woods and Koll Center Wetlands restoration projects. Continued to provide management of habitat mitigation for development bond project impacts including development of Morrison Woods mitigation bank with Planning staff.	Completed phase one of Mt. Williams and Jenkins Estate bond projects. Completed planting phase of Pollinator Project in Rock Creek Greenway at 185th.	Wrap up at least three bond projects. Refine data collection/database system.
Pursue cooperative and collaborative relationships with THPRD Departments and outside agencies that benefit natural resource assets.	Collaborated with Regional Arts & Culture Council and other partners to place four art installations in natural area parks. Collaborated with Clean Water Services (CWS) to restore Fanno Creek Greenway.	Placed large logs for habitat and water quality with CWS as part of Bronson Creek Greenway Project. Completed phase two of Fanno Creek Greenway with CWS.	Expanded mitigation bank at Rock Creek Greenway with Clean Water Services as partner. Investigated opportunities to partner with homeowner associations through Watershed Council to improve watershed connectivity.	Implement phase one of Rock Creek Greenway habitat/mitigation project with Clean Water Services.

Division: Park & Recreation Services
Department: Natural Resources & Trails
Program: Natural Resources

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Program Appropriations					
F.T. Salary	464,807	499,285	520,897	541,355	541,355
P.T. Salary	66,525	78,106	122,635	119,143	119,143
Employee Benefits	199,234	212,251	209,251	243,615	243,615
Payroll Taxes	60,415	63,299	68,547	68,834	68,834
Personnel Services	790,981	852,941	921,330	972,947	972,947
Professional and Technical Services	5,937	11,670	28,026	49,500	49,500
Other Services	628	369	3,900	3,900	3,900
Rental Equipment	-	307	1,250	900	900
Communications	3,703	2,830	3,600	4,320	4,320
Supplies	17,484	28,934	94,200	86,603	86,603
Training, Travel and Memberships	7,410	4,990	8,650	8,350	8,350
Small Furniture, Fixtures and Equip.	5,825	2,950	1,000	1,000	1,000
Material & Services	40,987	52,050	140,626	154,573	154,573
Program Total	831,968	904,991	1,061,956	1,127,520	1,127,520
Department Staff					
Full-time	7.00	8.00	8.00	8.00	8.00
Regular part-time (FTE)	0.00	0.00	0.00	0.00	0.00
Part-time (FTE)	2.73	4.05	4.14	4.02	4.02

Division: Park & Recreation Services
 Department: Natural Resources & Trails
 Program: Interpretive Programs

KEY PERFORMANCE INDICATORS

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Projected Outcome 2015/16	Proposed Outcome 2016/17
Workloads:				
Attendance - Interpretive Programs	45,958	41,571	43,000	45,000
Trail Count - Tualatin Hills Nature Park	97,661	119,872	120,000	120,000
Trail Count - Cooper Mountain Nature Park	54,258	72,347	80,000	85,000
Number of classes held	707	664	675	675
% of classes held vs. offered	88%	89%	90%	100%
Performance Measures:				
Estimated center cost per visit	\$4.03	\$3.08	\$3.29	\$3.41
Goal Outcome Measures:				
Average enrollment as a % of class minimums	148%	139%	140%	100%
Revenues as a % needed to meet cost recovery - Budget	N/A	N/A	37%	37%
Revenues as a % needed to meet cost recovery - Actual	N/A	44%	N/A	N/A

Division: Park & Recreation Services
Department: Natural Resources & Trails
Program: Interpretive Programs

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Program Appropriations					
F.T. Salary	191,573	201,737	210,897	260,268	260,268
R.P.T. Salary	41,195	42,760	43,295	-	-
P.T. Salary	268,926	287,879	349,185	360,046	360,046
Employee Benefits	77,567	80,026	80,350	86,679	86,679
Payroll Taxes	53,155	55,679	59,966	60,667	60,667
Personnel Services	632,416	668,081	743,693	767,660	767,660
Professional and Technical Services	2,403	2,561	3,938	3,460	3,460
Rental Equipment	24,558	13,459	18,530	18,750	18,750
Communication	2,871	2,591	3,250	3,500	3,500
Supplies	31,454	30,910	49,546	52,711	52,711
Training, Travel and Memberships	5,222	2,686	4,650	3,600	3,600
Small Furniture, Fixtures and Equip.	284	349	2,000	2,000	2,000
Material & Services	66,792	52,556	81,914	84,021	84,021
Program Total	699,208	720,637	825,607	851,681	851,681
Department Staff					
Full-time	4.00	3.00	3.00	4.00	4.00
Regular part-time (FTE)	0.88	0.88	0.88	0.00	0.00
Part-time (FTE)	10.90	10.94	12.62	12.90	12.90
Funded Service Level					
Program Hours	9,921	10,588	13,254	12,752	12,752
Contact Hours	161,215	167,111	185,054	179,684	179,684



CAPITAL PROJECTS

Capital Projects Summary

Capital Projects Narratives



Division: Capital Projects

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Summary of Appropriations					
Capital Outlay	2,831,892	1,776,421	6,444,551	7,346,917	7,458,717
Total Appropriations	2,831,892	1,776,421	6,444,551	7,346,917	7,458,717
Summary by Department					
Carryover Projects	802,963	181,780	4,593,048	3,718,285	3,830,085
Athletic Facility Replacements	600,075	282,343	334,800	775,000	775,000
Athletic Facility Improvements	-	7,500	3,300	-	-
Building Replacements	381,699	478,686	557,543	565,116	565,116
Building Improvements	147,107	194,017	13,200	104,600	104,600
Park & Trail Replacements	591,992	423,660	419,060	602,254	602,254
Park & Trail Improvements	203,428	143,629	401,600	1,391,662	1,391,662
Facility Challenge Grants	47,985	51,620	97,500	90,000	90,000
ADA Improvements	56,643	13,186	24,500	100,000	100,000
Total Appropriations	2,831,892	1,776,421	6,444,551	7,346,917	7,458,717



CAPITAL PROJECTS

Item Number	Capital Project	Carryover Funds	Additional Funding	Adopted Budget 2016/17	Page #
CARRYOVER PROJECTS					
1	JQAY House Renovation	1,800	-	1,800	CP-5
2	Challenge Grant Competitive Fund	50,000	-	50,000	CP-5
3	Aquatic Center Renovation	1,821,584	796,000	2,617,584	CP-5
4	Entry Garbage Cans	4,780	5,000	9,780	CP-5
5	Play Equipment Design	10,680	-	10,680	CP-5
6	Parking Lot	194,414	-	194,414	CP-5
7	Pedestrian Pathway and Playground Equipment	197,115	-	197,115	CP-5
8	ADA Improvements	13,812	-	13,812	CP-6
9	PCC Push Button Tennis Lights	3,300	-	3,300	CP-6
10	Lead Paint Abatement	18,000	-	18,000	CP-6
11	Ergonomic Office Equipment	3,600	-	3,600	CP-6
12	Conestoga Middle School synthetic turf field	650,000	-	650,000	CP-6
13	Tennis Court Resurfacing - HMT Tennis Center (6 indoor courts)	60,000	-	60,000	CP-6
	TOTAL CARRYOVER PROJECTS	3,029,085	801,000	3,830,085	
ATHLETIC FACILITY REPLACEMENTS					
14	HMT Field #2 Synthetic Turf			575,000	CP-6
15	Skate Park Ramps			25,000	CP-7
16	Tennis Court - Resurfacing (5 sites)			165,000	CP-7
17	Baseball/Softball Backstops			10,000	CP-7
	ATHLETIC FACILITY REPLACEMENTS			775,000	
BUILDING REPLACEMENTS					
18	Cardio and Weight Equipment			40,000	CP-7
	Building Exterior				
19	Exterior Siding			60,000	CP-7
20	Upper Balcony			8,500	CP-7
21	Graffiti Protector & Interior Sealing Outdoor Restroom			11,055	CP-7
22	Porch Rebuild			13,700	CP-8
23	Cedar Hills Exterior Repairs			83,500	CP-8
24	Roof Repair & Maintenance (4 sites)			8,000	CP-8
	Building Furnishings				
25	Wash Basins			3,400	CP-8
26	Gym Receiver & Speaker			3,000	CP-8
27	Tennis Court Wind Screens			1,500	CP-8
28	Table Replacements			3,000	CP-8
29	Ergonomic Office Equipment			2,400	CP-9
	Floor Coverings (Long Life)				
30	Refinish Wood Floors (4 sites)			36,351	CP-9
	Floor Coverings (Short Life)				
31	Carpet Replacement (2 sites)			5,000	CP-9
	HVAC Components				
32	HVAC Ductwork (2 sites)			8,950	CP-9
33	Steam Condensation Pump			2,800	CP-9
34	Air Handler Bearing (3 sites)			20,200	CP-9
35	Boiler Retuning			5,570	CP-10
36	HVAC Dampers & Actuators			3,616	CP-10
37	Unions, Valves, Lines & Actuators			8,030	CP-10
	Plumbing 25 year				
38	Floor Drains			26,500	CP-10
39	Boiler Pipe			1,975	CP-10
	Plumbing 15 year				
40	Water Heater			3,500	CP-10
	Pool Apparatus				
41	Three-meter Dive Stands			42,860	CP-11
42	Pool Slide Resurfacing			5,150	CP-11
43	Lane Lines			3,000	CP-11
44	Pool Receiver & Speaker			3,000	CP-11
45	Guard Chair			5,500	CP-11

CAPITAL PROJECTS

Item Number	Capital Project	Carryover Funds	Additional Funding	Adopted Budget 2016/17	Page #
	<u>Pool Mechanical System Repair</u>				
46	Pool Valves			2,200	CP-11
47	Circulation Pump & Motor			5,792	CP-11
	<u>Pool Tank Underwater Lights</u>				
48	Underwater Lights			121,067	CP-12
	<u>Security</u>				
49	Fire Suppression at Selected Facilities			8,000	CP-12
	<u>Windows & Doors</u>				
50	Office Door & Jamb			2,000	CP-12
51	Frosting of Windows			6,000	CP-12
	TOTAL BUILDING REPLACEMENTS			565,116	
	BUILDING IMPROVEMENT				
52	Ventilation System			10,000	CP-12
53	Roof safety protection (3 sites)			54,400	CP-12
54	Changing Tables			2,500	CP-13
55	Inflatable Paddle Boards			11,200	CP-13
56	LED lighting			16,500	CP-13
57	Deduct Meters			10,000	CP-13
	TOTAL BUILDING IMPROVEMENT			104,600	
	PARK AND TRAIL REPLACEMENTS				
58	Concrete Sidewalk Repair (3 sites)			43,373	CP-13
59	Play Equipment (3 sites)			338,000	CP-13
60	Picnic Tables and Park Benches (3 sites)			13,645	CP-13
61	Parking Lot Resurfacing			55,000	CP-14
62	Bridge Replacement			15,000	CP-14
63	Drinking Fountain			7,500	CP-14
64	Asphalt Pedestrian Pathways (5 sites)			23,136	CP-14
65	Irrigation Systems Redesign & Reconfiguration (5 sites)			20,000	CP-14
66	Stormwater Management Redesign			40,000	CP-14
67	Fence Replacements			6,600	CP-14
68	Signage Master Plan Phase 2			40,000	CP-15
	TOTAL PARK AND TRAIL REPLACEMENTS			602,254	
	PARK AND TRAIL IMPROVEMENTS				
69	Memorial Benches			8,000	CP-15
70	Outdoor Fitness Equipment			17,062	CP-15
	<u>Grant Funded Projects</u>				
71	ConnectOregon - Waterhouse Trail Segment			400,000	CP-15
72	Rails-to-Trails - Westside to Waterhouse			48,000	CP-15
73	Oregon Parks and Recreation Department - Vietnam War Memorial			35,000	CP-15
74	LGGP - SW Quadrant Community Park			283,600	CP-16
75	Metro Nature in Neighborhoods			400,000	CP-16
76	Oregon Watershed Enhancement Board			200,000	CP-16
	TOTAL PARK AND TRAIL IMPROVEMENTS			1,391,662	
	FACILITY CHALLENGE GRANTS				
77	Challenge Grants			90,000	CP-16
	TOTAL FACILITY CHALLENGE GRANTS			90,000	
	ADA IMPROVEMENTS				
78	ADA improvements - Aquatic Center			92,000	CP-16
79	ADA improvements - Athletic Center			8,000	CP-16
	TOTAL ADA IMPROVEMENTS			100,000	
	TOTAL FUNDED CAPITAL ITEMS			7,458,717	

CAPITAL PROJECTS

Carryover Projects

ITEM 1: **JQAY House Renovation**

BUDGET: \$1,800

DESCRIPTION: Remaining funds for renovation of historical facility

ITEM 2: **Challenge Grant Competitive Fund**

BUDGET: \$50,000

DESCRIPTION: Unused Challenge Grant Funds from prior year will be made available on a competitive basis

ITEM 3: **Aquatic Center renovation**

BUDGET: \$2,617,584

DESCRIPTION: Replacement of metal roof, insulation, vapor barrier, pool tank, pool deck, gutter, tile, dive tower vents, backwash valves and equipment at the Aquatic Center

ITEM 4: **Entry Garbage Cans**

BUDGET: \$9,780

DESCRIPTION: Replacement of entry garbage cans at select parks

ITEM 5: **Play Equipment Design**

BUDGET: \$10,680

DESCRIPTION: Design for replacement of play equipment at Cedar Hills Recreation Center

ITEM 6: **Parking Lot**

BUDGET: \$194,414

DESCRIPTION: Asphalt replacement of parking lot section at Hazeldale Park

ITEM 7: **Pedestrian Pathway and Playground Equipment**

BUDGET: \$197,115

DESCRIPTION: Replacement and overlay of a portion of asphalt pathways and play equipment structure in McMillan Park

CAPITAL PROJECTS

ITEM 8: ADA Improvements

BUDGET: \$13,812

DESCRIPTION: Replacement of an aquatic lift at the Aquatic Center

ITEM 9: PCC Push Button Tennis Lights

BUDGET: \$3,300

DESCRIPTION: Installation of push button lights for the PCC tennis courts

ITEM 10: Lead Paint Abatement

BUDGET: \$18,000

DESCRIPTION: Lead paint abatement for interior and doors at the Jenkins Estate Main House

ITEM 11: Ergonomic Office Equipment

BUDGET: \$3,600

DESCRIPTION: Replacement of standard equipment with ergonomic office equipment for district staff as needed

ITEM 12: Conestoga Middle School synthetic turf field

BUDGET: \$650,000

DESCRIPTION: Installation of a synthetic turf field at Conestoga Middle School with funding from other sources contributing to overall cost

ITEM 13: Tennis Court Resurfacing - HMT Tennis Center (6 indoor courts)

BUDGET: \$60,000

DESCRIPTION: Resurface of six indoor tennis courts

ATHLETIC FACILITY REPLACEMENTS

ITEM 14: HMT Field #2 Synthetic Turf

BUDGET: \$575,000

DESCRIPTION: Replacement of synthetic turf playing surface

CAPITAL PROJECTS

ITEM 15: Skate Park Ramps

BUDGET: \$25,000

DESCRIPTION: Replacement of three existing wood ramps with concrete ramps of similar style

ITEM 16: Tennis Court - Resurfacing (5 sites)

BUDGET: \$165,000

DESCRIPTION: Color coat and crack repair of tennis courts at PCC (6), Forest Hills (2), McMillan (2), Mitchell Park (2) and Highland Park Middle School (4)

ITEM 17: Baseball/Softball Backstops

BUDGET: \$10,000

DESCRIPTION: Replacement of the backstop mesh on baseball field #1 at Fir Grove School

BUILDING REPLACEMENTS

ITEM 18: Cardio and Weight Equipment

BUDGET: \$40,000

DESCRIPTION: Replacement of cardio and weight equipment at various recreation facilities

Building Exterior

ITEM 19: Exterior Siding

BUDGET: \$60,000

DESCRIPTION: Replacement of siding on north side of Garden Home Recreation Center

ITEM 20: Upper Balcony

BUDGET: \$8,500

DESCRIPTION: Rebuilding of the second floor balcony porch and railing at Fanno Farmhouse

ITEM 21: Graffiti Protector & Interior Sealing Outdoor Restroom

BUDGET: \$11,055

DESCRIPTION: Cleaning and sealing of bare concrete block walls of the exterior restrooms at Nature Park

CAPITAL PROJECTS

ITEM 22: Porch Rebuild

BUDGET: \$13,700

DESCRIPTION: Repair of sections of porch and painting the exterior of the Schlottmann and Bunk Houses

ITEM 23: Cedar Hills Exterior Repairs

BUDGET: \$83,500

DESCRIPTION: Repair of exterior stucco walls, exterior painting and replacement of gym siding at Cedar Hills Recreation Center

ITEM 24: Roof Repair & Maintenance (4 sites)

BUDGET: \$8,000

DESCRIPTION: Repair and maintenance of roofs at Aloha Swim Center, Harman Swim Center, Sunset Swim Center and Garden Home Recreation Center

Building Furnishings

ITEM 25: Wash Basins

BUDGET: \$3,400

DESCRIPTION: Replacement of wash basins in Aloha Swim Center dressing rooms

ITEM 26: Gym Receiver & Speaker

BUDGET: \$3,000

DESCRIPTION: Replacement of receiver and speaker for the gym at Conestoga Recreation & Aquatic Center

ITEM 27: Tennis Court Wind Screens

BUDGET: \$1,500

DESCRIPTION: Replacement of wind screen on the HMT Complex

ITEM 28: Table Replacements

BUDGET: \$3,000

DESCRIPTION: Replacement of the existing tables at Nature Center with lightweight aluminum tables

CAPITAL PROJECTS

ITEM 29: **Ergonomic Office Equipment**

BUDGET: \$2,400

DESCRIPTION: Replacement of standard equipment with ergonomic office equipment for district staff as needed

Floor Coverings (Long Life)

ITEM 30: **Refinish Wood Floors (4 sites)**

BUDGET: \$36,351

DESCRIPTION: Sand and recoat hardwood floors at Cedar Hills Recreation Center gym, Stuhr Center Manzanita room, Athletic Center gym, and Conestoga Recreation & Aquatic Center gym, aerobic room, and room 200

Floor Coverings (Short Life)

ITEM 31: **Carpet Replacement (2 sites)**

BUDGET: \$5,000

DESCRIPTION: Replacement of carpet at east and west entries at Conestoga Recreation & Aquatic Center and behind the front counter of the Aquatic Center

HVAC Components

ITEM 32: **HVAC Ductwork (2 sites)**

BUDGET: \$8,950

DESCRIPTION: Repair of HVAC ductwork system at Beaverton Swim Center and Conestoga Recreation & Aquatic Center

ITEM 33: **Steam Condensation Pump**

BUDGET: \$2,800

DESCRIPTION: Replacement of steam condensation pump for the boiler at Garden Home Recreation Center

ITEM 34: **Air Handler Bearing (3 sites)**

BUDGET: \$20,200

DESCRIPTION: Replacement of all bearings on air handler fan units at the Aquatic Center, Beaverton Swim Center, and Stuhr Center

CAPITAL PROJECTS

ITEM 35: Boiler Retuning

BUDGET: \$5,570

DESCRIPTION: Retune burners and tubes of the Aquatic Center boiler

ITEM 36: HVAC Dampers & Actuators

BUDGET: \$3,616

DESCRIPTION: Replacement of dampers & actuators to HVAC system at Administration Office

ITEM 37: Unions, Valves, Lines & Actuators

BUDGET: \$8,030

DESCRIPTION: Replacement of HVAC unions, valves & actuators located in the ceiling at Conestoga Recreation & Aquatic Center

Plumbing 25 year

ITEM 38: Floor Drains

BUDGET: \$26,500

DESCRIPTION: Replacement of floor drains and plumbing in the boiler room at Cedar Hills Recreation Center

ITEM 39: Boiler Pipe

BUDGET: \$1,975

DESCRIPTION: Replacement of inlet and outlet piping on pool water boiler at Aloha Swim Center

Plumbing 15 year

ITEM 40: Water Heater

BUDGET: \$3,500

DESCRIPTION: Replacement of one domestic water heater at the Athletic Center

CAPITAL PROJECTS

Pool Apparatus

ITEM 41: **Three-meter Dive Stands**

BUDGET: \$42,860

DESCRIPTION: Replacement of three-meter dive stands (2) at the Aquatic Center

ITEM 42: **Pool Slide Resurfacing**

BUDGET: \$5,150

DESCRIPTION: Re-gel coating of the leisure pool slide at Conestoga Recreation & Aquatic Center

ITEM 43: **Lane Lines**

BUDGET: \$3,000

DESCRIPTION: Replacement of lane lines at Conestoga Recreation & Aquatic Center

ITEM 44: **Pool Receiver & Speaker**

BUDGET: \$3,000

DESCRIPTION: Replacement of receiver and speakers at Conestoga Recreation & Aquatic Center pool area

ITEM 45: **Guard Chair**

BUDGET: \$5,500

DESCRIPTION: Replacement of lifeguard chair at Harman Swim Center

Pool Mechanical System Repair

ITEM 46: **Pool Valves**

BUDGET: \$2,200

DESCRIPTION: Replacement of pool valves at Conestoga Recreation & Aquatic Center

ITEM 47: **Circulation Pump & Motor**

BUDGET: \$5,792

DESCRIPTION: Replacement of the main circulation pool pump and motor at Sunset Swim Center

CAPITAL PROJECTS

Pool Tank Underwater Lights

ITEM 48: Underwater Lights
BUDGET: \$121,067
DESCRIPTION: Replacement of 35 underwater light fixtures at the Aquatic Center

Security

ITEM 49: Fire Suppression at Selected Facilities
BUDGET: \$8,000
DESCRIPTION: Replacement of components of fire suppression systems

Windows & Doors

ITEM 50: Office Door & Jamb
BUDGET: \$2,000
DESCRIPTION: Replacement of Tennis Center office door and frame

ITEM 51: Frosting of Windows
BUDGET: \$6,000
DESCRIPTION: Frosting of the south gable windows at the Aquatic Center

BUILDING IMPROVEMENT

ITEM 52: Ventilation System
BUDGET: \$10,000
DESCRIPTION: Installation of a ventilation system for tool room and welding shop at Fanno Creek Service Center to improve air quality

ITEM 53: Roof safety protection (3 sites)
BUDGET: \$54,400
DESCRIPTION: Installation of a fall protection system that will enable staff to access roofs at Cedar Hills Recreation Center, Beaverton Swim Center, and Aloha Swim Center

CAPITAL PROJECTS

ITEM 54: Changing Tables

BUDGET: \$2,500

DESCRIPTION: Addition of changing tables at 13 men's or family restrooms around the district

ITEM 55: Inflatable Paddle Boards

BUDGET: \$11,200

DESCRIPTION: Purchase of inflatable paddle boards for Aquatic yoga and paddle boarding classes

ITEM 56: LED lighting

BUDGET: \$16,500

DESCRIPTION: Replacement of exterior lighting fixtures at Conestoga Recreation & Aquatic Center with LED fixtures

ITEM 57: Deduct Meters

BUDGET: \$10,000

DESCRIPTION: Installation of four electrical deduct meters on the HMT Complex to monitor electricity usage by building

PARK AND TRAIL REPLACEMENTS

ITEM 58: Concrete Sidewalk Repair (3 sites)

BUDGET: \$43,373

DESCRIPTION: Repair and replacement of sidewalk panels at Waterhouse Linear Park (Blueridge Drive), John Marty Park and Fifth Street Park

ITEM 59: Play Equipment (3 sites)

BUDGET: \$338,000

DESCRIPTION: Design and replacement of play equipment at Butternut Park and Greenway Park (Scholls Ferry Road) Replacement of play equipment at Cedar Hills Recreation Center

ITEM 60: Picnic Tables and Park Benches (3 sites)

BUDGET: \$13,645

DESCRIPTION: Replacement of table and concrete pad at Fifth Street Park Replacement of park benches at Dwight Parr Park (2) and Beacon Hill Wetland (2)

CAPITAL PROJECTS

ITEM 61: Parking Lot Resurfacing

BUDGET: \$55,000

DESCRIPTION: Resurfacing of Bonny Slope Park parking lot

ITEM 62: Bridge Replacement

BUDGET: \$15,000

DESCRIPTION: Replacement of bridge at the south end of Whispering Woods Park

ITEM 63: Drinking Fountain

BUDGET: \$7,500

DESCRIPTION: Replacement of drinking fountain and pad at Elsie Stuhr Center

ITEM 64: Asphalt Pedestrian Pathways (5 sites)

BUDGET: \$23,136

DESCRIPTION: Replacement of pathways at Fir Grove Park, Channing Heights Park, Summercrest Park, Whispering Woods Park, and Kaiser Woods Park

ITEM 65: Irrigation Systems Redesign & Reconfiguration (5 sites)

BUDGET: \$20,000

DESCRIPTION: Redesign of Terra Linda, Sunset Swim Center, Carolwood Park, Cedar Hills Recreation Center, and Fanno Creek Service Center irrigation systems for water conservation

ITEM 66: Stormwater Management Redesign

BUDGET: \$40,000

DESCRIPTION: Redesign of stormwater system at Raleigh Park

ITEM 67: Fence Replacements

BUDGET: \$6,600

DESCRIPTION: Replacement of existing post & rail fencing at Fifth Street Park

CAPITAL PROJECTS

ITEM 68: **Signage Master Plan Phase 2**
BUDGET: \$40,000
DESCRIPTION: Replacement and improvement of signage throughout district

PARK AND TRAIL IMPROVEMENTS

ITEM 69: **Memorial Benches**
BUDGET: \$8,000
DESCRIPTION: The Memorial Bench program offers patrons the opportunity to purchase a recycled plastic bench

ITEM 70: **Outdoor Fitness Equipment**
BUDGET: \$17,062
DESCRIPTION: Purchase and installation of outdoor trail fitness equipment at a location to be determined

Grant Funded Projects

ITEM 71: **ConnectOregon - Waterhouse Trail Segment**
BUDGET: \$400,000
DESCRIPTION: Funding for completion of Waterhouse Trail Segment #4 through the ConnectOregon grant program

ITEM 72: **Rails-to-Trails - Westside to Waterhouse**
BUDGET: \$48,000
DESCRIPTION: Completion of the Westside to Waterhouse Trail segment through the Rails to Trails grant program

ITEM 73: **Oregon Parks and Recreation Department - Vietnam War Memorial**
BUDGET: \$35,000
DESCRIPTION: Funding for relocation of the Vietnam War Memorial to Veterans Memorial Park through the Oregon Parks and Recreation Department grant program

CAPITAL PROJECTS

ITEM 74: **LGGP - SW Quadrant Community Park**
BUDGET: \$283,600
DESCRIPTION: Funding of screens / shades (4) at SW Quadrant Community Park through the Local Government Grant Program

ITEM 75: **Metro Nature in Neighborhoods**
BUDGET: \$400,000
DESCRIPTION: Funding for construction of bridge in Fanno Creek Greenway through the Metro Nature in Neighborhoods grant program

ITEM 76: **Oregon Watershed Enhancement Board**
BUDGET: \$200,000
DESCRIPTION: Funding for construction of bridge and habitat enhancement in Fanno Creek Greenway through the Oregon Watershed Enhancement Board grant program

FACILITY CHALLENGE GRANTS

ITEM 77: **Challenge Grants**
BUDGET: \$90,000
DESCRIPTION: Matching funds to supplement Advisory Committees and Friends groups funding for facility improvements

ADA IMPROVEMENTS

ITEM 78: **ADA improvements - Aquatic Center**
BUDGET: \$92,000
DESCRIPTION: Remodeling of restroom, locker room, shower, doors, sign installation at Aquatic Center to meet the Americans with Disabilities Act requirements

ITEM 79: **ADA improvements - Athletic Center**
BUDGET: \$8,000
DESCRIPTION: Remodeling of various features at Athletic Center to meet the Americans with Disabilities Act

OTHER FUNDS

Mitigation Maintenance Reserve Fund



OTHER FUNDS

FUND DESCRIPTIONS:

Special Revenue Fund

The District receives mitigation reserve funds periodically, and has been recording them separately since the 2005/06 Budget Year. When received, these funds are a reserve against future maintenance cost at mitigation sites. A portion of the funds are available for use on a variety of natural area restoration projects, and all funds will be accounted for within the Mitigation Maintenance Reserve Fund.



SPECIAL REVENUE FUND

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Resources:					
Beginning Cash on Hand	\$ 182,071	\$ 163,989	\$ 162,500	\$ 160,100	\$ 160,100
Interest Income	868	757	500	500	500
Miscellaneous Income	-	8,310	-	-	-
Total Resources	\$ 182,939	\$ 173,056	\$ 163,000	\$ 160,600	\$ 160,600
Appropriations:					
Materials & Services	18,950	6,692	163,000	160,600	160,600
Total Appropriations	\$ 18,950	\$ 6,692	\$ 163,000	\$ 160,600	\$ 160,600
Summary by Fund					
Mitigation Maintenance Reserve Fund	18,950	6,692	163,000	160,600	160,600
Total Appropriations	\$ 18,950	\$ 6,692	\$ 163,000	\$ 160,600	\$ 160,600



Mitigation Maintenance Reserve Fund

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Department Appropriations					
Maintenance Supplies	18,950	6,692	163,000	160,600	160,600
Material & Services	18,950	6,692	163,000	160,600	160,600
Department Total	18,950	6,692	163,000	160,600	160,600



DEBT SERVICE FUND

Analysis of General Obligation Debt

Local Budget Form (LB-35)

Maturity of General Obligation Debt



DEBT SERVICE FUND

FUND DESCRIPTION

The Debt Service Fund provides for bond principal and interest payments on outstanding General Obligation Bonds, those for which a property tax levy supports the maturing principal and interest payments. These levies are levied outside the Park District's permanent rate and are not part of the governmental limit set by Measure 5. On November 4, 2008, the voters approved a bond measure in the amount of \$100 million, for land acquisition, natural area preservation, improvements to trails and parks, along with other major capital projects throughout the District.

DEBT CAPACITY

O.R.S. 266.512 established a parameter of bonded indebtedness for Park and Recreation Districts. Aggregate bonded indebtedness is governed by the real market value of all taxable properties within the Park District.

The aggregate amount of general obligation bonds issued and outstanding at any one time shall in no case exceed two and one-half percent (2.5%) of the real market value of all taxable property of the Park District.

The following table shows the debt capacity of the Park District.

Real Market Value (FY 2015/16)	\$ 31,418,293,366
General Obligation Debt Capacity (2.5% of Real Market Value)	785,457,334
Less: Outstanding Debt	<u>(77,350,000)</u>
Remaining Legal Debt Capacity	<u>\$ 708,107,334</u>

In April 2009, based on the approved authority of \$100 million, the district issued the first series of General Obligation Bonds in the amount of \$58,505,000. The bonds have a true interest cost of 4.19%. In May 2015, the district advance refunded a portion of the bonds (Series 2015), leaving an outstanding balance as of July 1, 2016, of \$6,525,000.

In September 2011, the district issued the second series of General Obligation Bonds in the amount of \$40,060,000. The bonds have a true interest cost of 3.25%. The outstanding balance as of July 1, 2016, is \$33,360,000.

In May 2015, the district advance refunded a portion of the General Obligation Bonds, Series 2009 (\$36,445,000) and issued the balance of the approved authority (\$1,435,000). The bonds have a true interest cost of 2.19%. The outstanding balance as of July 1, 2016, is \$37,465,000.



**FORM
LB-35**

**BONDED DEBT
RESOURCES AND REQUIREMENTS**

Bond Debt Payments are for:

- Revenue Bonds or
 General Obligation Bonds

Debt Service

Tualatin Hills Park & Recreation District

(Fund)

(Name of Municipal Corporation)

	Historical Data			DESCRIPTION OF RESOURCES AND REQUIREMENTS	Budget for Next Year FY 2016/17		
	Actual		Adopted Budget This Year FY 2015/16		Proposed By Budget Officer	Approved By Budget Committee	Adopted By Governing Body
	Second Preceding Year FY 2013/14	First Preceding Year FY 2014/15					
				Resources			
1	440,064	477,206	250,000	1. Beginning Cash on Hand (Cash Basis), or	275,000	275,000	275,000
2				2. Working Capital (Accrual Basis)			
3	117,118	126,683	50,000	3. Previously Levied Taxes to be Received	50,000	50,000	50,000
4	39,444	40,723	38,017	4. Interest	35,000	35,000	35,000
5				5. Transferred from Other Funds			
6	44,827	45,895	28,535	6. Payment in lieu of taxes	28,535	28,535	28,535
7	641,453	690,507	366,552	7. Total Resources, Except Taxes to be Levied	388,535	388,535	388,535
8			6,718,100	8. Taxes Estimated to be Received *	6,943,546	6,943,546	6,943,546
9	8,198,749	8,325,785		9. Taxes Collected in Year Levied			
10	8,840,202	9,016,292	7,084,652	10. TOTAL RESOURCES	7,332,081	7,332,081	7,332,081
				Requirements			
				Bond Principal Payments			
				Issue Date	Budgeted Payment Date		
1	1,990,000	2,120,000	0	1. 03/01/1998		0	0
2	1,520,000	1,665,000	1,825,000	2. 04/02/2009	06/01/2016	1,990,000	1,990,000
3	1,255,000	1,360,000	1,455,000	3. 09/13/2011	06/01/2016	1,570,000	1,570,000
4	0	0	415,000	4. 05/15/2015	06/01/2016	600,000	600,000
5	4,765,000	5,145,000	3,695,000	5. Total Principal		4,160,000	4,160,000
				Bond Interest Payments			
				Issue Date	Budgeted Payment Date		
6	236,325	121,900	0	6. 03/01/1998		0	0
7	2,058,329	2,020,400	273,175	7. 04/02/2009	12/01/2015 & 06/01/2016	218,425	218,425
8	1,303,342	1,278,247	1,254,456	8. 09/13/2011	12/01/2015 & 06/01/2016	1,225,356	1,225,356
9			1,862,021	9. 05/15/2015	12/01/2015 & 06/01/2016	1,728,300	1,728,300
10	3,597,996	3,420,547	3,389,652	10. Total Interest		3,172,081	3,172,081
				Unappropriated Balance for Following Year By			
				Issue Date	Payment Date		
11			0	11.		0	0
12				12. Ending balance (prior years)			
13			0	13. Total Unappropriated Ending Fund Balance		0	0
14				14. Loan Repayment to Fund			
15				15. Tax Credit Bond Reserve			
16	8,362,996	8,565,547	7,084,652	16. TOTAL REQUIREMENTS		7,332,081	7,332,081



DEBT SERVICE FUND

Maturity Schedule

Maturity schedules of aggregate future debt service on the Series 2009 \$58.505 million of General Obligation Bonds (as adjusted for the advance refunding), Series 2011 \$40.600 million and the Series 2015 \$37.880 million are listed as follows:

Schedule of Future Debt Service Requirements of General Obligation Bonds

Series 2009			
Fiscal Year ending June 30	<u>Principal</u>	<u>Interest</u>	<u>Total Debt Service</u>
2017	1,990,000	218,425	2,208,425
2018	2,170,000	158,725	2,328,725
2019	2,365,000	82,775	2,447,775
	<u>\$ 6,525,000</u>	<u>\$ 459,925</u>	<u>\$ 6,984,925</u>

Series 2011			
Fiscal Year ending June 30	<u>Principal</u>	<u>Interest</u>	<u>Total Debt Service</u>
2017	1,570,000	1,225,356	2,795,356
2018	1,685,000	1,193,956	2,878,956
2019	1,820,000	1,143,406	2,963,406
2020	1,985,000	1,070,606	3,055,606
2021	2,155,000	991,206	3,146,206
2022	2,315,000	926,556	3,241,556
2023	2,500,000	833,956	3,333,956
2024	2,675,000	758,956	3,433,956
2025	2,865,000	675,363	3,540,363
2026	3,065,000	582,250	3,647,250
2027	3,325,000	429,000	3,754,000
2028	3,570,000	296,000	3,866,000
2029	3,830,000	153,200	3,983,200
	<u>\$ 33,360,000</u>	<u>\$ 10,279,811</u>	<u>\$ 43,639,811</u>

Series 2015			
Fiscal Year ending June 30	<u>Principal</u>	<u>Interest</u>	<u>Total Debt Service</u>
2017	600,000	1,728,300	2,328,300
2018	665,000	1,716,300	2,381,300
2019	715,000	1,689,700	2,404,700
2020	3,325,000	1,668,250	4,993,250
2021	3,645,000	1,502,000	5,147,000
2022	3,980,000	1,319,750	5,299,750
2023	4,340,000	1,120,750	5,460,750
2024	4,725,000	903,750	5,628,750
2025	5,125,000	667,500	5,792,500
2026	5,545,000	421,250	5,966,250
2027	4,800,000	144,000	4,944,000
	<u>\$ 37,465,000</u>	<u>\$ 12,881,550</u>	<u>\$ 50,346,550</u>



SYSTEM DEVELOPMENT CHARGES

System Development Charge Fund Overview

System Development Charge Fund Project Summary

System Development Charge Fund Project Narrative

System Development Charge Fund Capital Improvement Program (CIP)



SYSTEM DEVELOPMENT CHARGE FUND

FUND DESCRIPTION

On November 17, 1998, the Board of Directors adopted the System Development Charges Resolution. In early 1999, the City of Beaverton City Council and the Washington County Board of Commissioners adopted resolutions to collect the System Development Charges within those areas that they have jurisdiction over and that are within the Park District. Both the City and the County are now collecting those fees.

The district completed subsequent updates to the System Development Charge Methodology in FY 2007/08 and in FY 2015/16, both of which resulted in increases to the SDC fees. In the intervening years between methodology updates, the fees are adjusted for inflationary (deflationary) cost adjustments, effective January 1, in each year.

The District is projecting to carryforward \$11,279,964 in unexpended System Development Charges to the 2016/17 fiscal year, and is budgeting an additional \$14,578,059 in SDC Fund revenues in the 2016/17 fiscal year.



SYSTEM DEVELOPMENT CHARGE FUND

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Resources:					
Beginning Cash on Hand	\$ 5,066,654	\$ 7,635,896	\$ 11,440,748	\$ 11,279,964	\$ 11,279,964
System Development Charges	3,858,370	5,855,512	4,740,600	14,522,059	14,522,059
Grants or Donations	-	399,283	-	-	-
Interest Earnings	30,859	48,929	40,150	56,000	56,000
Total Resources	\$ 8,955,883	\$ 13,939,620	\$ 16,221,498	\$ 25,858,023	\$ 25,858,023
Appropriations:					
Capital Outlay	1,319,986	1,285,805	16,221,498	25,858,023	25,858,023
Total Appropriations	\$ 1,319,986	\$ 1,285,805	\$ 16,221,498	\$ 25,858,023	\$ 25,858,023
Summary by Department					
Carryover Projects					
Land Acquisition	766,283	361,700	2,460,000	1,485,000	1,485,000
Development/Improvements	256,380	427,693	3,166,000	8,370,500	8,370,500
Land Acquisition	6,847	385,080	4,500,000	12,300,000	12,300,000
Development/Improvements	290,476	111,332	2,785,000	750,000	750,000
Undesignated Projects	-	-	3,310,498	2,952,523	2,952,523
Total Appropriations	\$ 1,319,986	\$ 1,285,805	\$ 16,221,498	\$ 25,858,023	\$ 25,858,023

SYSTEM DEVELOPMENT CHARGE FUND

Item Number	SDC Capital Project	Carryover Funds	Additional Funding	Adopted 2016/17	Page #
CARRYOVER PROJECTS					
1	Land Acquisition - FY 2015/16 Carryover	1,485,000	-	1,485,000	SDC-5
	Subtotal Land Acquisition Carryover	1,485,000	-	1,485,000	
2	Bonny Slope / BSD Trail Development	500,000	-	500,000	SDC-5
3	MTIP Grant Match - Westside Trail, Segment 18	-	210,500	210,500	SDC-5
4	Bethany Creek Falls Phases 1, 2, 3 & 5 - Proj. Mgmt.	80,000	30,000	110,000	SDC-5
5	NW Quadrant Neighborhood Park Master Plan	75,000	25,000	100,000	SDC-5
6	NW Quadrant Neighborhood Park Master Plan & Desig	75,000	125,000	200,000	SDC-6
7	NW Quadrant New Neighborhood Park Development	1,500,000	-	1,500,000	SDC-6
8	SW Quadrant Community Ctr - Site Feasibility Analysis	80,000	-	80,000	SDC-6
9	Natural Area Master Plan	100,000	-	100,000	SDC-6
10	Building Expansion - site to be determined	1,000,000	-	1,000,000	SDC-6
11	Deck Expansion - Aquatic Center	130,000	20,000	150,000	SDC-6
12	New Synthetic Turf Field - Conestoga Middle School	850,000	405,000	1,255,000	SDC-7
13	MTIP Grant Match - Beaverton Crk. Trail Master Plan	115,000	-	115,000	SDC-7
14	MTIP Grant Match - Beaverton Crk. Trail Land	250,000	-	250,000	SDC-7
15	Matching Funds - WaCo Augusta Lane Pedestrian/Trail Bridge Project	50,000	-	50,000	SDC-7
16	North Bethany Park and Trail Development - Proj.	45,000	105,000	150,000	SDC-7
17	SW Quadrant Community Park - additional funding for bond project	2,600,000	-	2,600,000	SDC-7
	Subtotal Development/Improvements Carryover	7,450,000	920,500	8,370,500	
	TOTAL CARRYOVER PROJECTS	8,935,000	920,500	9,855,500	
LAND ACQUISITION					
18	Acquisition of Community Park Land - North Bethany			2,500,000	SDC-8
19	Acquisition of Neighborhood Park Land - North			7,650,000	SDC-8
20	Acquisition of Trails Land - North Bethany			1,300,000	SDC-8
21	Acquisition of Trails Land - So. Cooper Mountain			300,000	SDC-8
22	Acquisition of Trails Land - Bonny Slope West			150,000	SDC-8
23	Acquisition of Natural Area Land - So. Cooper			400,000	SDC-8
	TOTAL LAND ACQUISITION			12,300,000	
DEVELOPMENT/IMPROVEMENTS					
24	ConnectOregon Grant Match - Waterhouse Trail, Segment 4			300,000	SDC-9
25	SW Quadrant Neighborhood Park Master Plan and Design			200,000	SDC-9
26	Cedar Mill Creek Community Trail Segment #4 Master Planning and Design			250,000	SDC-9
	TOTAL DEVELOPMENT/IMPROVEMENTS			750,000	
UNDESIGNATED PROJECTS					
27	Undesignated Projects			2,952,523	SDC-9
	TOTAL UNDESIGNATED PROJECTS			2,952,523	
	GRAND TOTAL CAPITAL OUTLAY			25,858,023	

SYSTEM DEVELOPMENT CHARGE FUND

Carryover Projects

ITEM 1: **Land Acquisition - FY 2015/16 Carryover**

BUDGET: \$1,485,000

DESCRIPTION: Carryover funding for purchase of property and/or easements for future parks, trails, and open spaces

ITEM 2: **Bonny Slope / BSD Trail Development**

BUDGET: \$500,000

DESCRIPTION: Design and construction of trails on the McDaniel Property to connect the surrounding neighborhoods to the school site and park property

ITEM 3: **MTIP Grant Match - Westside Trail, Segment 18**

BUDGET: \$210,500

DESCRIPTION: District match for the grant award to complete Westside Trail Segment 18 from Kaiser Road to Kaiser Woods Natural Area. Includes safety watcher services and staff project management

ITEM 4: **Bethany Creek Falls Phases 1, 2, 3 & 5 - Project Management**

BUDGET: \$110,000

DESCRIPTION: Staff project management time to monitor construction of several park and trail project phases by developer under SDC credit agreement

ITEM 5: **NW Quadrant Neighborhood Park Master Plan**

BUDGET: \$100,000

DESCRIPTION: Site master planning for new neighborhood park on undeveloped land owned by the district at SW 175th and SW Marty Lane

SYSTEM DEVELOPMENT CHARGE FUND

ITEM 6: **NW Quadrant Neighborhood Park Master Plan & Design**

BUDGET: \$200,000

DESCRIPTION: Site master planning and design for a new neighborhood park on undeveloped land owned by the district at SW 187th and SW Bonney Meadow Lane

ITEM 7: **NW Quadrant New Neighborhood Park Development**

BUDGET: \$1,500,000

DESCRIPTION: Design and development of a new neighborhood park on undeveloped land owned by the district at SW 175th and SW Marty Lane

ITEM 8: **SW Quadrant Community Center - Site Feasibility Analysis**

BUDGET: \$80,000

DESCRIPTION: Feasibility analysis of three alternate sites in the SW quadrant to determine the preferred site for a future community center

ITEM 9: **Natural Area Master Plan**

BUDGET: \$100,000

DESCRIPTION: Master planning on one natural area

ITEM 10: **Building Expansion - site to be determined**

BUDGET: \$1,000,000

DESCRIPTION: Expansion of existing facility to provide new space for programming options

ITEM 11: **Deck Expansion - Aquatic Center**

BUDGET: \$150,000

DESCRIPTION: Creation of new concrete deck space at Aquatic Center to create space for additional seating

SYSTEM DEVELOPMENT CHARGE FUND

ITEM 12: New Synthetic Turf Field - Conestoga Middle School

BUDGET: \$1,255,000

DESCRIPTION: Portion of funding for development of new synthetic turf field at Conestoga Middle School; balance of funding will come from General Fund and Bond Fund

ITEM 13: MTIP Grant Match - Beaverton Creek Trail Master Plan

BUDGET: \$115,000

DESCRIPTION: Grant match and staff project management time to complete master plan for regional trail

ITEM 14: MTIP Grant Match - Beaverton Creek Trail Land Acquisition/ROW

BUDGET: \$250,000

DESCRIPTION: Grant match (\$220,000) and staff project management time (\$30,000) to complete right of way acquisition for a community trail

ITEM 15: Matching Funds - WaCo Augusta Lane Pedestrian/Trail Bridge Project

BUDGET: \$50,000

DESCRIPTION: THPRD share of project in partnership with Washington County for a new bridge to provide a critical trail connection in the Beaverton Creek Trail

ITEM 16: North Bethany Park and Trail Development - Project Management

BUDGET: \$150,000

DESCRIPTION: Staff project management time to monitor construction of new projects by developers under SDC credit agreements

ITEM 17: SW Quadrant Community Park - additional funding for bond project

BUDGET: \$2,600,000

DESCRIPTION: Portion of funding for construction of the SW Quadrant Community Park; project is primarily funded by the Bond Fund and additional funding provided by SDC fund is necessary due to increase in size and scope of the project

SYSTEM DEVELOPMENT CHARGE FUND

Land Acquisition

ITEM 18: **Acquisition of Community Park Land - North Bethany**

BUDGET: \$2,500,000

DESCRIPTION: Purchase of additional properties for future community park site to meet commitments in North Bethany new urban area

ITEM 19: **Acquisition of Neighborhood Park Land - North Bethany**

BUDGET: \$7,650,000

DESCRIPTION: Purchase of additional properties for future neighborhood park sites to meet commitments in North Bethany new urban area

ITEM 20: **Acquisition of Trails Land - North Bethany**

BUDGET: \$1,300,000

DESCRIPTION: Purchase of additional properties and/or easements for future trail corridors to meet commitments in North Bethany new urban area

ITEM 21: **Acquisition of Trails Land - South Cooper Mountain**

BUDGET: \$300,000

DESCRIPTION: Purchase of additional properties and/or easements for future trail corridors to meet commitments in South Cooper Mountain new urban area

ITEM 22: **Acquisition of Trails Land - Bonny Slope West**

BUDGET: \$150,000

DESCRIPTION: Purchase of additional properties and/or easements for future trail corridors to meet commitments in Bonny Slope West new urban area

ITEM 23: **Acquisition of Natural Area Land - South Cooper Mountain**

BUDGET: \$400,000

DESCRIPTION: Purchase of additional properties for future natural area site to meet commitments in South Cooper Mountain new urban area

SYSTEM DEVELOPMENT CHARGE FUND

Development/Improvements

ITEM 24: **ConnectOregon Grant Match - Waterhouse Trail, Segment 4**

BUDGET: \$300,000

DESCRIPTION: District match for grant award to complete permitting, jurisdictional requirements, and construction of a small segment of the Waterhouse Trail that was outside of the scope of the bond-funded project.

ITEM 25: **SW Quadrant Neighborhood Park Master Plan and Design**

BUDGET: \$200,000

DESCRIPTION: Site master planning for new neighborhood park on undeveloped land owned by the district at SW Miller Hill Rd and SW Georgene Ct

ITEM 26: **Cedar Mill Creek Community Trail Segment #4 Master Planning and Design**

BUDGET: \$250,000

DESCRIPTION: Master planning and design for Cedar Mill Creek Community Trail Segment #4 from NW 114th Ave to Foege Park

Undesignated Projects

ITEM 27: **Undesignated Projects**

BUDGET: \$2,952,523

DESCRIPTION: Capital Outlay to fund projects to be determined at a later time



Tualatin Hills Park & Recreation District
SYSTEM DEVELOPMENT CHARGE FUND
PROJECTS LIST
Five-year CIP April 2016

Project or Item Description	Total Cost		Funding	
	Low Estimate	High Estimate	Low Estimate	High Estimate
Already Funded in 2015/16 Budget				
Neighborhood Park Development - SW 175th Ave/SW Marty Ln (Biles)	\$ 1,075,000	\$ 1,625,000		
Subtotal 2015/16	\$ 1,075,000	\$ 1,625,000		
Estimated Reserve Available for Expenditure through FY 2020/21			\$ 54,559,764	\$ 83,819,702
5-Year CIP List				
Waterhouse Trail: Segment #4	\$ 300,000	\$ 400,000	\$ 54,259,764	\$ 83,419,702
Neighborhood Park Development - SW 187th Ave./SW Bonnie Meadow Ln. (Mitchell)	\$ 1,575,000	\$ 2,125,000	\$ 52,684,764	\$ 81,294,702
Land Acquisition for Community Parks in New Urban Areas: North Bethany	\$ 2,125,000	\$ 3,095,000	\$ 50,559,764	\$ 78,199,702
Land Acquisition for Neighborhood Parks in New Urban Areas: North Bethany	\$ 6,056,000	\$ 7,830,500	\$ 44,503,764	\$ 70,369,202
Neighborhood Park Development - SW Miller Hill Rd./SW Georgene Ct.	\$ 1,075,000	\$ 1,625,000	\$ 43,428,764	\$ 68,744,202
Land Acquisition for Trails in New Urban Areas: North Bethany*	\$ 1,039,740	\$ 1,497,153	\$ 42,389,024	\$ 67,247,050
Land Acquisition for Trails in New Urban Areas: South Cooper Mountain*	\$ 258,000	\$ 344,000	\$ 42,131,024	\$ 66,903,050
Land Acquisition for Trails in New Urban Areas: Bonny Slope*	\$ 129,000	\$ 172,000	\$ 42,002,024	\$ 66,731,050
New Community Trail Design & Development - Cedar Mill Creek Trail #4**	\$ 240,000	\$ 300,000	\$ 41,762,024	\$ 66,431,050
Natural Area Land Acquisition - South Cooper Mountain Area	\$ 275,000	\$ 500,000	\$ 41,487,024	\$ 65,931,050
Subtotal FY 2016/17 Costs	\$ 13,072,740	\$ 17,888,653		
Community Park Master Plan: NW Miller Rd/NW Barnes Road	\$ 200,000	\$ 300,000	\$ 41,287,024	\$ 65,631,050
New Community Trail Design & Dev. - Bethany Creek Trail #2 - Seg. #3**	\$ 300,000	\$ 440,000	\$ 40,987,024	\$ 65,191,050
Land Acquisition for Neighborhood Parks in New Urban Areas: North Bethany	\$ 4,470,000	\$ 5,662,000	\$ 36,517,024	\$ 59,529,050
Land Acquisition for Trails in New Urban Areas: North Bethany*	\$ 645,000	\$ 817,000	\$ 35,872,024	\$ 58,712,050
Land Acquisition for Community Parks in New Urban Areas: North Bethany	\$ 3,810,000	\$ 4,826,000	\$ 32,062,024	\$ 53,886,050
Land Acquisition for Parks in New Urban Areas: South Cooper Mountain	\$ 1,500,000	\$ 2,000,000	\$ 30,562,024	\$ 51,886,050
Land Acquisition for Trails in New Urban Areas: South Cooper Mountain*	\$ 258,000	\$ 344,000	\$ 30,304,024	\$ 51,542,050
Land Acquisition for Parks in New Urban Areas: Bonny Slope West	\$ 900,000	\$ 1,200,000	\$ 29,404,024	\$ 50,342,050
Land Acquisition for Trails in New Urban Areas: Bonny Slope West*	\$ 64,500	\$ 86,000	\$ 29,339,524	\$ 50,256,050
Land Acquisition for Park Infill	\$ 500,000	\$ 600,000	\$ 28,839,524	\$ 49,656,050
Subtotal FY 2017/18 Costs	\$ 12,647,500	\$ 16,275,000		
Land Acquisition for Neighborhood Parks in New Urban Areas: North Bethany	\$ 1,125,000	\$ 1,425,000	\$ 27,714,524	\$ 48,231,050
Land Acquisition for Trails in New Urban Areas: North Bethany*	\$ 322,500	\$ 408,500	\$ 27,392,024	\$ 47,822,550
Land Acquisition for Neighborhood Parks in New Urban Areas: South Cooper Mountain	\$ 1,200,000	\$ 1,600,000	\$ 26,192,024	\$ 46,222,550
Land Acquisition for Trails in New Urban Areas: South Cooper Mountain*	\$ 258,000	\$ 344,000	\$ 25,934,024	\$ 45,878,550
Design & Develop Synthetic Turf Field w/ Lights - South Cooper Mountain	\$ 2,000,000	\$ 2,500,000	\$ 23,934,024	\$ 43,378,550
Land Acquisition for Trails in New Urban Areas: Bonny Slope West*	\$ 64,500	\$ 86,000	\$ 23,869,524	\$ 43,292,550
Design & Develop Natural Areas for Public Access - South Cooper Mountain Area	\$ 275,000	\$ 500,000	\$ 23,594,524	\$ 42,792,550
Beaverton Creek Trail: Segment #3-4**	\$ 1,800,000	\$ 2,300,000	\$ 21,794,524	\$ 40,492,550
New Neighborhood Park Design & Development - SW 75th Ave. & SW Canyon Lane (Wilson)	\$ 1,075,000	\$ 1,625,000	\$ 20,719,524	\$ 38,867,550

Land Acquisition for Park Infill	\$ 500,000	\$ 600,000	\$ 20,219,524	\$ 38,267,550
New Regional Trail Design & Development - Westside Trail #14**	\$ 250,000	\$ 350,000	\$ 19,969,524	\$ 37,917,550
New Neighborhood Park Design & Development - SW Murray Blvd. & SW Sexton Mountain Drive	\$ 3,843,750	\$ 5,362,500	\$ 16,125,774	\$ 32,555,050
Subtotal FY 2018/19 Costs	\$ 12,713,750	\$ 17,101,000		
Land Acquisition for Neighborhood Parks in New Urban Areas: North Bethany	\$ 1,125,000	\$ 1,425,000	\$ 15,000,774	\$ 31,130,050
Land Acquisition for Parks in New Urban Areas: South Cooper Mountain	\$ 1,200,000	\$ 1,600,000	\$ 13,800,774	\$ 29,530,050
Trail Development - Westside Trail: Sunset Hwy Crossing**	\$ 3,200,000	\$ 4,800,000	\$ 10,600,774	\$ 24,730,050
Land Acquisition for Trails in New Urban Areas: South Cooper Mountain*	\$ 600,000	\$ 800,000	\$ 10,000,774	\$ 23,930,050
Land Acquisition for Trails in New Urban Areas: Bonny Slope West*	\$ 150,000	\$ 200,000	\$ 9,850,774	\$ 23,730,050
New Regional Trail Design & Development - Westside Trail #19**	\$ 400,000	\$ 720,000	\$ 9,450,774	\$ 23,010,050
Land Acquisition for Park Infill	\$ 500,000	\$ 600,000	\$ 8,950,774	\$ 22,410,050
Subtotal FY 2019/20 Costs	\$ 7,175,000	\$ 10,145,000		
Land Acquisition for Trails in New Urban Areas: North Bethany*	\$ 838,500	\$ 1,062,100	\$ 8,112,274	\$ 21,347,950
Land Acquisition for Parks in New Urban Areas: South Cooper Mountain	\$ 1,200,000	\$ 1,600,000	\$ 6,912,274	\$ 19,747,950
Land Acquisition for Park Infill: Hwy 217/Hwy 26/Barnes	\$ 500,000	\$ 600,000	\$ 6,412,274	\$ 19,147,950
Design & Develop Synthetic Turf Field w/ Lights - NE Quadrant	\$ 2,000,000	\$ 2,500,000	\$ 4,412,274	\$ 16,647,950
Youth Multi-Purpose Athletic Field - South Cooper Mountain	\$ 600,000	\$ 800,000	\$ 3,812,274	\$ 15,847,950
Youth Multi-Purpose Athletic Field - North Bethany (1)	\$ 600,000	\$ 800,000	\$ 3,212,274	\$ 15,047,950
Community Park Development: NW Miller Rd./NW Barnes Rd.***	\$ 11,050,000	\$ 14,700,000	\$ (7,837,726)	\$ 347,950
Subtotal FY 2020/21 Costs	\$ 16,788,500	\$ 22,062,100		
Subtotal for 5-year CIP List	\$ 62,397,490	\$ 83,471,753		

IP Unfunded Projects

Community Park Development Paul & Verna Winkelman Park - Phase II	\$ 1,500,000	\$ 2,250,000	\$ (9,337,726)	\$ (1,902,051)
Land Acquisition for Beaverton Creek Trail Segments 1 & 2*	\$ 645,000	\$ 1,677,000	\$ (9,982,726)	\$ (3,579,051)
New Regional Trail Design & Development - Beaverton Creek Trail: Segment #1**	\$ 800,000	\$ 900,000	\$ (10,782,726)	\$ (4,479,051)
New Regional Trail Design & Development - Beaverton Creek Trail: Segment #2**	\$ 800,000	\$ 900,000	\$ (11,582,726)	\$ (5,379,051)
Youth Multi-Purpose Athletic Field - North Bethany (2)	\$ 600,000	\$ 800,000	\$ (12,182,726)	\$ (6,179,051)
Youth Multi-Purpose Athletic Field - North Bethany (3)	\$ 600,000	\$ 800,000	\$ (12,782,726)	\$ (6,979,051)
New Neighborhood Park Design & Development - SW 165th & SW Farmington Rd	\$ 1,575,000	\$ 2,125,000	\$ (14,357,726)	\$ (9,104,051)
New Neighborhood Park Design & Development - NW Thompson Rd. & NW Saltzman Rd	\$ 1,575,000	\$ 2,125,000	\$ (15,932,726)	\$ (11,229,051)
Complete Development of Roger Tilbury Park - Phase 2	\$ 250,000	\$ 500,000	\$ (16,182,726)	\$ (11,729,051)
New Community Park Design & Development - SW Davis Rd & SW 160th Ave***	\$ 6,100,000	\$ 7,625,000	\$ (22,282,726)	\$ (19,354,051)
New Community Park Design & Development - NW Kaiser Rd & NW Brugger Rd***	\$ 9,000,000	\$ 11,250,000	\$ (31,282,726)	\$ (30,604,051)
New Regional Trail Design & Development - Fanno Creek Trail #5**	\$ 200,000	\$ 300,000	\$ (31,482,726)	\$ (30,904,051)
New Community Trail Design & Development S. Johnson Creek Trail #5**	\$ 700,000	\$ 850,000	\$ (32,182,726)	\$ (31,754,051)
New Regional Trail Design & Development - Westside Trail #15-#17**	\$ 800,000	\$ 1,100,000	\$ (32,982,726)	\$ (32,854,051)
Youth Baseball/Softball Athletic Field - North Bethany (1)	\$ 600,000	\$ 800,000	\$ (33,582,726)	\$ (33,654,051)
Youth Baseball/Softball Athletic Field - North Bethany (2)	\$ 600,000	\$ 800,000	\$ (34,182,726)	\$ (34,454,051)
Youth Baseball/Softball Athletic Field - South Cooper Mountain	\$ 600,000	\$ 800,000	\$ (34,782,726)	\$ (35,254,051)
Design & Develop Natural Areas for Public Access - Lilly K. Johnson Woods Natural Area	\$ 275,000	\$ 500,000	\$ (35,057,726)	\$ (35,754,051)
Design & Develop Natural Areas for Public Access - Bannister Creek Area	\$ 275,000	\$ 500,000	\$ (35,332,726)	\$ (36,254,051)
Subtotal Unfunded Projects	\$ 27,495,000	\$ 36,602,000		
Total All Listed Projects	\$ 89,892,490	\$ 120,073,753	\$ -	\$ -



BOND CAPITAL PROJECTS FUND

Bond Capital Projects Fund Overview

Bond Capital Projects Fund Project Summary

Bond Capital Projects Fund Project Narrative



BOND CAPITAL PROJECTS FUND

FUND DESCRIPTION

On November 4, 2008, the District voters approved a \$100 million Parks Bond Levy request. This levy request included a specific list of projects and land acquisition targets to be funded by the bond levy, and had specific dollar amounts designated for each of these projects and acquisitions. The project line items in the budget are based on the specified amounts from the levy.

Subsequent to the passage of the levy request, the District worked with a project management consultant to develop a master project schedule. This project schedule was then used to develop a projected cash flow of bond expenditures. Based on this cash flow, the District proceeded to issue only part of the authorized levy, with gross proceeds of \$58.5 million, in the spring of 2009. In September 2011, an additional portion of the levy, \$40.1 million, was issued. In May 2015 the final \$1.4 million authorized under the levy was issued.



BOND CAPITAL PROJECTS FUND

Description	Prior Year Actual 2013/14	Prior Year Actual 2014/15	Adopted Budget 2015/16	Proposed Budget 2016/17	Adopted Budget 2016/17
Resources:					
Beginning Cash on Hand	\$ 51,683,508	\$ 34,481,827	\$ 29,140,469	\$ 29,005,955	\$ 29,005,955
Bond Proceeds	-	1,468,756	1,750,000	-	-
Interest Earnings	170,637	164,508	140,000	150,000	150,000
Total Resources	\$ 51,854,145	\$ 36,115,091	\$ 31,030,469	\$ 29,155,955	\$ 29,155,955
Appropriations:					
Capital Outlay	17,909,748	5,935,734	31,030,469	29,155,955	29,155,955
Total Appropriations	\$ 17,909,748	\$ 5,935,734	\$ 31,030,469	\$ 29,155,955	\$ 29,155,955

Summary by Department					
New Neighborhood Park Development	2,809,874	664,706	-	-	-
Renovate/Redevelop Neighborhood Pk	945,953	1,240,369	1,910,666	874,966	874,966
New Neighborhood Parks-Land Acq.	1,139,020	708,142	-	-	-
New Community Park Development	162,034	512,112	9,440,602	9,937,929	9,937,929
New Community Park-Land Acq.	372,655	582	-	-	-
Renovate/Redevelop Community Parks	74,703	46,900	7,842,916	7,238,175	7,238,175
Natural Area Preservation	260,724	235,148	2,745,387	2,665,689	2,665,689
Natural Area Prsrvtn-Land Acq.	2,106,079	502,535	4,279,479	4,153,449	4,153,449
New Linear Park/Trail Development	6,068,166	229,579	1,547,785	1,461,303	1,461,303
New Linear Park/Trail-Land Acq.	108,175	22,757	8,240	1,575	1,575
Multifield/Use Athletic Field Devlpmnt	14,575	40,757	1,581,085	1,503,642	1,503,642
Deferred Park Maintenance Replcmnts	443,219	525	-	-	-
Facility Rehabilitation	739,174	126,762	1,143,881	1,175,485	1,175,485
Facility Expansion & Improvements	30,449	-	-	-	-
ADA/Access Improvements	130,391	791,748	-	-	-
Community Center-Land Acq.	2,363,568	720,537	418,152	-	-
Undesignated Funds	-	-	-	-	-
Bond Administration/Debt Issuance	140,989	92,576	112,276	143,742	143,742
Total Appropriations	\$ 17,909,748	\$ 5,935,734	\$ 31,030,469	\$ 29,155,955	\$ 29,155,955

BOND CAPITAL PROJECTS FUND

Item Number		Adopted Budget 2016/17	Page #
	RENOVATE AND REDEVELOP NEIGHBORHOOD PARKS		
1	Somerset West Park	874,966	BOND-6
	TOTAL RENOVATE AND REDEVELOP NEIGHBORHOOD PARKS	<u>874,966</u>	
	NEW COMMUNITY PARK DEVELOPMENT		
2	SW Community Park	9,937,929	BOND-6
	TOTAL NEW COMMUNITY PARK DEVELOPMENT	<u>9,937,929</u>	
	RENOVATE AND REDEVELOP COMMUNITY PARKS		
3	Cedar Hills Park & Athletic Field	7,238,175	BOND-6
	TOTAL RENOVATE AND REDEVELOP COMMUNITY PARKS	<u>7,238,175</u>	
	NATURAL AREA PRESERVATION		
4	Roger Tilbury Memorial Park	23,574	BOND-6
5	Cedar Mill Park	8,845	BOND-7
6	Jordan/Jackie Husen Park	21,907	BOND-7
7	NE/Bethany Meadows Trail Habitat Connection	256,030	BOND-7
8	Kaiser (Hansen) Ridge Park	4,150	BOND-7
9	Allenbach Acres Park	32,338	BOND-7
10	Crystal Creek Park	95,090	BOND-7
11	Pioneer Park	1,031	BOND-7
12	AM Kennedy Park	5,864	BOND-8
13	Camille Park	11,011	BOND-8
14	Vista Brook Park	16,159	BOND-8
15	Greenway Park/Koll Center	22,649	BOND-8
16	Fanno Creek Park	65,190	BOND-8
17	Hideaway Park	4,403	BOND-8
18	Cooper Mountain Area	213,226	BOND-8
19	Lowami Hart Woods Park	61,086	BOND-9
20	Mt Williams Park	91,380	BOND-9
21	Morrison Woods Park	64,006	BOND-9
22	Beaverton Creek Trail	64,007	BOND-9
23	Bethany Wetlands Park	42,672	BOND-9
24	Bluegrass Downs Park	16,001	BOND-9
25	Crystal Creek Park	42,672	BOND-9
26	Hyland Woods Phase 2	68,997	BOND-10
27	Jenkins Estate Phase 2	112,993	BOND-10
28	Somerset	150,778	BOND-10
29	Rock Creek Greenway	155,804	BOND-10
30	Whispering Woods Phase 2	95,493	BOND-10
31	Raleigh Park	102,027	BOND-10
32	Bannister Creek Greenway/NE Park	75,389	BOND-10
33	Beaverton Creek Greenway Duncan	20,104	BOND-11
34	Church of Nazarene	30,156	BOND-11
35	Lilly K. Johnson Woods	23,886	BOND-11
36	Interpretive Sign Network	34,189	BOND-11

BOND CAPITAL PROJECTS FUND

Item Number		Adopted Budget 2016/17	Page #
37	Restoration of new properties to be acquired	632,582	BOND-11
	TOTAL NATURAL AREA PRESERVATION	2,665,689	
	NATURAL AREA PRESERVATION - LAND ACQUISITION		
38	Natural Area Acquisitions	4,153,449	BOND-11
	TOTAL NATURAL AREA PRESERVATION - LAND ACQUISITION	4,153,449	
	NEW LINEAR PARK AND TRAIL DEVELOPMENT		
39	Rock Creek Trail Segments 2 & 5, and North Bethany Trail Segment 2	793,766	BOND-12
40	Miscellaneous Natural Trails	72,829	BOND-12
41	Westside/Waterhouse Trail Connection	594,708	BOND-12
	TOTAL NEW LINEAR PARK AND TRAIL DEVELOPMENT	1,461,303	
	NEW LINEAR PARK AND TRAIL LAND ACQUISITION		
42	New Linear Park and Trail Acquisitions	1,575	BOND-12
	TOTAL NEW LINEAR PARK AND TRAIL ACQUISITIONS	1,575	
	MULTIFIELD/MULTIPURPOSE ATHLETIC FIELD DEVELOPMENT		
43	New Field in NW Quadrant	533,319	BOND-12
44	New Field in SW Quadrant	532,710	BOND-12
45	New Field in SE Quadrant	437,613	BOND-13
	TOTAL MULTIFIELD/MULTIPURPOSE ATHLETIC FIELD DEVELOPMENT	1,503,642	
	FACILITY REHABILITATION		
46	Structural Upgrades at Beaverton Swim Center	49,648	BOND-13
47	Structural Upgrades at Cedar Hills Recreation Center	27,425	BOND-13
48	Structural Upgrades at Garden Home Recreation Center	629,858	BOND-13
49	Structural Upgrades at 50M Pool (Roof Replacement)	444,915	BOND-13
50	Auto Gas Meter Shut Off Valves at All Facilities	23,639	BOND-13
	TOTAL FACILITY REHABILITATION	1,175,485	

BOND CAPITAL PROJECTS FUND

Renovate And Redevelop Neighborhood Parks

ITEM 1: Somerset West Park

BUDGET: \$874,966

DESCRIPTION: Design and redevelopment of one existing neighborhood park. Amenities will depend on neighborhood input and site size, and may include: relocation or replacement of play equipment, ADA specific upgrades, renovation of existing picnic areas and/or shelters, addition or relocation of pathways, and renovation or addition to outdoor sport courts.

New Community Park Development

ITEM 2: SW Community Park

BUDGET: \$9,937,929

DESCRIPTION: Design and development of one new community park. Amenities will depend on community input and site size, and may include: multipurpose sport fields, group picnic areas with shelter, play equipment and informal play areas (open space), community gardens, pathways, on-site parking, restrooms, and natural areas.

Renovate And Redevelop Community Parks

ITEM 3: Cedar Hills Park & Athletic Field

BUDGET: \$7,238,175

DESCRIPTION: Design and redevelopment of one existing community park. Amenities will depend on community input and size of site, and may include: renovation, relocation, or upgrade of sports fields, renovation of group picnic areas, update play equipment and addition of informal play areas, relocation or upgrade of pathways, relocation of community gardens, renovation, relocation, or addition of on-site parking, restrooms and a splash pad.

Natural Area Preservation

ITEM 4: Roger Tilbury Memorial Park

BUDGET: \$23,574

DESCRIPTION: Enhancement of natural areas to remove weed species, replanting native trees and shrubs, and enhancement of the creek to improve bank stability.

BOND CAPITAL PROJECTS FUND

ITEM 5: Cedar Mill Park

BUDGET: \$8,845

DESCRIPTION: Enhancement of natural areas to remove weed species, replanting of native trees and shrubs, and slight expansion of natural area into soggy grass.

ITEM 6: Jordan/Jackie Husen Park

BUDGET: \$21,907

DESCRIPTION: Enhancement of natural areas to remove weed species, replanting of native trees and shrubs, and enhancement of the creek to improve bank stability.

ITEM 7: NE/Bethany Meadows Trail Habitat Connection

BUDGET: \$256,030

DESCRIPTION: Restoration of acquired land between Bethany Meadows Terrace, Bannister Creek, Northeast Parks and associated creek corridors; project start is pending acquisition of land.

ITEM 8: Kaiser (Hansen) Ridge Park

BUDGET: \$4,150

DESCRIPTION: Removal of weeds and replanting with native trees and shrubs in this recently developed park.

ITEM 9: Allenbach Acres Park

BUDGET: \$32,338

DESCRIPTION: Establishment of pollinator habitat through creation of meadow habitat, rock placement and shrubs.

ITEM 10: Crystal Creek Park

BUDGET: \$95,090

DESCRIPTION: In conjunction with Clean Water Services, restoration of stream corridor by removing large amounts of invasive reed canary grass and other weeds, replanting of native species, and addition of large logs for benefit of wildlife.

ITEM 11: Pioneer Park

BUDGET: \$1,031

DESCRIPTION: Removal of weeds and replanting with native trees and shrubs in this recently developed park.

BOND CAPITAL PROJECTS FUND

ITEM 12: **AM Kennedy Park**

BUDGET: \$5,864

DESCRIPTION: Removal of weeds and replanting with native trees and shrubs in this recently developed park.

ITEM 13: **Camille Park**

BUDGET: \$11,011

DESCRIPTION: Enhancement of historic oak and planting of wetland and camas meadow.

ITEM 14: **Vista Brook Park**

BUDGET: \$16,159

DESCRIPTION: Removal of weeds and replanting of native trees and shrubs in this recently developed park.

ITEM 15: **Greenway Park/Koll Center**

BUDGET: \$22,649

DESCRIPTION: Enhancement of existing habitat and restoration of wetland to attract turtles from native turtle populations within the Fanno Creek watershed; accomplished by removal of non-native vegetation and replanting of native trees and shrubs in the wetland meadow habitat.

ITEM 16: **Fanno Creek Park**

BUDGET: \$65,190

DESCRIPTION: In conjunction with Clean Water Services, removal of weeds and replanting of native trees and shrubs to provide shade and habitat diversity.

ITEM 17: **Hideaway Park**

BUDGET: \$4,403

DESCRIPTION: Removal of weeds and replanting of native trees and shrubs after park development, removal of basketball pad from wetland, and planting some portion of mowed area with shrubs.

ITEM 18: **Cooper Mountain Area**

BUDGET: \$213,226

DESCRIPTION: Restoration and enhancement of properties to be acquired in this area, which is separate from the Cooper Mountain Nature Park. Project start is pending acquisition of land.

BOND CAPITAL PROJECTS FUND

ITEM 19: Lowami Hart Woods Park

BUDGET: \$61,086

DESCRIPTION: Removal of weeds and replanting of native trees and shrubs, and rerouting or closure of illegal trails.

ITEM 20: Mt Williams Park

BUDGET: \$91,380

DESCRIPTION: Removal of weeds and replanting of native trees and shrubs after park development.

ITEM 21: Morrison Woods Park

BUDGET: \$64,006

DESCRIPTION: Enhancement of meadow, newly acquired areas, and stabilization of exposed edge of forest next to adjacent property. Project start is pending acquisition of land.

ITEM 22: Beaverton Creek Trail

BUDGET: \$64,007

DESCRIPTION: Removal of weeds in select parks and replanting of native trees and shrubs after park development. Project start is pending acquisition of land.

ITEM 23: Bethany Wetlands Park - restoration of new property

BUDGET: \$42,672

DESCRIPTION: Removal of weeds and replanting of native plants, assessment of stream and wetland for enhancement and/or stabilization, and installation of beaver management piping if needed. Project start is pending acquisition of land.

ITEM 24: Bluegrass Downs Park - restoration of new property

BUDGET: \$16,001

DESCRIPTION: Removal of weeds and replanting of native plants in the park and newly acquired areas. Project start is pending acquisition of land.

ITEM 25: Crystal Creek Park - restoration of new property

BUDGET: \$42,672

DESCRIPTION: Removal of weeds and replanting of native plants in park and newly acquired areas. Project start is pending acquisition of land.

BOND CAPITAL PROJECTS FUND

ITEM 26: **Hyland Woods Phase 2**

BUDGET: \$68,997

DESCRIPTION: Improvement of foraging habitat for red-legged frogs and expansion of earlier project to cover entire park.

ITEM 27: **Jenkins Estate Phase 2**

BUDGET: \$112,993

DESCRIPTION: Preservation of heritage oaks, improvement to gray squirrel habitat and expansion of earlier project to cover most of the property.

ITEM 28: **Somerset**

BUDGET: \$150,778

DESCRIPTION: Enhancement and daylighting of stream.

ITEM 29: **Rock Creek Greenway**

BUDGET: \$155,804

DESCRIPTION: Enhancement of wildlife corridor with additional native plant cover, wildlife watching opportunities for patrons and reduction in mowing for sustainability.

ITEM 30: **Whispering Woods Phase 2**

BUDGET: \$95,493

DESCRIPTION: Expansion of earlier project to have greater overall impact and improve water quality at the confluence of two creeks.

ITEM 31: **Raleigh Park**

BUDGET: \$102,027

DESCRIPTION: Enhancement of stream and flood management.

ITEM 32: **Bannister Creek Greenway/NE Park**

BUDGET: \$75,389

DESCRIPTION: Protection of water quality near the headwaters of the stream which is a major tributary to Bronson Creek.

BOND CAPITAL PROJECTS FUND

ITEM 33: **Beaverton Creek Greenway Duncan**

BUDGET: \$20,104

DESCRIPTION: Improvement of habitat through significant removal of weeds and installation of native plants.

ITEM 34: **Church of Nazarene**

BUDGET: \$30,156

DESCRIPTION: Improvement of habitat through significant removal of weeds and installation of native plants.

ITEM 35: **Lilly K. Johnson Woods**

BUDGET: \$23,886

DESCRIPTION: Enhancement of oak habitat through removal of weeds and installation of native plants.

ITEM 36: **Interpretive Sign Network**

BUDGET: \$34,189

DESCRIPTION: Create outdoor, interactive, and educational art installations in specified natural areas and parks.

ITEM 37: **Restoration of new properties to be acquired**

BUDGET: \$632,582

DESCRIPTION: Balance of natural resource restoration funds to be used on newly acquired sites, pending acquisition of land.

Natural Area Preservation - Land Acquisition

ITEM 38: **Natural Area Acquisitions**

BUDGET: \$4,153,449

DESCRIPTION: Acquire high-priority natural areas that will connect existing properties or purchase large parcels with healthy native plant communities and water quality benefits.

BOND CAPITAL PROJECTS FUND

New Linear Park And Trail Development

ITEM 39: **Rock Creek Trail Segments 2 & 5, and North Bethany Trail Segment 2**

BUDGET: \$793,766

DESCRIPTION: Segments 2 and 5 of the Rock Creek Trail are completed. Segment 2 of the North Bethany Trail is currently on hold until a project funding analysis can be completed.

ITEM 40: **Miscellaneous Natural Trails**

BUDGET: \$72,829

DESCRIPTION: Develop various soft surface trails throughout the District.

ITEM 41: **Westside/Waterhouse Trail Connection**

BUDGET: \$594,708

DESCRIPTION: Develop regional trail section that connects the Westside Trail to the Waterhouse Trail.

New Linear Park And Trail Land Acquisition

ITEM 42: **New Linear Park and Trail Acquisitions**

BUDGET: \$1,575

DESCRIPTION: Acquire land, easements, leases or land use agreements for linear parks and trails. Acquisitions may be located in multiple quadrants. Property to be determined.

Multifield/Multipurpose Athletic Field Development

ITEM 43: **New Field in NW Quadrant**

BUDGET: \$533,319

DESCRIPTION: Develop one grass athletic field in the northwest quadrant.

ITEM 44: **New Field in SW Quadrant**

BUDGET: \$532,710

DESCRIPTION: Develop one grass athletic field in the southwest quadrant.

BOND CAPITAL PROJECTS FUND

ITEM 45: **New Field in SE Quadrant**

BUDGET: \$437,613

DESCRIPTION: Funding for this project has been combined with other funding sources to develop one synthetic turf field in the southeast quadrant.

Facility Rehabilitation

ITEM 46: **Structural Upgrades at Beaverton Swim Center**

BUDGET: \$49,648

DESCRIPTION: Perform seismic upgrades at Beaverton Swim Center.

ITEM 47: **Structural Upgrades at Cedar Hills Recreation Center**

BUDGET: \$27,425

DESCRIPTION: Perform seismic upgrades at Cedar Hills Recreation Center.

ITEM 48: **Structural Upgrades at Garden Home Recreation Center**

BUDGET: \$629,858

DESCRIPTION: Perform seismic upgrades at Garden Home Recreation Center.

ITEM 49: **Structural Upgrades at 50M Pool (Roof Replacement)**

BUDGET: \$444,915

DESCRIPTION: The roof replacement project is primarily funded through the General Fund; bond funds are included for issues related to the structural seismic upgrade.

ITEM 50: **Auto Gas Meter Shut Off Valves at All Facilities**

BUDGET: \$23,639

DESCRIPTION: Addition of seismic auto gas meter shut offs at all facilities.



SUPPLEMENTAL DATA

Park District History and Background

Comprehensive Plan Summary

General Fund Five-Year Projections

Policies and Procedures

Summary of Staffing by Program

Glossary

Park District Map



PARK DISTRICT HISTORY AND BACKGROUND

In 1955, a group of citizens formed Tualatin Hills Park & Recreation District to provide parks and recreational opportunities for the residents of eastern Washington County and the City of Beaverton. Over the years, the park district has become one of the largest park and recreation special districts in the Pacific Northwest.

The park district is governed by an elected five-member Board of Directors and is managed by professional staff. Since its inception, general obligations bonds, property taxes, and three-year levies (since replaced by a permanent tax rate) have supported the park district. Additional revenue comes from user fees for programs and facilities. The park district also benefits from donations made through the Tualatin Hills Park Foundation.

Demographic Portrait

As of the 2010 Census, the following information was accumulated on the district's resident population.

	<u>2000</u>	<u>2010</u>
Population	192,748	223,837
Age:		
0-24	67,457	73,326
25-64	108,215	127,961
65+	17,076	22,550
Number of Households	76,534	88,643
Average Household Size	2.50	2.51
Average Family Size	3.07	3.18
Number of Housing Units	80,704	93,765
Occupancy Rate	94.8%	94.5%

Diversity of the District as of the 2010 Census		
White	153,948	68.8%
Asian/Pacific Islander	25,334	11.3%
Hispanic Origin, any race	30,743	13.7%
Black	4,574	2.0%
American Indian	914	0.4%
Some other race	462	0.2%
Two or more races	7,862	3.6%

PARK DISTRICT HISTORY AND BACKGROUND (continued)

Economic Information

The top 10 taxpayers (in order of actual taxes levied) within the District for the 2014/15 Fiscal Year were:

Taxpayer	Taxable Assessed Value	Rank	Percentage of Total Taxable Assessed Value
Nike, Inc.	445,753,247	1	2.10%
Comcast Corporation	165,841,300	2	0.78%
Portland General Electric	127,099,266	3	0.60%
PS Business Parks LP	103,695,691	4	0.49%
Maxim Integrated Products, Inc.	116,922,300	5	0.55%
Northwest Natural Gas Co.	111,936,700	6	0.53%
Frontier Communications	97,152,000	7	0.44%
Beaverton LLC	90,898,710	8	0.60%
Bernard Properties Partnership	63,502,480	9	0.30%
WRPV XI Lasalle Beaverton, LLC	55,217,450	10	0.26%
All Other Taxpayers	19,867,097,700		93.35%
Totals	\$21,245,116,844		100.00%

Source: Washington County, Department of Assessment & Taxation
(Ranking based on levied tax amount)

Information for Washington County as of the 2014/15 Fiscal Year:

Washington County						
Fiscal Year	District Population (estimated)	County Population (estimated) ^{a)}	Personal Income (amounts expressed in thousands) ^{b)}	Per Capita Personal Income ^{b)}	Unemployment Rate ^{c)}	School Enrollment ^{d)}
2006	216,717	500,585	18,607,666	36,259	5.3%	36,646
2007	220,422	511,075	19,945,179	38,371	4.8%	37,958
2008	224,192	519,925	21,185,612	40,188	4.9%	37,552
2009	228,025	527,140	21,205,286	39,465	10.1%	37,536
2010	223,837	529,710	21,586,715	40,606	10.6%	38,460
2011	226,764	540,410	23,042,656	42,639	7.8%	38,571
2012	229,486	547,672	24,314,446	44,396	6.9%	39,054
2013	232,240	554,996	24,839,911	44,757	6.4%	38,775
2014	235,027	562,998	n/a	n/a	5.7%	39,088
2015	237,847	n/a	n/a	n/a	4.6%	40,725

Source: ^{a)} Portland State University Center for Population Research and Census (2010 actual)

^{b)} U.S. Dept. of Commerce, Bureau of Economic Analysis

^{c)} U.S. Dept. of Labor, Metropolitan District

^{d)} Beaverton School District

PARK DISTRICT HISTORY AND BACKGROUND (continued)

A comparative cost of General Fund services per capita as of FY 2005 and FY 2015:

	FY 2004/05	FY 2014/15	
	<u>Actual</u>	<u>Actual</u>	<u>% change</u>
Population	213,073	237,847 ¹⁾	11.63%
Cost Per Capita:			
Personal Services	\$71.41	\$111.95	56.76%
Materials and Services	24.29	30.17	24.17%
Capital Projects	8.91	9.28	4.18%
Debt Service	3.34	3.48	4.10%
Total cost per capita	<u>\$107.96</u>	<u>\$154.88</u>	43.46%

¹⁾ Estimated – based on Medium Growth Population Forecast (1.2%)

Source: Portland State University Center for Population Research and Census

COMPREHENSIVE PLAN SUMMARY

In September 2013, the Tualatin Hills Park & Recreation District adopted an update to the 2006 Comprehensive Plan. This plan serves as a high-level guide for future decisions and activities about how the district will acquire, develop, operate and maintain land, facilities and programs for the future. A companion effort, the development of a Service and Financial Sustainability Analysis, resulted in a new approach to cost recovery for the district. This analysis, formalized into the adoption of a Service and Financial Sustainability Plan in December 2013, also determines additional service needs that can be provided in harmony with other recreation providers. An updated Strategic Plan was also adopted in December 2013. This plan was informed by the comprehensive plan update and featured new and revised objectives and action steps to help the district realize its eight goals:

1. Provide quality neighborhood and community parks that are readily accessible to residents throughout the district's service area;
2. Provide quality sports and recreation facilities and programs for park district residents and workers of all ages, cultural backgrounds, abilities and income levels;
3. Operate and maintain parks in an efficient, safe and cost-effective manner, while maintaining high standards;
4. Acquire, conserve and enhance natural areas and open spaces within the district;
5. Develop and maintain a core system of regional trails, complemented by an interconnected system of community and neighborhood trails, to provide a variety of recreational opportunities, such as walking, bicycling and jogging;
6. Provide value and efficient service delivery for taxpayers, patrons and others who help fund park district activities;
7. Effectively communicate information about park district goals, policies, programs and facilities among district residents, customers, staff, district advisory committees, the district Board, partnering agencies and other groups; and
8. Incorporate principles of environmental and financial sustainability into the design, operation, improvement, maintenance and funding of park district programs and facilities.

The comprehensive plan update process identified a number of key level of service recommendations. These recommendations reflect short-term and longer-term capital development and improvement strategies to the community's unmet needs and priority investments for critical parks and recreation services.

- Develop a Trails Functional Plan
- Use Strategies for Addressing Low-Scoring/Functioning Components Within the System
- Conduct Ongoing Review of GIS Data
- Complete Inventory and Update Level of Service Analysis
- Use Current Baseline GRASP Analysis to Guide Future Park Development
- Address Walkable Level of Service
- Consider Design/Development Criteria
- Conduct a Field Capacity Analysis
- Explore Opportunities for Enterprise Facilities and Additional Amenities
- General Improvement and Acquisition Recommendations

COMPREHENSIVE PLAN SUMMARY (continued)

The 2013 Comprehensive Plan Update and subsequent adoption of the revised THPRD Strategic Plan helped the district define a 10-year plan for growth. In early 2014, staff began work on formalizing how we achieve this plan. The planning began with a review of several policies and procedures in spring 2014, and continues with the development of functional plans in five key areas:

- Programs
- Parks
- Natural resources
- Trails
- Athletic facilities

All functional plans are now complete.

Tualatin Hills Park & Recreation District

General Fund Five-Year Fiscal Projection FY 2015/16 through FY 2020/21

	Current Budget 2015/16	Adopted Budget 2016/17	Projected 2017/18	Projected 2018/19	Projected 2019/20	Projected 2020/21
Cash on Hand	4,270,000	4,649,000	3,900,000	3,900,000	4,050,000	4,200,000
Beginning Replace. Reserve	-	850,000	1,700,000	2,550,000	3,400,000	4,250,000
Program & Facility Fees ¹	10,700,320	11,080,840	11,413,265	11,755,663	12,108,333	12,471,583
Other Resources ²	2,202,865	2,835,327	1,502,489	1,547,563	1,593,990	1,641,810
Carryover Projects	3,466,071	3,029,085	-	-	-	-
Property Taxes ³	27,445,905	29,251,852	30,568,185	32,096,595	33,701,424	35,386,496
Total Resources	\$48,085,161	\$51,696,104	\$49,083,939	\$51,849,821	\$54,853,748	\$57,949,889
Personal Services ⁴	\$28,546,400	29,807,536	\$30,813,222	\$31,833,944	\$33,107,302	\$34,431,594
Materials & Services ⁵	8,555,880	8,817,259	9,037,690	9,308,821	9,588,086	9,875,728
Capital Outlay	6,873,151	7,998,116	\$3,297,332	\$3,824,398	\$4,277,449	4,759,152
Debt Service - COP and TAN	959,730	973,193	985,694	932,658	930,911	933,414
Contingency	2,300,000	2,400,000	2,400,000	2,550,000	2,700,000	2,850,000
Ending Replacement Reserve	850,000	1,700,000	2,550,000	3,400,000	4,250,000	5,100,000
Total Expenditures	\$48,085,161	\$51,696,104	\$49,083,939	\$51,849,821	\$54,853,748	\$57,949,889
Revenue Assumptions						
	<u>2016/17</u>		<u>2017/18</u>		<u>2018/21</u>	
¹ Program Fee & Facility Annual Increase	Actual Estimate		3.00%		3.00%	
² Other Resources	Actual Estimate		3.00%		3.00%	
³ Property Tax Annual Increase (Based on Permanent Rate only)	Actual Estimate		4.50%		5.00%	
Expenditure Assumptions						
⁴ Personal Services	Actual Estimate		4.00%		4.00%	
⁵ Materials & Services	Actual Estimate		2.50%		3.00%	

POLICIES AND PROCEDURES

DISTRICT ORGANIZATION:

Board of Directors

The governing body of the Tualatin Hills Park & Recreation District is the five (5) member Park District Board.

Each Board member is elected from the Park District at large to a term of four (4) years. The Board has the power to make appointments to fill unexpired terms, but the appointee must run for election for that term at the next regular election.

The Board meets regularly, currently on the second Tuesday of each month. All meetings are public meetings and open to the public except in those instances where the Board is meeting in executive session.

Budget Committee

The Budget Committee is composed of the five (5) elected Board of Directors plus five (5) appointed Park District citizens. This committee examines the projected programs, activities, expenses and income of the budget each fiscal year and makes recommendations to the Board of Directors.

Administration

Administration and maintenance of the Park District is under the direction of the General Manager who is hired by the Board. The General Manager has the responsibility to carry out the policies and accomplish the goals and objectives established by the Board.

The top management staff includes: the Director of Business & Facilities, Director of Park & Recreation Services, Director of Communications & Outreach, Director of Community Partnerships and the Executive Assistant; all are responsible to the General Manager. All other employees are directly responsible to their immediate Supervisor.

EMPLOYMENT POLICIES AND PROCEDURES:

Employees shall be selected on the basis of experience, ability, training, and other qualifications as outlined in the job description for the class of work to be performed. Employment is contingent on the results of a reference and background check. The Park District is a drug-free workplace. A pre-hire drug test is required.

For each position or classification there shall be established minimum requirements as to experience, education, physical ability, or other qualities considered necessary for performance of the duties of the position.

New hires and current employees may be required to take a physical examination. In cases where a physical examination is required, the Park District shall pay the cost of the examination.

Each new employee will be given an orientation explaining the policies, benefits and procedures of the Park District.

All employees will be on probation for the first six (6) months of employment. The probationary employee will have one written performance review at the end of the six-month probationary period with his/her Supervisor. Evaluations are conducted annually, once an employee is removed from probationary status.

DRUG AND ALCOHOL POLICIES:

The Park District has a responsibility to employees, participants and the general public to insure and enhance safe working conditions.

POLICIES AND PROCEDURES (continued)

To fulfill this obligation and to insure and comply with Federal and State Anti-Drug Abuse laws, the Park District must establish a work environment where employees are free from the effects of drugs and alcohol by means of drug awareness education, as well as a drug-testing program.

The purpose of this program is to establish a fair and equitable policy for all Park District employees regarding the possession, sale, distribution or use of a controlled substance and the testing for use of drugs or alcohol in the workplace. Although drug and alcohol abuse will not be tolerated, it is the intent of the Park District to provide assistance should an employee come under the influence.

SAFETY AND HEALTH POLICIES:

Supervisor and department heads have the primary responsibility for implementing the safety and health program. Their efforts will directly affect the success of the program. The Supervisor/Department head will be held accountable for performing specific loss-prevention activities.

Specifically, the Supervisor shall:

- < Set the model example for safe work procedures, practices and behavior.
- < Maintain a safe work environment. Enforce safe work procedures and the use of safe equipment and material.
- < Enforce all established company policies, procedures and safety rules. Insure work group is knowledgeable and complies.
- < Conduct orientation training in safe work practices and procedures to all new employees. Hold follow up sessions in accident prevention, hazard recognition and reporting. Actively involve the work group in safety and health issues and problem solving.
- < Investigate all accidents to determine cause, contributing factors and necessary corrective action to prevent recurrence. Document findings and recommend corrective action. Take corrective action as authorized, a written investigation report should be submitted to the Director of Business & Facilities within 24 hours.
- < Observe employee work practices. Coach and positively reinforce safe work procedures. Take immediate action to correct unsafe practices.
- < Follow up on all employee advisements of safety and health hazards, suggestions or issues. Provide feedback to employee on actions taken.
- < Communicate safety and health needs to the department head.
- < Assist with the development of safety rules for the workplace.

POLICIES AND PROCEDURES (continued)

FINANCIAL POLICIES:

The Park District has developed a long-term financial plan to establish viable financial strategies for the future. As part of that plan, the Board of Directors adopted revised comprehensive financial policies.

District Goals and Budget Policies

1. The Board will review and adopt District goals each year before preparation of the budget. The adopted goals will guide development of the budget. The Board may carry over or revise goals from one year to the next.
2. The goals and budget will be developed in accordance with state law, contractual obligations with employees, vendors, contractors and others, and the best interests of District residents.
3. The Budget Committee will meet at least once a year to consider and approve the District annual budget.
4. The Budget Committee will provide public oversight of budget preparation, recommend changes to the proposed budget, and provide information to the public about District business and operations.

Fees and Charges

1. The manager will establish fees for District services based on policy guidelines established by the Board. These policy guidelines include:
 - a. Fees will be calculated to achieve the desired level of cost recovery based on direct cost for each service type;
 - b. Fees will be established for out-of-district users of District services that are equitable with fees for District residents recognizing the contribution made by District residents through property taxes;
 - c. Appropriate fee discounts will be established for select user groups including seniors, youth, patrons with disabilities, and the military. Only District residents will be eligible for fee discounts. Only one discount may be applied to each fee;
 - d. The "THPRD Scholarship Program" will provide accommodation for low-income District residents in the form of a limited amount of user fee waivers;
 - e. Fees will be periodically compared against similar fees for both public and private sector providers;
 - f. Fees will be adjusted and implemented, as necessary, to ensure continued equity, consistency and fairness.
2. The Board will review the District's fee policy as needed to ensure fees are in line with these guidelines.

Investment Policies

1. Scope- These investment policies and portfolio guidelines apply to all activities and funds of the Park District, including bond and note proceeds, except for any trust funds which are governed by the terms of a trust agreement. All such funds will be invested in compliance with the provisions of Oregon Revised Statutes (ORS) Chapter 294, these policies, and written administrative procedures.
2. Objectives- the investment objectives of the Park District are safety (preservation of principal), liquidity (availability of funds), and rate of return (yield), in that order.

In investing public funds, the Park District will not assume unreasonable investment risks to obtain investment income. The Park District's investment portfolio will remain sufficiently liquid to enable the Park District to meet all operating requirements, which might be reasonably anticipated. The Park District will diversify its investments to avoid incurring unreasonable and avoidable risks regarding specific security types or individual financial institutions.

POLICIES AND PROCEDURES (continued)

In managing its investment portfolio, the Park District will specifically avoid any purchase of financial forwards or futures, any leveraged investment purchases or investments not authorized by ORS 294.035.

Debt Policies

1. The District use of non-general obligation supported debt should not negatively impact future operations.

Working Guidelines:

The District should not issue any new non-general obligation debt until other financial targets are met, unless the source of future annual debt service is identified, with preference toward using debt for projects that provide cost savings or revenue enhancements.

2. The District use of non-general obligation debt should provide an appropriate matching of the benefits provided to the cost of the debt service.

Working Guidelines – use of debt:

Non-general obligation debt should be used for projects that provide savings or revenue enhancements that meet or exceed the debt service costs, and for land acquisition or capital improvements. Non-general obligation debt may be used to finance capital replacements in an emergency situation.

Working Guidelines – term of debt:

The term of non-general obligation debt should not exceed 100% of the weighted average life of the projects being funded.

Minimum Fund Balances/Reserves Policies

1. The District should maintain an appropriate level of ending fund balance in the General Operating Fund to provide financial stability and minimize service disruptions.

Working Guidelines:

The District should maintain ending general operating fund balance levels of 10% of operating expenses. In any year in which the District is not at the targeted fund level, the budgeted contingency or unappropriated ending fund balance will be increased by 1% of property tax revenues.

2. The District should measure its obligation for replacement of assets and ensure that replacements are managed in a manner that does not negatively impact District services.

Working Guidelines – measurement of replacement obligation:

The District should measure the replacement obligation based on deferred replacements (i.e., backlog) for both major and routine replacements plus percentage of life used for major replacements.

Working Guidelines – prioritization of maintenance replacements funding:

The District should priority fund all major items replacements (subject to condition of asset deferrals) and a minimum of \$350,000 of routine replacements, and fund the balance of routine replacements based on available funding.

POLICIES AND PROCEDURES (continued)

Cost Recovery Policies

1. The District should establish consistent guidelines to measure the full cost of District programs and capital projects.

Working Guidelines – operating programs:

The District will measure the cost of providing services for both the direct cost and indirect cost. The direct cost includes all the specific identifiable expenses (fixed and variable) associated with providing a service, program or facility; these costs would not exist without the service or program. The indirect cost encompasses overhead (fixed and variable) including the administrative cost of the District; these costs would exist without any of the specific services or programs.

Working Guidelines – capital projects:

The District should measure the cost of capital projects based on the direct external cost plus the full cost (including indirect cost allocations) of District staff time to manage the projects.

2. The District should maintain fee policies that utilize the measurement of cost recovery/subsidy of District programs subject to other District goals.

Working Guidelines:

The desired level of cost recovery of direct costs will be based on the level of public versus private benefit the service provides as sorted by into five tiers:

- a. Tier 5, mostly individual benefit, will have desired cost recovery of 200%,
- b. Tier 4, considerable individual benefit, will have desired cost recovery of 150%,
- c. Tier 3, individual and community benefit, will have desired cost recovery of 100%,
- d. Tier 2, considerable community benefit, will have desired cost recovery of 75%,
- e. And Tier 1, mostly community benefit, will have little to no cost recovery from fees.

Categories of District services have been sorted and assigned a cost recovery tier through the Service and Financial Sustainability Assessment. Service categories can move between tiers, if necessary, but only upon completion of an established review process with criteria consistent with those that drove the initial tier assignment.

3. The District should recognize cost recovery of internal support functions for activities funded by special or restricted funds to ensure that there are no hidden interfund subsidies.

Working Guidelines:

The District should charge the cost of staff support to capital projects, and should recognize an interfund reimbursement so that all capital costs are borne by the capital projects fund.

Cost/Benefit Analysis Policy

1. The District should establish a consistent methodology of measuring cost/benefit analysis that can be used for proposed capital expansion or acquisitions.

Working Guidelines:

The District should assess cost/benefit based on net present value of net financial returns using a discount rate equal to the District current borrowing rate.

POLICIES AND PROCEDURES (continued)

Financial Goal Measurement Policies

1. The District should establish, through the long-term financial planning process, financial goals and strategies, and should periodically review these goals and strategies.

Working Guidelines:

The District should review the goals and strategies annually as part of the District's annual goal outcomes.

2. The District should periodically measure the progress toward the financial goals.

Working Guidelines:

The District should develop an annual reporting process for measuring progress toward the financial goals.

SUMMARY OF STAFFING BY PROGRAM

DIVISION					
Department	Actual	Actual	Adopted	Proposed	Adopted
Program	2013/14	2014/15	2015/16	2016/17	2016/17
BOARD OF DIRECTORS	-	-	-	-	-
ADMINISTRATION					
Office of the General Manager	2.00	3.00	3.00	3.00	3.00
Communications & Outreach	6.60	6.89	7.07	7.49	7.49
Security Operations	4.41	4.41	4.41	4.41	4.41
Community Partnerships	-	1.00	1.00	1.00	1.00
TOTAL ADMINISTRATION	13.01	15.30	15.48	15.90	15.90
BUSINESS & FACILITIES					
Office of the Director	4.00	4.00	4.00	3.00	3.00
Finance Services	7.00	7.00	7.00	6.00	6.00
Risk & Contract Management					
Risk & Contract Management	1.19	2.00	2.00	2.19	2.19
Safety/Wellness	1.00	-	-	-	-
Total Risk & Contract Management	2.19	2.00	2.00	2.19	2.19
Human Resources	3.00	4.00	4.00	4.00	4.00
Information Services	5.00	5.00	5.00	5.00	5.00
Operations Analysis	-	-	-	2.00	2.00
Maintenance Operations					
Superintendent of Maintenance Op.	5.02	5.98	6.69	6.73	6.73
Athletic Facilities	25.18	25.68	26.12	26.41	26.41
Building & Pool Maintenance	50.23	48.79	48.43	48.25	48.25
Park Maintenance	42.70	44.71	44.70	46.37	46.37
Fleet	5.75	5.75	5.73	5.73	5.73
Total Maintenance Operations	128.88	130.91	131.67	133.49	133.49
Planning	3.45	3.45	3.13	3.13	3.13
Design & Development	9.00	8.00	7.00	6.00	6.00
TOTAL BUSINESS & FACILITIES	162.52	164.36	163.80	164.81	164.81
PARK & RECREATION SERVICES					
Office of the Director	2.87	2.69	2.69	4.03	4.03
Aquatics					
Superintendent of Aquatics	1.02	1.01	1.01	1.01	1.01
Aloha Swim Center	13.81	14.18	15.32	13.08	13.08
Tualatin Hills Aquatic Center	16.71	17.13	17.97	17.92	17.92
Beaverton Swim Center	16.55	17.23	17.08	15.74	15.74
Harman Swim Center	12.42	12.53	13.11	13.68	13.68
Sunset Swim Center	11.21	11.37	11.75	11.56	11.56
Raleigh Swim Center	3.37	3.38	3.88	2.29	2.29
Somerset West Swim Center	2.19	2.22	2.60	2.92	2.92
Total Aquatics	77.28	79.05	82.72	78.20	78.20

SUMMARY OF STAFFING BY PROGRAM

DIVISION					
Department	Actual	Actual	Adopted	Proposed	Adopted
Program	2013/14	2014/15	2015/16	2016/17	2016/17
Sports					
Superintendent of Sports	2.00	2.00	2.00	9.19	9.19
Tualatin Hills Athletic Center	26.91	26.91	28.53	29.72	29.72
Tualatin Hills Tennis Center	15.35	15.00	14.66	13.79	13.79
Camp Rivendale	4.45	4.76	4.65	4.72	4.72
Total Sports	48.71	48.67	49.84	57.42	57.42
Recreation					
Superintendent of Recreation	1.00	1.00	1.00	1.00	1.00
Cedar Hills Recreation Center	30.93	30.19	32.17	31.15	31.15
Conestoga Rec. & Aquatic Center	36.05	37.48	47.02	53.60	53.60
Garden Home Recreation Center	21.54	21.64	21.41	22.18	22.18
Total Recreation	89.52	90.31	101.60	107.93	107.93
Programs & Special Activities					
Superintendent of Prog. & Spec. Act.	3.35	3.73	3.11	3.12	3.12
Elsie Stuhr Center	15.05	15.22	14.92	11.29	11.29
Total Programs & Special Activities	18.40	18.95	18.03	14.41	14.41
Natural Resources and Trails					
Natural Resources	9.73	12.05	12.14	12.02	12.02
Interpretive Programs	15.78	14.82	16.50	16.90	16.90
Total Natural Resources & Trails	25.51	26.87	28.64	28.92	28.92
TOTAL PARK & RECREATION SERVICES	262.29	266.54	283.52	290.91	290.91
TOTAL ALL DIVISIONS	437.82	446.20	462.80	471.62	471.62

Note: Departmental reorganizations have occurred during this time period; however, all Divisions and Programs are displayed as of FY 2016/17 status for accurate year-to-year comparisons.

GLOSSARY

Account

A term used to identify an individual asset, liability, expenditure control, and revenue control or fund balance.

Accrual Basis of Accounting

The method of accounting under which revenues are recorded when they are earned (whether or not cash is received at the time) and expenditures are recorded when goods and services are received (whether cash disbursements are made at the time or not).

Ad Hoc Committee

Committee formed with the sole purpose of the specific case or situation at hand.

Adopted Budget

The budget amended and 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.

Adopted Fee Study

A study adopted by the Board of Directors on November 19, 1997. The Board of Directors requested that the Park District's current program and facility fee structure be evaluated and that changes be recommended.

Ad Valorem

In proportion to value. A basis for levy tax upon property.

Annexation

The incorporation of land into an existing agency with a resulting change in the boundaries of the agency.

Appropriation

A legal authorization made by the District to incur obligations and make expenditures for specific purposes and shall be limited to a single fiscal year.

Approved Budget

The proposed budget as amended and approved by the Budget committee is recommended to the Board of Directors for adoption and is referred to as the Approved Budget.

Assessed Value

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

Assets

Property owned by a government, which has monetary value.

Bond

A written promise to pay a specified sum of money on a specific date at a specified interest rate. Bonds are most frequently used to finance large capital projects, such as buildings and streets.

Bond Measure (2008)

This \$100 million measure was approved by voters within THPRD boundaries in November 2008. Funds were allocated to dozens of projects to preserve natural areas, establish new trails and trail connections, add athletic fields, develop parks and redevelop others, and upgrade or expand recreational facilities. The measure also provided money to acquire land for parks, trails and natural areas.

Bonded Debt

The portion of indebtedness represented by outstanding bonds.

Bond Projects Fund

A fund created to account for financial resources to be used for the acquisition or construction of major capital facilities and/or designated fixed assets.

Budget

A plan, a financial operation embodying an estimate of expenditures for a given period or purpose and the proposed means of financing the estimated expenditures.

Budget Calendar

Schedule of key dates or milestones followed by the Park District departments in the preparation, review and administration of the budget.

Budget Document

The estimate of expenditures and budget resources as set forth on the estimated sheets, tax levy and the financial summary.

Budget Message

A general discussion of the proposed budget as presented in writing by the budget making authority to the legislative body. The budget message should contain an explanation of the principal budget items, an outline of the governmental unit's experience during the past period and its financial status at the time of the message and recommendations regarding the financial policy for the coming period.

Budgetary Control

The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitation of available revenues.

Capital Assets

Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.

Capital Improvements Program (CIP)

A plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from the long-term work program or otherwise. It sets forth each project or other contemplated expenditure in which the government is to have a part and specifies the full resources estimated to be available to finance the projected expenditures.

Capital Outlay

Expenditures which result in the acquisition of or addition to fixed assets.

Capital Projects

A long-term major improvement or acquisition of equipment or property for public use.

Capital Replacement Reserve

An appropriation of funds to accumulate for future capital replacement needs within the General Fund.

Certificates of Participation (COP)

COP's are a method of financing large equipment and other capital expenditures. They are technically lease-purchase securities. The payment of the debt is made to an escrow agent and is called a lease payment. The escrow agent acts as a lessor for the property to be acquired or constructed with the proceeds of the certificate of participation. The owners of the certificates do not have an ownership interest in the property financed with the proceeds of the certificates.

Chart of Accounts

The classification system used by a governmental agency to organize the accounting for various funds.

Comprehensive Plan

A plan defining the Park District's future. The plan offers direction for the Park District to accomplish its stated mission. It sets goals, and presents objectives and action to act as mileposts by which the Park District can measure its progress.

Computer Technology Plan

A plan that focuses on the prevailing computer trends expected in the next three years, and outlines technological opportunities for the Park District. The plan identifies a new communication infrastructure,

which will be the foundation for an efficient operation today and for streamlining the implementation of future components.

Contingency

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

Cost Recovery

The degree to which the cost (direct and/or indirect) of facilities, services, and programs is supported by user fees and/or other designated funding mechanisms such as grants, partnerships, volunteer services, etc., rather than tax subsidies.

Current Funds

Funds the resources of which are expended for operating purposes during the current fiscal period.

Current Liabilities

Liabilities which are payable within a relatively short period of time, usually no longer than a year.

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.

Debt

An obligation resulting from the borrowing of money or from the purchase of goods and services. Debts of governmental units include bonds, time warrants, notes and floating debt.

Debt Service

Payments of interest and principal related to long-term debt.

Debt Service Fund

A fund established to finance and account for the payment of interest and principal on all general obligation debt, serial and term, other than that payable exclusively from special assessments and revenue debt issued for and serviced by a governmental enterprise. Formally called a Sinking Fund.

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.

Departments

A major administrative division of the District, which indicates overall management responsibility for an operation, or a group of related operations within a

functional area.

Employee Benefits

Benefits include retirement, group health, dental and life insurance, workers' compensation, and disability insurance.

Encumbrance

Obligations in the form of purchase orders, contracts or salary commitments, which are chargeable to an appropriation and for which a part of the appropriation is reserved. Obligations cease to be encumbrances when paid or when the actual liability is set up.

Enterprise Fund

A fund used to account for a business-type activity utilizing the accrual method of accounting to recognize and record revenues and expenses when measurable.

Equipment

Tangible property of a more or less permanent nature (other than land, buildings, or improvements other than buildings), which is useful in carrying on operations. Examples are machinery, trucks, and furnishings.

Expense/Expenditure

This term refers to the outflow of funds paid or to be paid for an asset or goods and services obtained regardless of when the expense is actually paid.

Fiscal Year

A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations - July 1 through June 30 for all Oregon municipalities.

Fixed Assets

Assets of a long-term character which are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

Forfeiture

The automatic loss of cash or other property as a punishment for not complying with provisions and as compensation for the resulting damages or losses.

FTE

Full Time Equivalent. Staffing levels are measured in FTE's to give a consistent comparison from year to year. In most cases, an FTE is one full-time position filled for the entire year; however, in some instances an FTE may consist of several part-time positions.

Functional Plan

THPRD's 2013 Comprehensive Plan Update mandated establishment of five functional plans, one each for athletic facilities, natural resources, parks, programs, and trails. The plans provide staff in each discipline

with operational priorities, goals, vision, strategies, and procedures. The overriding objective is to meet the community's recreational needs, present and future, in a cost-effective manner.

Fund

An independent fiscal and accounting entity with a self balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves and equities which are segregated for the purpose of carrying on specific activities of attaining certain objectives.

Fund Balance

The excess of the assets of a fund over its liabilities and reserves except in the case of funds subject to budgetary accounting where, prior to the end of a fiscal period, it represents the excess of the period over its liabilities, reserves and appropriations for the period.

General Fund

A fund used to account for financial operations of the District, which are not accounted for in any other fund. The primary sources of revenue are property taxes, state and local shared revenues and user fees.

General Long-Term Debt

Long-term debt legally payable from general revenues and backed by the full faith and credit of a governmental unit.

General Obligation Bonds

Bonds for whose payment the full faith and credit of the issuing body are pledged.

Goal

A statement of broad direction, purpose or intent; the purpose toward which an endeavor is directed.

Grant

A donation or contribution by one governmental unit to another unit. The donation or contribution may be made to aid in the support of a specified purpose or function or general purpose.

Intergovernmental Agreement

This is a cooperative agreement made between two governmental agencies. It spells out the services each partner will provide and how the respective resources and facilities of each may be shared for mutual and/or taxpayer benefit. THPRD has numerous intergovernmental agreements, most notably with the Beaverton School District and the City of Beaverton.

Internal Control

A plan of organization for purchasing, accounting and other financial activities, which among other things provide:

✓ The duties of employees are subdivided so that no

single employee handles a financial action from beginning to end;

- ✓ Proper authorization from specific responsible officials are obtained before key steps in the processing of a transaction are completed; and
- ✓ Records and procedures are arranged appropriately to facilitate effective control.

Levy

(Verb) To impose taxes, special assessments or service charges for the support of governmental activities. (Noun) The total amount of taxes, special assessments or service charges imposed by a governmental unit.

Local Improvement District

The property, which is to be assessed for the cost or part of the cost of local improvement and the property on which the local improvement is located.

Measure 5

A constitutional limit on property tax rates passed by voters in the State of Oregon in November 1990. The law sets a maximum \$10 tax rate on individual properties for the aggregate of all non-school taxing jurisdictions. Schools maximum rate is limited to \$5.

Measure 47

A constitutional limit on individual property tax collections approved by voters in November 1996. The limit applies to FY 1997/98 and all future fiscal years. The measure was a citizen initiative and limits property taxes to FY 1995/96 levels less 10%, requires majority voter turnout for tax elections, limits fees and charges and prioritizes Public Education and Public Safety in the allocation of lost revenues. The Measure never took affect due to its repeal by the voters in May 1997 with the passage of Measure 50.

Measure 50

Passed by voters in May 1997, the legislatively referred measure repealed Measure 47, but also significantly reduced future property taxes. The Measure rolls back assessed value on individual property to FY 1995/96 values, less 10%. It reduces FY 1997/98 Park District levy authority by an average of 18.9%, and then converts it to a rate to be applied to assessed value in all future years. Assessed value growth is limited to 3% per year. The Measure reinstates Measure 47 limits on fees and charges and on majority turnout election requirements.

Metro Greenspaces

A program administered by Metro for the acquisition of public parks and open space lands throughout the region. A \$135.6 million bond program was approved by voters in 1995. Of that amount, \$25 million was set aside for local government grants.

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 Budget

A budget, which applies to all outlays other than capital outlays.

Operating Expenses

Expenses for general governmental purposes.

Operating Statement

A statement summarizing the financial operations of a governmental unit for an accounting period as contrasted with a balance sheet, which shows financial position at a given moment in time.

Part-time Employee

An employee scheduled less than 30 hours per week, to a maximum of 1,559 hours per year. Part-time employees are not members of the collective bargaining unit.

Personnel Services

Payroll expenses such as: wages, Social Security, medical and dental insurance benefits and retirement contributions.

Program

A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the District is responsible.

Proposed Budget

Park District budget approved by the General Manager and submitted to the Budget Committee for their deliberation.

Regular Part-time Employee

An employee scheduled between a minimum of 30 hours to a maximum of 35 hours per week, for no more than 1,820 hours per year. Regular part-time employees are members of the collective bargaining unit, and have similar, but reduced benefits as offered to full-time employees.

Resources

The actual assets of a governmental unit, such as cash, taxes receivable, land, buildings, etc. Contingent assets such as estimated revenues applying to the current fiscal year not accrued or collected and bonds authorized and unissued.

Revenue

The term designates an increase to a fund's assets which:

- ✓ Does not increase a liability (e.g., proceeds from a loan),

- ✓ Does not represent a repayment of an expenditure already made,
- ✓ Does not represent a cancellation of certain liabilities,
- ✓ Does not represent an increase in contributed capital.

Risk Management

An organized attempt to protect a government’s assets against accidental loss in the most economical manner.

Senate Bill 122

Mandates local governments (cities, counties, and special districts) and regional governments regarding the provision of Urban Services in two (2) ways.

- ✓ It requires each local government to agree to cooperate and communicate with each other as it relates to land use issues, Master Plan preparation, Design and Development review and Capital Project identification and funding.
- ✓ It requires each local government to negotiate ultimate Urban Service Boundaries to establish who will serve the unincorporated population in their planning areas.

Subsidy

Financial support for programs or services through taxes rather than through user or participant fees, or other forms of alternative funding.

System Development Charge

In general terms, these are fees assessed to developers of new housing and business units within THPRD boundaries. The fees help assure adequate funding for new park and recreational facilities (including capital improvements) needed because of those developments.

Tax Base

In Oregon, a designated amount of property tax which can be levied for operating expenses without annual voter approval. The original base must be established by the voters at a general or primary election. Thereafter, the base can be increased 6%, annually, without the approval of the voters.

Taxes

Compulsory charges levied by a governmental unit for the purpose of financing services performed for the common benefit. Note: The term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. Neither does the term include charges as, for example, plans review fees.

Tax Levy

The total amount to be raised by general property taxes.

Tax Rate

The amount of property tax paid by property owners for each \$1,000 of their property’s assessed value.

Transfers

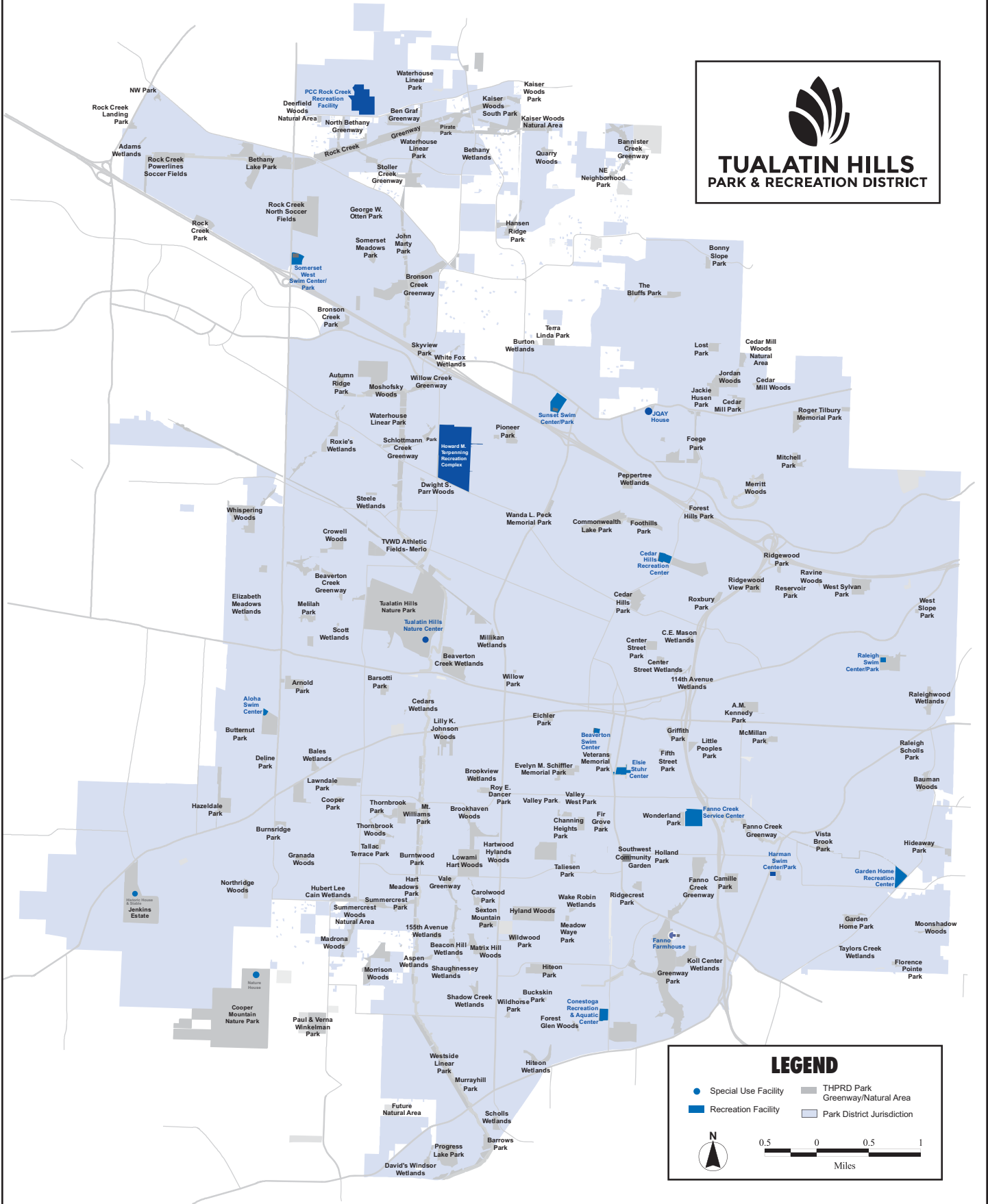
Amounts distributed from one fund to finance activities in another fund. Shown as a requirement in the originating fund and a revenue in the receiving fund.

Unappropriated Fund Balance

Where the fund balance at the close of the preceding year is not included in the annual budget, this term designates that portion of the current fiscal year’s estimated revenues which has not been appropriated. Where the fund balance of the preceding year is included, this term designates the estimated fund balance at the end of the current fiscal year.



Parks, Recreation Facilities, Maintained School Grounds & Natural Areas



LEGEND

- Special Use Facility
- Recreation Facility
- THPRD Park Greenway/Natural Area
- Park District Jurisdiction

0.5 0 0.5 1
Miles

